

Girl Scouts of Oregon and Southwest Washington



Long Range Property Plan – Phase 1 Evaluation and Recommendations

Presented to the Board of Directors November 19, 2011

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Executive Summary

The purpose of this Long Range Property Plan is to provide a foundation for Girls Scouts of Oregon and Southwest Washington to manage its program properties in a manner that is consistent with the program goals of the Council, while being financially sustainable and consistent with the Girl Scout Leadership Experience and the Girl Scout Brand. The plan was developed by the Properties Committee at the direction of the Board of Directors with assistance from Council Staff and a properties consultant from GSUSA. As noted in the implementation section, this plan is just the first step in developing the information needed to fully guide future development of program properties.

This plan was prepared in accordance with the Strategic Learning process undertaken by the Council on a broad basis. It strives to recognize the realities of our program needs balanced by the amount of property the Council can sustain financially. It addresses not only specific properties currently owned, but encourages the Council to develop other outdoor program resources that are not owned by the Council in order to provide a high level outdoor program experience for girls in all areas of the Council.

LRPP Expected Results

- Establish quality, use and cost performance standards for program and property
- Develop recommendations to maximize program sites, facilities and resources to provide members with program properties that support the Girl Scout Leadership Experience and Girl Scout Brand
- Develop recommendations to align program properties with council financial and fund development strategic priorities and operational issues

Data Gathering

In order to develop this report, the Committee gathered data on membership distribution, usage and financial information on each property, and the condition of each property. The committee also conducted a random sample survey of both girl and adult members to determine priorities for outdoor program. Several outdoor program workshops were also held in several regions of the council to gather input from members regarding their wishes for outdoor program. These interactions with members reinforced the committees general approach that program is the most important factor to consider. Program needs must drive property decisions.

The results of the surveys and workshops also reinforced that members like having outdoor program available, but are often concerned about the cost and distance to events. Our current resident camp programs seem to align fairly well with the desires of girls who attend camp. Girls are also interested in a progression of camping experiences, from fully heated lodges to primitive camping. The focus of the responses to the adult surveys focused on cost, distance and type of program. They, too, thought that having a progression of camping experiences was important. Training is also a big key among adult members since many parents themselves are not well-versed in outdoor skill and are not necessarily comfortable taking their girls on camping trips.

The financial and usage data for our three types of properties, resident camps, outdoor program centers and Girl Scout houses is summarized in the charts below. All data is the average of the 2008-09 and 2009-10 operating years.

Resident Camp Statistical Summary

	Arrowhead	Low Echo	Cleawox	Whispering Winds
Owned or Land Lease from USFS	Owned	Leased	Leased	Owned
Size (in acres)	263	32	42	220
Timber Revenue Potential	Yes	No	No	Yes
Rental Revenue	\$ 9,024	\$ 2,153	\$ 6,757	\$ 3,521
Resident Camp Revenue	\$ 91,167	\$ 21,606	\$ 126,069	\$ 47,733
Total Revenue	\$100,191	\$23,759	\$ 132,775	\$ 51,253
Operating Expense	\$ 59,436	\$14,262	\$ 42,267	\$ 35,499
Resident Camp Expense	\$ 20,608	\$ 8,568	\$ 56,139	\$ 20,721
Staffing Expense	\$ 68,253	\$ 9,590	\$ 43,811	\$ 35,390
Resident Camp Staff Expense	\$ 47,024	\$10,777	\$ 47,253	\$ 20,089
Total Expenses	\$195,321	\$43,197	\$ 189,470	\$ 111,699
Net Deficit	\$ 95,130	\$19,438	\$ 56,694	\$ 60,446
Estimated Deferred Maintenance	\$112,000	\$84,900	\$ 107,625	\$ 72,000
# of days in use (incl Resident Camp)	94	59	106	92
Resident Camp Days	64	23	66	41
User Days	6,366	1,817	4,712	2,698
Gross Cost per user day	\$ 30.68	\$ 23.77	\$ 40.21	\$ 41.40
Net Cost per user day	\$ 14.94	\$ 10.70	\$ 12.03	\$ 22.40
Revenue as a % of Expenses	51.3%	55.0%	70.1%	45.9%
Proposed Benchmark	50.0%	50.0%	50.0%	50.0%

Outdoor Program Centers Statistical Summary

	Mountaindale	Homestead	Ruth Hyde	Tomlin	Wallace Cr
Ownership	Owned	Owned*	Owned	Owned	Owned
Size (in acres)	50	31	90	240	240
Potential Timber Revenue	Yes	No	Yes	Yes	Yes
Rental Revenue	\$ 24,066	\$ 6,763	\$ 315	\$ -	\$ 4,508
Operating Expense	\$ 60,471	\$ 20,804	\$ 1,077	\$ 404	\$ 7,368
Staffing Expense	\$ 23,738	\$ 27,293	\$ -	\$ -	\$ 15,926
Total Expenses	\$ 84,209	\$ 48,097	\$ 1,077	\$ 404	\$ 23,294
Net Deficit	\$ (60,143)	\$ (41,334)	\$ (762)	\$ (404)	\$ (18,786)
Estimated Deferred Maintenance	\$ 24,350	\$ 29,500	\$ -	\$ -	\$ 32,500
# of days in use	143	105	38	12	76
User Days	17,473	2,217	1,748	1,382	1,594
Gross Cost per User Day	\$ 4.82	\$ 21.69	\$ 0.62	\$ 0.29	\$ 14.61
Net Cost per User Day	\$ 3.44	\$ 18.64	\$ 0.44	\$ 0.29	\$ 11.79
Revenue as % of Expenses	28.58%	14.06%	29.25%	0.00%	19.35%
Proposed Benchmark	30.0%	30.0%	30.0%	30.0%	30.0%

*Restrictions on sale and operations imposed by will granting property to GSOSW.

Girl Scout Houses Statistical Summary

	Dalles	Seaside	Albany	Lebanon	Newport
Ownership	Owned*	Leased**	Owned	Owned	Owned
Rental Revenue	\$ 310	\$ 3,998	\$ 4,009	\$ 375	\$ 3,050
Operating Expense	\$ 4,617	\$ 2,842	\$ 3,266	\$ 2,416	\$ 2,260
Staffing Expense	\$ 332	\$ -	\$ 1,769	\$ 1,770	\$ 3,539
Total Expenses	\$ 4,949	\$ 2,842	\$ 5,035	\$ 4,186	\$ 5,799
Net Deficit	\$ (4,639)	\$ 1,156	\$ (1,026)	\$ (3,811)	\$ (2,749)
Estimated Deferred Maintenance	\$ -	\$ -	\$ -	\$ 24,500	\$ -
# of days in use	15	143	138	91	291
User Days	142	1735	1425	922	3073
Gross Cost per User Day	\$ 34.85	\$ 1.64	\$ 3.53	\$ 4.54	\$ 1.89
Net Cost per User Day	\$ 32.67	\$ (0.67)	\$ 0.72	\$ 4.13	\$ 0.89
Revenue as % of Expenses less staffing	6.7%	140.7%	122.7%	15.5%	135.0%
Proposed Benchmark	100.0%	100.0%	100.0%	100.0%	100.0%
*If no longer wanted, must be sold to City of The Dalles for \$5					
**Technically leased from County, but no rent is paid.					

Recommendations:

The committee has a long list of recommendations that are fully detailed in the body of this report. In summary, the Committee recommends that the Board of Directors approve the following:

- Adoption of proposed property performance standards relating to financial performance and stewardship of the properties.
- Adoption of property guidelines for desired facilities and aesthetics
- Adoption of the specific property recommendations that include the disposal of five properties and possibly a sixth if operating costs cannot be reduced. One property is proposed to be retained only if it can be fully funded by local volunteers. These are all justified by our basic criteria of what we want:

The decision to own and/or operate program properties is based on the following development criteria:

- Support the Girl Scout Leadership Experience.
- Support the Girl Scout Brand (Safe, functional, attractive, well-used)
- Meet the program needs and expectations of the girls.
- Provide service and support to membership and staff.
- Be within the council's and community's ability to fund and maintain.
- Properties should be in compliance with agreed upon performance standards.

Implementation:

The committee recommends that this report be followed up with extensive planning by the Program Department to chart a course for future outdoor program needs. At the same time, the Properties Committee will do an inventory of all properties and compare them to the recommended standards to see where they fall short. From these elements, specific development plans can be written that will guide any future improvement to these properties. Also included in this process will be an ADA audit and plan for compliance.

Many hours have gone into the development of this plan and it will prompt some lively discussion among both the Board and our members. However, it is important that we have great places for girls to be Girl Scouts and the committee is aligned that we are better served by a few really outstanding places than many mediocre ones. Issues of funding deferred maintenance and future development have not been addressed as these areas are in the authority of the Board. Our guiding principle is that it is all about the girls. Wherever it is, whether on our property or someone else's, girls will have the opportunity to learn outdoor and leadership skills and build memories through Girl Scouts.

Respectfully Submitted,

Mark C. Allen, Chair
GSOSW Properties Committee

Part 1 - Introduction

Background

Girl Scouts of Oregon and Southwest Washington (GSOSW) is blessed with ownership of a variety of outdoor and program sites throughout its jurisdiction. These sites each have unique characteristics that provide outstanding program opportunities for girls. The goal in developing this Long Range Property Plan (LRPP) is to provide a blueprint for maximizing the use of these assets for the benefit of our girls, contributing strongly to the Girl Scout Leadership Experience.

As a result of the consolidation of four full Councils and parts of two others, we have an inventory of 23 properties that are owned or leased by the Council. Of these, eight are service centers, providing office space for staff, resources for volunteers, and, in some cases, program and retail store space. The service centers will not be a focus of this plan although the task force will pass along information gleaned from the membership to management to help them evaluate the best way to serve our members through our service centers.

The Council has more property than most. GSOSW ranks about in the middle of Councils nationally in terms of membership, but is in the top ten in terms of properties owned and leased. Given our broad geographic range, this is not surprising, but may also be an indication that not all of our properties are being utilized to their best advantage.

The remainder of our properties are in three classifications: Resident Camps, Outdoor Program Centers and Girl Scout Houses. Those properties are:

Resident Camps:

- Camp Arrowhead, near Stevenson, Washington
- Camp Low Echo, Lake of the Woods, between White City and Klamath Falls, Oregon
- Camp Cleawox, near Florence, Oregon
- Camp Whispering Winds, King's Valley, near Philomath, Oregon

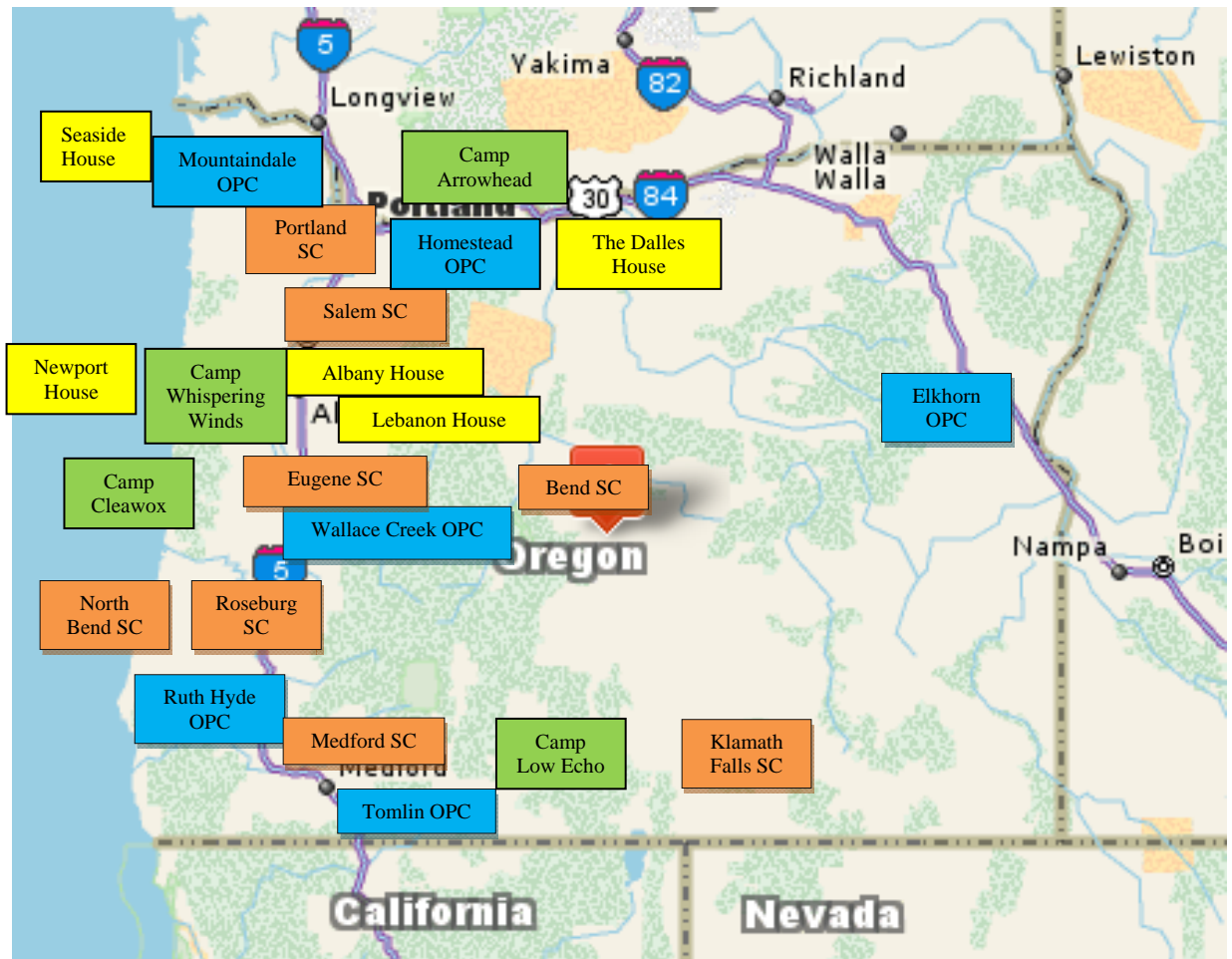
Outdoor Program Centers:

- Mountindale, near North Plains, Oregon
- Homestead, near Rhododendron, Oregon
- Ruth Hyde, near Grants Pass, Oregon
- Tomlin, near Medford, Oregon
- Wallace Creek, Jasper, Oregon, near Springfield, Oregon
- Elkhorn, near Baker City, Oregon

Girl Scout Houses:

- The Dalles
- Seaside
- Albany
- Lebanon
- Newport

The location of the properties is indicated on the following map:



The formation of GSOSW in 2008 gives us an opportunity for a fresh look at our property assets. We need to look at how they are used, where they are and the facilities and experiences they provide. It also gives us the opportunity to consider other, less traditional ways to provide program to girls. This may include our desired high quality program but perhaps not on our property. These deliberations, however, must include the financial aspect of the equation. This includes not only the costs to properly maintain and manage our properties, but the Council's ability to provide quality program sites at an affordable cost to our girls and adult volunteers.

We are excited by this opportunity to take a look ahead and plan for our future, rather than reacting to the past. We hope this plan will serve as an ongoing and changing blueprint for management of our properties to provide the very best programs we can for our girls.

Property Task Group

Responsibility for developing the LRPP was assigned to the Properties Committee, a committee of the GSOSW Board of Directors. The committee was charged by the Board to develop a plan to establish criteria to evaluate our outdoor properties and make recommendations for the maintenance, development, expansion and disposition of properties within the portfolio. These

recommendations are to take into consideration the program needs and financial limitations of the Council and provide for good stewardship of the Council's property assets.

The committee consists of the following individuals:

Mark Allen, Chair, Eugene

Leah Nelson, Turner

Marie Melin, Salem

Maureen Vega, Bend

Carole Smith, Ashland

Rita Van Shoaick, Heppner

Dave Einolf, Portland

Staff: Harmony George, CFO, Marissa Bennett, Outdoor Program Director, Rex Buchanan, Properties Manager

The committee has been working on the project since May, 2010 when a visit was made by Nick LoPiccolo, a property consultant with GSUSA, to look at our properties and advise us on the process for developing the LRPP. The committee spent the rest of 2010 gathering information, primarily from internal sources, on usage, revenue and expenses. In early 2011, a series of program design workshops were held around the Council's jurisdiction to get input from volunteers on their desires for outdoor program. This was followed up by a survey to adults and girls asking about various aspects of outdoor program and our facilities. This initial draft was presented to the Board of Directors in November, 2011 and was subsequently submitted to the membership for comment in 2012. This final plan is based on the research and comments from members and is submitted to the Board of Directors for approval.

Part 2 - The Planning Process

Strategic Learning

Strategic Learning is an applied planning process for achieving the Girl Scout Mission. This process takes a comprehensive review and analysis of internal and external factors that support capacity building. The data assembled is used to develop a unified approach of integrated strategic choices, key priorities and action plans to guide council work towards strategic objectives resulting in a strong organization serving girls and the community.

Situational Analysis Teams conducted in-depth internal and external data collection, review and analysis in five specific areas:

- Customers: Girls 5 to 17, members and non-members
- Competitors: What are they doing right
- Industry Trends: Trends in outdoor program/camping
- Stakeholders: Membership, community leaders, funders
- Our Own Realities: Assessment of property location, quality issues, capacity vs. use and cost of operations

The results of this integrated approach identify what the Council is doing right and where there are gaps. The process involved developing Key Insights and Strategy to make the best choices for where we will compete, what programs and services we will offer and how we will win by generating greater value for our membership, the council and the communities we serve. In

2009, our Council was one of the first to begin Strategic Learning and the process was completed in July, 2010 when the Board voted to accept the final report.

Long-Range Property Planning

The Process

- | | |
|------------------------|---|
| 1. What We Have | Condition, use and cost to operate |
| 2. Where We Want To Be | Vision, customer value, financial priorities |
| 3. What We Have To Do | Alignment of assets and operations |
| 4. How We Get There | Prioritized LRPP aimed at meeting performance standards |

This process includes:

- Compiling market research data about the needs and wants of girls and adult volunteers in the council jurisdiction, both members and non-members
- Assessment of
 - Program opportunities supporting the Girl Scout Leadership Experience
 - Sites and facilities in meeting safe, functional and aesthetic performance standards
 - Membership usage of sites and facilities
 - Cost of programs expressed as per girl/per day
 - Council's ability to fund and maintain sites
 - Facilities performance against accepted performance standards

LRPP Expected Results

- Establish quality, use and cost performance standards for program and property
- Develop recommendations to maximize program sites, facilities and resources to provide members with program properties that support the Girl Scout Leadership Experience and Girl Scout Brand
- Develop recommendations to align program properties with council financial and fund development strategic priorities and operational issues

Site and Facility Performance Standards

Applying site and facility performance standards create and sustain a quality outdoor experience that supports the Girl Scout Leadership Experience and the Girl Scout Brand. Highly effective, high performing facilities are:

Safe

- Free of health and safety hazards
- Structures are plumb and level, and free of construction defects
- Meets or exceeds government regulations and industry standards

Functional

- Facility is adequately designed or renovated for its current uses
- Maintenance is current or minor deferred maintenance needed
- Facility is clean and orderly
- Compliant with the Americans with Disabilities Act

Attractive

- Coordinated exterior and interior color palate
- Appropriate wall covering and flooring for current uses
- Appropriate and coordinated furniture for designated uses

Well Used

- Occupancy/use rate that is financially sustainable for the council

Part Three – What We Have and What We Want

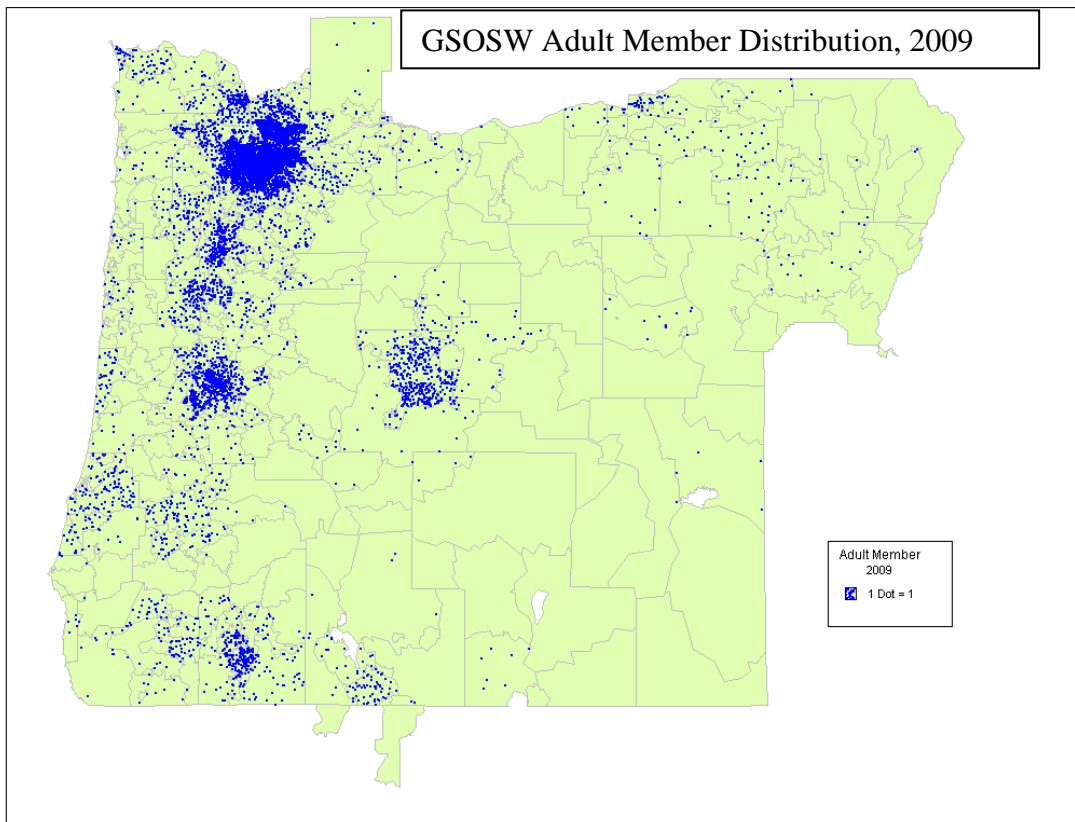
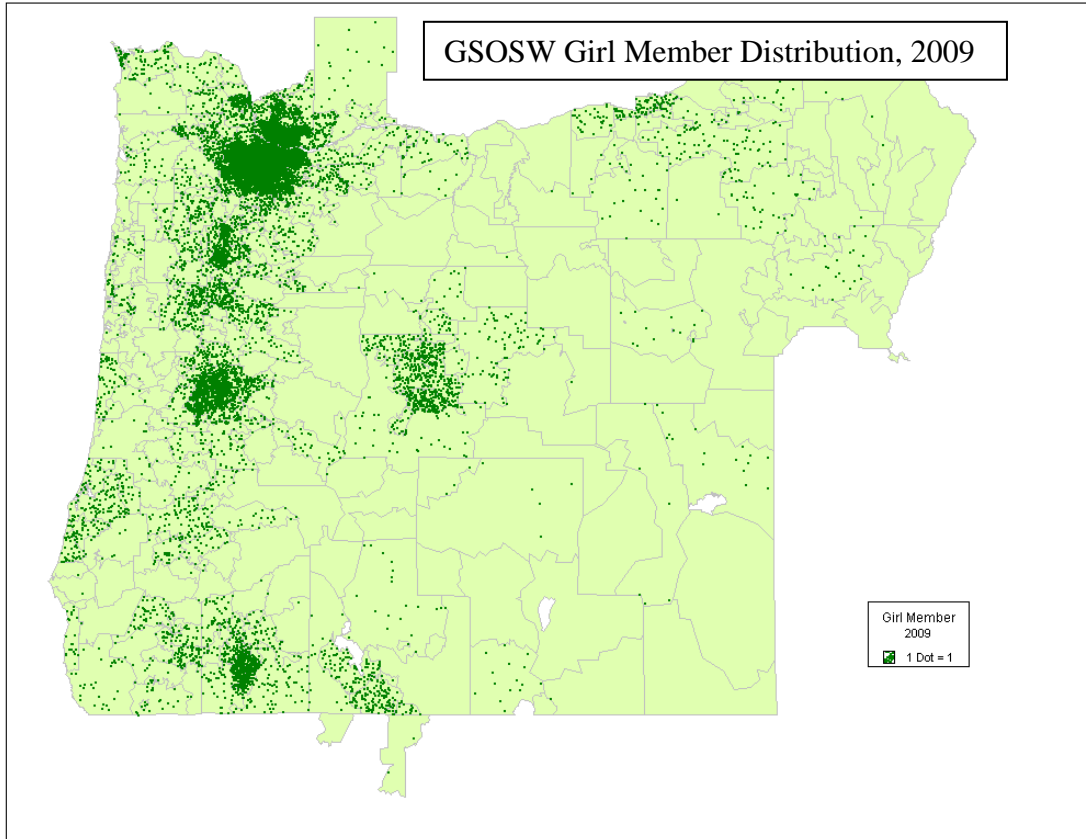
1. Membership and Market

GSOSW serves girls and adults in an area comprised of the entire state of Oregon, with the exception of Malheur County, plus Clark and Skamania Counties in Washington. There are several urban areas in the jurisdiction, primarily in the Willamette Valley. These are Portland Metro area, Salem, Corvallis/Albany/Lebanon and Eugene/Springfield. Outside the Valley, the primary population areas are Grants Pass, Medford and Bend/Redmond. Most of the area in the Council is rural. Topography ranges from the Pacific Coast to the urban/farmland Willamette Valley to hills and farmland of Southern Oregon to the high desert of Central Oregon to the mountains and plains of Eastern Oregon. Portland is the by far the major population center. Driving times from Portland to various areas of the Council:

- To Salem – 1 hour
- To Eugene – 2 hours
- To Medford – 4.5 hours
- To North Bend – 4 hours
- To Bend – 3.25 hours
- To Klamath Falls – 5.25 hours
- To Pendleton – 3.75 hours
- To Baker City – 5.5 hours

In determining a plan for program properties, it is important to know where our members are. Our research shows that parents and adult volunteers are only willing to drive so far to get to a camp, program event or other Girl Scout function. GSOSW's membership for both girls and adults mirrors the general population distribution above.

Geographically, our members are distributed as follows:



By far, the largest portion of our membership is concentrated in Multnomah, Washington, Clackamas and Clark Counties. However, our goal is to find the most effective way to provide great program sites for all of our girls to enjoy.

2. Member Surveys

As part of our data gathering for this project, the committee conducted a survey of the girl and adult members of the Council. A sample size was determined so that the responses would be representative of the Council as a whole. This sample size was based on random sampling methodology designed to provide a representative response of the entire population. A sample size calculator recommended by our GSUSA consultant was used to determine the desired number of responses. That number was then balanced geographically to increase the odds that we would receive input from all parts of the Council. We have a population of 13,781 girls and received 172 responses, representing 1.2% of the population. To get that return, we sent out over 1,100 surveys to girls in a combination of e-mail and regular mail. This should give us survey results that are accurate to within plus or minus 7%. The adult population is 9,161 and we received 183 responses, representing 2% of the total population. To get this return, we sent out over 1,000 surveys by e-mail and regular mail. This also gives us responses accurate to within 7%, plus or minus.

Girl Survey

The number of girls who have been to Girl Scout Camp is split almost evenly, with 55% having been and 45% who have not. Of those experiences, the largest response was day camps, followed by Camps Arrowhead, Cleawox, Whispering Winds and Low Echo. 81% of girls reported having attended a day camp compared to only 25% who reported having attended a resident camp. Girls most often chose the camps they did because of the program offered, reinforcing our focus on program in developing this plan. Other major factors were location, it is where friends were going and it was picked by parents. The lowest rated response in this area was the actual facilities at the camp.

When asked what programs they have attended at our various properties other than resident camp, the largest response, by far, was that they had never been to the property. In many cases, all but four, more than 90% of the girls had never been to a particular property. This clearly points to some usage issues for many of our locations. Those that had been were often there for a troop overnight trip. Mountindale is well used for day camp and program events.

When asked how long they like to stay at camp, 46% of girls opted for one or two nights. 23% preferred day camps while the rest were evenly split between 3-4 nights and five nights or more. For troop or service unit campouts, 64% said they preferred one or two nights.

Activities girls like to do at camp were not much of a surprise. The big three were Arts and Crafts, Swimming and Horses. The following is a full list of the top responses.

Arts and Crafts	5.34%
Swimming	4.86%
Horseback Riding	4.46%
Music	4.38%
Earn Badges	4.30%
Nature Walks	4.22%
Animal Care	4.18%
Outdoor Cooking	4.02%
Overnight Trips	3.78%
Canoeing/kayaking	3.71%
Dance	3.47%
Hiking	3.43%
Archery	3.43%
Rock Climbing/Ziplines	3.27%
Drama/skits/plays	3.27%
Photography	3.15%

Other activities that were not as popular included ropes courses (2.9%), helping younger girls (2.6%) Orienteering (2.0%), computers (1.9%), backpacking/primitive camping (1.3%) and business education (0.3%).

As far as actual facilities at the camps are concerned, girls were much more flexible than expected. When asked what kind of sleeping accommodations were OK, more than half said any of the choices were OK, from a bunk in a lodge (most popular with 95% answering OK) to sleeping on the ground under the stars (51% answering OK). This seems to point out that a progression of camping experiences is something we should be providing. However, since fewer girls seem to prefer primitive camping, that should perhaps be a lower priority. Other facilities that were important to girls were indoor bathrooms close to sleeping quarters (very important 48%), lights in the sleeping building, hot water, a mattress, heat and four walls around the sleeping area. Things that were not important included showers, cell phone access, and computer or e-mail access. This would seem to reinforce that girls do want an experience different from what they have at home and that being “unplugged” is a part of that experience.

We also asked what kinds of activities girls like to do after school. The top response was arts and crafts (12.6% of responses). This was closely followed by hanging out with friends and reading. Sports received 9.5% of the responses and outdoor recreation 8.8%. Other responses included Music or theatre (8.1%), cooking (7.6%), clubs and organizations (7.4%) and computers (6.7%). The apparent affinity for arts and crafts, spending time with friends and outdoor recreation clearly coincide nicely with our typical camp programs.

The biggest factor preventing girls from going to camp is cost, mentioned by 23% of the responses. The next few were pretty evenly split with around 15% of responses. They included not knowing about camp, too busy with other activities and location. A fair number of our respondents were too young for camp as well. The adult survey, discussed later, also mentioned cost as a factor and one that the Council must consider carefully. Clearly, we also need to do a better job of marketing our outdoor programs to girls if 15% of them didn't know about the opportunities.

Conclusions regarding the girl survey:

Girls that go to camp seem to like it and their interests align well with programs we offer. However, many if not most of our girl members have not been to camp. A combination of marketing, training leaders for outdoor program and offering short term opportunities for camping, especially for younger girls, would seem to be in order. With regard to actual facilities, a progression of camping experiences should be a goal. That is, having facilities available that range from a fully enclosed heated lodge with beds to primitive camping in the open and all steps in between. As girls age and develop outdoor skills, they should have the opportunities to have these different experiences. Given the preference for arts and crafts activities, we need to provide better facilities at our locations. Many of our arts and crafts buildings appear to be afterthoughts and are not generally in good shape. Considering this was ranked as the most popular camp activity, we should pay attention.

Adult Survey

We also surveyed our adult members, including parents, troop leaders and non-troop affiliated adults. This last category included many of our lifetime members. We first asked which of our outdoor properties they had visited. A summary follows indicating the percentage of total respondents who had visited each property:

Arrowhead	15.9%	Homestead	10.6%
Cleawox	11.1%	Mountaindale	29.0%
Low Echo	3.9%	Lebanon	1.0%
Whispering Winds	6.8%	Seaside	5.3%
Elkhorn	0.0%	The Dalles	1.9%
Tomlin	2.9%	Newport	6.2%
Ruth Hyde	2.4%	Albany	1.9%
Wallace Creek	6.8%		

Clearly, usage varies widely, much of it based on location and programs offered. Mountaindale has a very high use factor due to the well-attended day camps offered there. The resident camps are somewhat lower, because typically, adults do not accompany their children to resident camp. Two of our houses, Seaside and Newport, have the benefit of coastal locations to attract troop overnight trips.

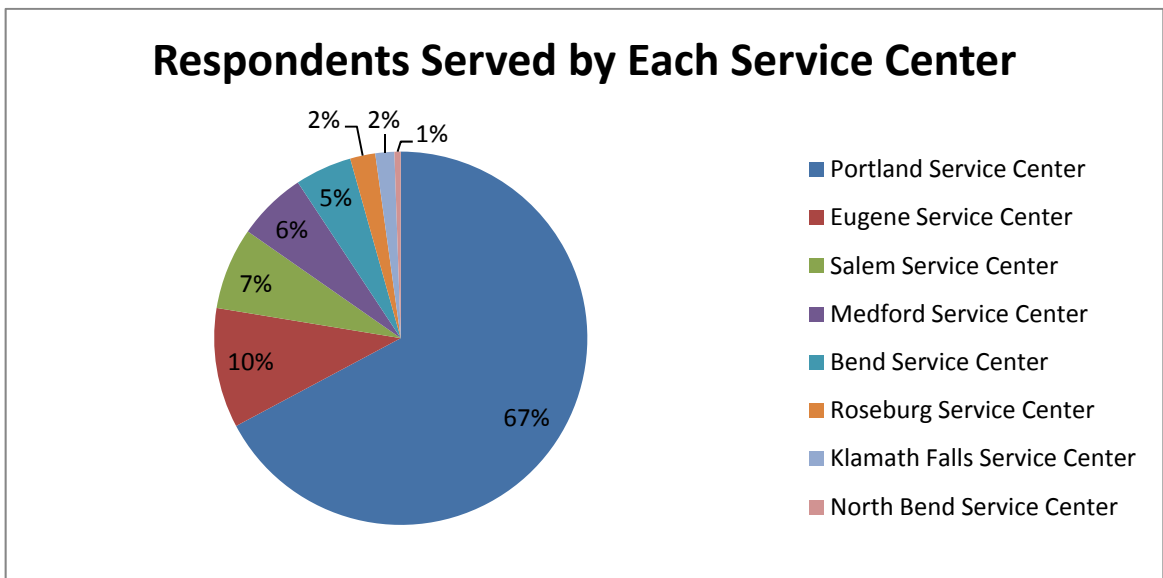
As far as what adults or their girls visited our property for, again, the largest response group was "never been." Responses ranged from 47% who had never been to Mountaindale to 100% who had not been to Elkhorn. This last is not surprising given its remote location and lack of facilities. 78% of respondents indicated they had never been to one of the four resident camps. 80% had never been to an outdoor program

center and 93% had not been to a Girl Scout House. Most common activities for Outdoor Program Centers were troop overnights, day camp and training. Outside of actual resident camp programs, the camp properties were used most often for program events, troop overnights and service unit overnights. Girl Scout Houses were used for troop overnights, primarily on the strength of usage for the Newport and Seaside houses.

We were also interested in hearing about the location of our properties and asked how long adults were willing to drive for various activities. Most were willing to drive up to three hours for resident camp and up to two hours for other overnights. Other activities, such as day camp, training and service unit meetings were limited to an hour or less for the majority of adult respondents.

We also asked about adult experiences at our properties, both best and worst. For those that had been to one of the properties, the largest response for favorite experience was the programs offered, further reinforcing our approach of putting program needs in the forefront of planning. The second largest response was the quality of the facility. However, when asked about their worst experience, the largest response of those who had been to properties was the quality of the facilities, clearly pointing out a need to do better. Other significant least favorite aspects included distance and cost, which is a recurring theme in the survey responses.

Although this plan will not address placement and staffing of service centers, which is a management decision, we did ask some questions on our survey about service centers to assist management in their decision making. The following chart shows the percentage of respondents served by each of our service centers.



Most adults surveyed do not routinely visit a service center. This is likely because most parents of girls do not generally have a need to do so. Troop leaders and service unit volunteers are much more likely to have needs fulfilled at a service center. For those who did visit, the most used function of the service center was the store. Next most popular uses were for program events and trainings. Membership services and troop

and service unit meetings merited far fewer responses. For any function of a service center, volunteers were not willing to drive more than one hour to get there. For future decision making, it would be useful to poll leaders and Service Unit volunteers about their needs from a Service Center.

Adults were also asked what they saw as the biggest challenge facing the properties used for Girl Scout program. These could be categorized into several topics. Some the committee found to be interesting:

Program/Usage

- The need for worthwhile events for younger girls that are not overnight and located close enough for a day event.
- Providing enough programs at the properties.
- Lack of volunteers and troop leaders willing to take girls for outdoor experiences.
- Concern over coverage of rural areas of the Council
- Finding a balance between being able to afford the property and maintaining availability and affordability for troop use.
- The need for larger gathering areas to accommodate today's larger service units.

Funding and cost to users

- These comments were equally divided over concerns of the cost to the Council to properly maintain the properties and the cost of the properties to users.

Location

- No property in Central Oregon
- Difficult to get to properties from home in Northeastern Oregon
- Most are too far away from Portland
- Most activities are too far away to reasonably go to

Facilities

- Facilities are lacking some comfortable amenities.
- Maintaining cleanliness of the properties, insuring that users all do their part.
- Accessibility for the disabled
- Year round utilization and security of properties

Marketing

- Convincing parents to help with upkeep of properties
- Not enough information available to troops
- Advertise to other organizations to rent our properties
- Better use of photos on website to help potential users visualize a property

We also asked what one thing would encourage our respondents to visit our properties more often.

Program

- Exciting program
- Events planned further ahead
- Good events for Brownies that are accessible for day trips
- More program

- Sufficient training opportunities so leaders can take girls to camp
- Make it easier to plan and do paperwork for an extended trip
- Events for older girls
- Longer camps at more reasonable prices and/or more family events
- Service Unit events at different camps instead of the same place each year
- Multiple service unit events – Portland hosts Medford, for example

Awareness

- Knowing where they are and what they are used for

Price

- Keeping the price within reach of all participants
- Day activities are affordable but overnight camps are not
- Using troop cookie money to help fund each girl's camp stay. More valuable use than going to the zoo, etc.
- Make Girl Scout camp a highlight of the year much as the Boy Scouts do

Better Facilities

- Access to kitchen facilities
- Knowing the facilities would be clean when we got there
- More modern amenities

Personal

- More involvement by troop leaders
- More personal time for camping trips

Location

- Trainings offered throughout the Council's jurisdiction
- Willing to drive further for larger events, but a facility in the immediate area is important

Scheduling

- On-line reservations should be available (several comments)
- Easier to reserve
- More availability at different times of year

Finally, we asked if our adult respondents or their girls had attended all the programs that they were interested in. 65% said they had not. The primary reasons for this were cost, distance and lack of time available. We also asked, if they had never been to one of the properties, why not? The most common responses were distance, lack of information, no available time and cost.

Conclusions from adult survey:

There seem to be some conflicting issues in the responses to our adult survey. Some were concerned about the lack of availability in rural areas. Others that activities were too far from Portland. In response to the last, it is difficult to have "outdoor" program too close to an urban area. Quality program is clearly important to adult volunteers as is support for training to give them the skills needed to take girls camping. This also ties into the need for a progression of

camping experiences since many adults do not have experience at camping either and are learning along with the girls. Cost is also a key, both for maintenance and cost to users.

3. Program Workshops

In addition to the surveys, we conducted a series of Outdoor Program workshops in Medford, Bend, Eugene and Portland. These were open to all members and were focused on talking about desirable aspects of outdoor program, not our specific properties. Again, this is consistent with the program-centric emphasis of this planning process. Nick LoPiccolo, our property consultant from GSUSA moderated these sessions for us.

Volunteers were asked two questions at this workshop. They were first asked to describe their favorite camp experience and then asked about the attributes of their ideal camp.

In response to the first question, most volunteers talked about the experiences they had, not the place where they were. These included the friendship between girls, the sense of accomplishment they get when mastering a new skill and the growth of girls through camping. One volunteer related a story of a girl in tears at the end of camp. She thought this was because she had been devoured by mosquitoes, but she was crying because she didn't want to leave the new friends she had made at camp. These responses point out that great camp experiences are not site-specific. Today's girls will continue to have the experiences and build the memories that their parents did, it just might happen in a different place.

Some of the most common elements of the ideal camp included:

- Facilities
 - A full service enclosed lodge with capacity for 500
 - Adequate, clean, well ventilated bathrooms. Indoor plumbing seems to be preferred.
 - A site large enough to accommodate 500 and to allow multiple activities at the same time.
 - Dedicated buildings for specialty programs such as arts and crafts.
- Activities
 - Waterfront activities – swimming and boating
 - Trails for hiking and nature study.
 - Horses
 - Challenge courses and ziplines.
- Amenities
 - A ceremonial campfire area
 - Cooking campfire sites
 - Equipment on site for groups coming to use properties
 - A host of other things from gardens to showers to a recycling station
- Accommodations
 - Most comments spoke to a desire for a progression of camping experiences to include primitive camping, but allowing for indoor and off-ground tents or yurts for less adventurous and less experienced campers.
- Staffing
 - Having staff on site to run program was a desirable feature.
- Location
 - Some want within one hour, others 2-3 hours is OK for overnight.

- Accessible by highway
- Near wilderness
- Affordability
 - Affordable for all to use across income spectrum
 - Sustainable to maintain

The thing that seemed to come out most clearly is that volunteers like having opportunities for outdoor program. They would like to have a variety of options for camping experiences and some way for adult volunteers to learn the skills needed and become comfortable taking girls to camp. Size of the facility is also a big factor. With our larger Service Units, many of our properties are not large enough to accommodate a full Service Unit. Many of the comments from the workshops also confirm the responses received in the survey.

4. Program

Current Programs:

- Resident Camp – GSOSW currently operates summer resident camp programs at four properties throughout the Council. Program length and content varies from property to property. All focus on outdoor skills, arts and crafts and stewardship of the environment. Additional activities include challenge courses, water sports and horseback riding and animal care.
- Day Camps – the Council and its volunteers operate a number of day camp programs during the summer months at a variety of locations. There are 28 day camp programs offered, serving 4,434 girls all of which have at least some emphasis on outdoor skills. Only nine of those are offered at GSOSW properties, but accounted for 46% of girls attending day camp.
- Other Council programs – GSOSW offers a variety of other events for girls that focus on outdoor skills and stewardship of the environment. Many of these are single day events and are sometimes paired with instructional seminars for adult volunteers.
- Troop and Service Unit camping – Many troops and Service Units plan and execute their own camping trips, often using the Council properties including the resident camp properties in the offseason. One of the issues here is that with the reconfiguration of Council Service Units, our camp properties are not large enough to accommodate a full Service Unit.

5. Program Properties

The following is a brief description of each of GSOSW's outdoor program properties. It includes location, ownership, size, the programs offered, condition of the site, deferred maintenance items now existing, cost of operations, development challenges, and an assessment of capacity based on Oregon Administrative rules for Organizational camps and American Camp Association guidelines for resident camp properties. These rules require one toilet for every 20 campers for day use up to a group of 100. After that, one for every 50 campers is required. For overnight use, there must be one toilet for every 10 campers and one shower for every 20 campers if the stay exceeds three nights. Also included is a summary of perceived strengths, weaknesses, opportunities and threats. This information was gleaned largely from work done by the properties subcommittee of the Council Realignment Committee during the realignment process.

Resident Camps:

Camp Arrowhead, near Stevenson, Washington – This camp was originally acquired in 1948 and includes 260 acres near Wind Mountain on the Columbia River Gorge. The



camp was rebuilt with its current structures in the 1960's due to the location of other camp buildings in a slide zone. The slide is a geologic slide that is moving slowly toward the Columbia River. There is no danger of the entire property being lost. Facilities include a main lodge with a covered outdoor area for summer dining, four unit houses with related cabins for sleeping and unit activities as well as some more remote and primitive sites with platform tents and Adirondacks for sleeping. Home Lake is a small lake used

for some boating activities and for swimming. A swimming pool on the property is in bad repair and is not operable. The entire site is surrounded by National Forest Service land and is located in the Columbia River Gorge National Scenic Area. The property is owned by the Council and is not indebted.

- **Programs Offered:** Summer resident camp. The Property is available for troop and service unit events and overnights. Also available for rental to other groups.
- **Condition:** Overall condition of the camp is fair. Most existing buildings date from the rebuild of the camp in the 1960's and are showing signs of deterioration. A number of doors have been replaced recently on the unit houses due to rot. The water system was not installed properly, causing massive leaks that caused some camp closures and nearly precipitated the sale of the property. All lines have been redone and buried at a proper depth to avoid further breakage. The Corn Crib building, housing arts and crafts and the trading post is badly infested with rodents and is unusable in its current state. The old ranger's house is in poor condition and is not used. The pool is also unusable.
- **Deferred Maintenance:** There are a number of deferred maintenance items for this property which are fully detailed in Appendix A. Many deal with needed replacements for beams, doors and siding that have deteriorated due to rot caused by the damp weather. Others deal with needed replacements and improvements in utility systems and other issues.
- **What we do best here:** Resident camp has been operating at this site for many years and numbers are rebuilding after the closures caused by the water system in recent years. This is also our largest capacity property, making it suitable for large service unit groups from the Portland area.

Cost of operations: Average of operations from 2008-09 and 2009-10*

Rental Revenue	\$ 9,024
Resident Camp Revenue	\$ 91,167
Total Revenue	\$ 100,191
Operating Expense	\$ 59,436
Resident Camp Expense	\$ 20,608
Staffing Expense	\$ 68,253
Resident Camp Staffing Expense	\$ 47,024
Total Expenses	\$ 195,321
Net Deficit	\$ (95,130)
Estimated Deferred Maintenance	\$ 112,000
# of days in use	94
User Days (#UsersXDays Used)	6,366
Gross Cost per user day	\$ 30.68
Net Cost per user day	\$ 14.94
Revenue as a % of Expenses	51.3%

*Camp Arrowhead was closed much of 2008-09 due to water system issues. Usage was down accordingly.

• **Capacity:**

Based on	Day Use	Overnight
Toilets	950	220
Showers	N/A	315
Beds	N/A	192
Dining (single seating)	140	140

- **Development challenges:** Topography is very uneven making development more difficult and providing few flat areas for program. Existing building design is difficult to heat and maintain. Lodge is of insufficient size to provide indoor space for capacity of camp. Home Lake continues to shrink slowly due to the actions of the Collins slide. The current pool is inoperable and would be very expensive to replace. There is a significant mismatch in the number of people that can be accommodated at the camp and the availability of a large gathering area for program or dining limiting the effective use of the property.

• **SWOT Analysis:**

Strengths:

- After recent repairs, water system is safe and reliable.
- No markedly unstable ground in main camp.
- Location: proximity to Council's major population area and outdoor activities in the Columbia River Gorge.
- Capacity for multiple groups and large day use groups.
- Promotes progression of skills and experiences.
- Good Ranger housing.
- Sustainable timber harvest available.
- 60 year history.
- Dedicated volunteers.
- ACA accredited

Weaknesses:

- Most buildings date from 1960's and will continue to have maintenance issues due to age and design.
- Dining area is of insufficient size for capacity of camp.
- Insufficient indoor program space.
- Lack of level ground for program activities
- Arts and Crafts building is in very poor repair and rodent infested. May not be salvageable.

Opportunities

- Use Collins slide area and Columbia River Gorge as geology program opportunities
- Site can support additional buildings and unit sites
- Old Ranger house could be rehabbed for program and year-round troop use.
- Room for expanded challenge opportunities
- Potential revenue from conservation easements
- Improved management can reduce operating costs
- Develop Alumna base for fundraising and volunteer support

Threats:

- Must comply with requirements of Columbia River Gorge Scenic Commission.
- Home Lake is shrinking, inadequate for watersports
- Current pool is a hazard and expensive to replace.
- Current high operating costs.

Camp Low Echo, Lake of the Woods, between White City and Klamath Falls, Oregon – Low Echo is a 32 acre site leased from the Forest Service and has a beautiful waterfront location on Lake of the Woods. Because of swampy wetlands, only about 10-12 acres of the site is usable and the site is inaccessible in the winter due to snowpack. Facilities include a lodge with full kitchen and cabins for campers. Adjacent properties are leased by individual homeowners for vacation homes.

- **Programs Offered:** Summer resident camp. Property available for troop and service unit events and overnights. Also available for rental to other groups.
- **Condition:** Newer cabins are in good condition, but other buildings are in fair to poor condition. Main lodge has a noticeable bow to the floor and is



insufficiently supported by its foundation. The building was moved to the site many years ago from a military base in White City. Older cabins are still standing, but have been taken out of use. Several concrete pads, originally intended for additional cabins, are unused and have rebar protruding from them, creating a potential hazard. Tents are sometimes pitched on these pads, but

drainage is not adequate and water sometimes pools on them.

- **Deferred Maintenance:** The biggest projects would be reconstruction of the lodge foundation and a complete reconstruction of the kitchen. Other issues include leaking roofs and plumbing.
- **What we do best here:** The primary program at this location is a short resident camp session each summer. However, it has not been well attended due to inconsistencies in operation and program offered by the legacy Council.
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 2,153
Resident Camp Revenue	\$ 21,606
Total Revenue	\$ 23,759
Operating Expense	\$ 14,262
Resident Camp Expense	\$ 8,568
Staffing Expense	\$ 9,590
Resident Camp Staffing Expense	\$ 10,777
Total Expenses	\$ 43,197
Net Deficit	\$ (19,438)
Estimated Deferred Maintenance	\$ 84,900
# of days in use	59
User Days (#UsersXDays Used)	1,817
Gross Cost per user day	\$ 23.77
Net Cost per user day	\$ 10.70
Revenue as a % of Expenses	55.0%

- **Capacity:**

Based on	Day Use	Overnight
Toilets	400	110
Showers	N/A	165
Beds	N/A	87
Dining (single seating)	80	80

Dining capacity is limited more by lack of sufficient plates and silverware than by space.

- **Development challenges:** Usable area of site is very small and site is very close to neighboring vacation homes. Due to swampy terrain, mosquitoes are a serious problem in the summer during resident camp. Also due to the swampy terrain, the usable area of the camp is much smaller than the total acreage. Estimate only 10-12 acres is actually usable for camp activities. High level of watercraft activity on the lake limits some aquatic activities. Any development would have to comply with requirements of the US Forest Service.

- **SWOT Analysis:**

Strengths:

- Mountain Location
- Snow during winter
- Open and flat areas available for program
- Wildlife viewing
- Large lake for swimming and varieties of boating
- Other activities nearby
- ACA accredited

Weaknesses:

- Unable to operate year-round due to lack of road access in winter and inability to operate water system year-round.
- Many buildings are over 50 years old and in need of significant upgrades including foundations. Main lodge is propped on rocks rather than a true foundation and the floor has a significant bow. The older cabins are not used for camp because they are in disrepair. Some are used for storage.
- Substantial deferred maintenance needs to be completed to bring camp to safe and fully usable condition.
- One usable unit
- Small site
- Very close to neighboring vacation homes
- Mosquitoes very heavy in summer

Opportunities:

- Develop for winter use
- Expand aquatics program

Threats:

- Subject to restrictions of Forest Service lease

Camp Clewox, near Florence, Oregon – This site has been used as a resident camp by the Girl Scouts since 1929. It is located on 42 acres on a peninsula in Clewox Lake, opposite Honeyman State Park and is adjacent to the Oregon Dunes National Recreation Area. Most of the site is leased from the Forest Service with a small portion from the



State of Oregon. The main lodge was constructed in 1997 and provides dining/commercial kitchen and program space as well as offices and restrooms. Sleeping accommodations consist of Adirondacks, yurts and tents. Activity areas include three waterfront facilities for canoeing, kayaking/windsurfing and swimming.

- **Programs Offered:**

Summer resident camp with an emphasis on watersports. Property

available for troop and service unit events and overnights. Also available for rental to other groups.

- **Condition:** Generally good. Recent improvements include replacement of staff house (in progress) and improvement of arts and crafts building. There are some issues with bats in some of the Adirondacks.
- **Deferred Maintenance:** Projects include completion of new staff house and replacement of 17 outhouses with vaults. Other issues include controlling bats in campsites, improving trails in marshy areas and improving docks for boating and swimming
- **What we do best here:** Resident camp with water sports of all types.

Cost of operations:

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 6,757
Program Revenue	\$ 126,069
Total Revenue	\$ 132,775
Operating Expense	\$ 42,267
Resident Camp Expense	\$ 56,139
Staffing Expense	\$ 43,811
Resident Camp Staffing Expense	\$ 47,253
Total Expenses	\$ 189,470
Net Deficit	\$ (56,694)
Estimated Deferred Maintenance	\$ 107,625
# of days in use	106
User Days (#UsersXDays Used)	4,712
Gross Cost per user day	\$ 40.21
Net Cost per user day	\$ 12.03
Revenue as a % of Expenses	70.1%

• **Capacity:**

Based on	Day Use	Overnight
Toilets	600	150
Showers	N/A	165
Beds	N/A	126
Dining (single seating)	150	150

- **Development challenges:** The property is leased from the Forest Service so any development requires approvals from that agency. Size is small, but layout is such that it feels bigger. Heavy reliance on three sided Adirondacks for sleeping accommodations so there are few indoor beds. Size of lodge and camp has become marginal for service unit gatherings given increased size of service units.

• **SWOT Analysis:**

Strengths:

- Multiple waterfront areas for swimming and boating
- Many activities nearby in Oregon Dunes National Recreation Area
- Coast location
- Lodge is relatively new and of an appropriate size for capacity. Provides both sufficient dining space and indoor program space.
- Capacity for various functions is well balanced
- Good building for camp maintenance
- Trail system
- 82 year history of Girl Scout operation
- Good housing for ranger
- ACA accredited

Weaknesses:

- Close neighbors
- Small size
- Lack of unit shelters in most camping units

- Most sleeping units are not enclosed limiting year-round use
- Some of resident camp program off-site
- Facilities do not support entry level campers

Opportunities:

- Space for challenge course
- Establish alumna database for fundraising and support

Threats:

- Subject to conditions of Forest Service Lease

Camp Whispering Winds, King’s Valley, near Philomath, Oregon – This 220 acre site is located in the eastern foothills of the Coast Range. The camp includes forested areas, open meadows, a man-made lake, wetlands and natural ponds. Facilities include a commercial kitchen and enclosed, but not winterized dining hall (screen walls) and two winterized buildings with bathroom and kitchen facilities. Campers sleep in units with cabins and unit shelters. There is also a corral and associated facilities for horseback riding and animal care. There is a swimming pool on the premises and the man-made lake is used for boating. The site is owned by the Council.



There is a swimming pool on the premises and the man-made lake is used for boating. The site is owned by the Council.

• **Programs Offered:**

Summer resident camp with horse facilities. Property available for troop and service unit events and overnights. Also available for

rental to other groups.

- **Condition:** Overall condition is fair. Several of the unit shelters have a noticeable lean to them and are in need of repair or replacement. The dining hall has screen walls, so is not fully enclosed for year-round use. The pool is in good condition after recent improvements.
- **Deferred Maintenance:** Larger projects include replacement of three latrines, relocating the Alderview unit, putting up a new maintenance building and replacing the tarmac around the pool.
- **What we do best here:** Resident camp with horse riding and care

- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 3,521
Program Revenue	\$ 47,733
Total Revenue	\$ 51,253
Operating Expense	\$ 35,499
Resident Camp Expense	\$ 20,721
Staffing Expense	\$ 35,390
Resident Camp Staffing Expense	\$ 20,089
Total Expenses	\$ 111,699
Net Deficit	\$ (60,446)
Estimated Deferred Maintenance	\$ 72,000
# of days in use	92
User Days (#UsersXDays Used)	2,698
Gross Cost per user day	\$ 41.40
Net Cost per user day	\$ 22.40
Revenue as a % of Expenses	45.9%

- **Capacity:**

Based on	Day Use	Overnight
Toilets	350	100
Showers	N/A	135
Beds	N/A	130
Dining (single seating)	N/A	80

- **Development challenges:** Current facility lacks a large indoor gathering space. Campsites are not ideally laid out. Dining capacity is insufficient to support sleeping capacity.

- **SWOT Analysis:**

Strengths:

- Space and facilities for horse program
- Lake for limited boating
- Swimming pool in good repair
- Housing for ranger
- Owned
- Location – Remote setting in Coast Range but still convenient to Willamette Valley
- Two year-round buildings
- ACA accredited
- Possibility of sustainable timber harvest

Weaknesses:

- Site shows signs of neglect, deferred maintenance
- Trails are not in good condition
- Camp facilities on both sides of road that accesses other properties raising security concerns
- Condition limits rentals
- Dining and toilet capacity insufficient for number of beds
- Lack of large indoor gathering and program space

Opportunities:

- Able to be further developed
- Expand horse facilities to include sleeping quarters
- Market to outside groups for rental
- Enclose dining hall or build new lodge

Threats:**Resident Camp Statistical Summary**

	Arrowhead	Low Echo	Cleawox	Whispering Winds
Owned or Land Lease from USFS	Owned	Leased	Leased	Owned
Size (in acres)	263	32	42	220
Timber Revenue Potential	Yes	No	No	Yes
Rental Revenue	\$ 9,024	\$ 2,153	\$ 6,757	\$ 3,521
Resident Camp Revenue	\$ 91,167	\$ 21,606	\$ 126,069	\$ 47,733
Total Revenue	\$100,191	\$23,759	\$ 132,775	\$ 51,253
Operating Expense	\$ 59,436	\$14,262	\$ 42,267	\$ 35,499
Resident Camp Expense	\$ 20,608	\$ 8,568	\$ 56,139	\$ 20,721
Staffing Expense	\$ 68,253	\$ 9,590	\$ 43,811	\$ 35,390
Resident Camp Staff Expense	\$ 47,024	\$10,777	\$ 47,253	\$ 20,089
Total Expenses	\$195,321	\$43,197	\$ 189,470	\$ 111,699
Net Deficit	\$ 95,130	\$19,438	\$ 56,694	\$ 60,446
Estimated Deferred Maintenance	\$112,000	\$84,900	\$ 107,625	\$ 72,000
# of days in use	94	59	106	92
Resident Camp Days	64	23	66	41
User Days	6,366	1,817	4,712	2,698
Gross Cost per user day	\$ 30.68	\$ 23.77	\$ 40.21	\$ 41.40
Net Cost per user day	\$ 14.94	\$ 10.70	\$ 12.03	\$ 22.40
Revenue as a % of Expenses	51.3%	55.0%	70.1%	45.9%
Proposed Benchmark	50.0%	50.0%	50.0%	50.0%

Outdoor Program Centers:

Mountindale, near North Plains, Oregon – This site, acquired in 1957 is used for day camps, troop camping and other outdoor program activities. There has been extensive development including construction of Marilyn’s Place, a large log lodge. It has a great room, kitchen and restrooms on the main floor and a gallery surrounding it with bunkbeds. A smaller, older lodge (Pavy’s) is available for individual troop gatherings. There is also a covered activity shelter and several primitive campsites.



It has a great room, kitchen and restrooms on the main floor and a gallery surrounding it with bunkbeds. A smaller, older lodge (Pavy’s) is available for individual troop gatherings. There is also a covered activity shelter and several primitive campsites.

- **Programs Offered:**

Day camps, troop and service unit overnights and events.

- **Condition:**

Generally good.

- **Deferred**

Maintenance: Major needs

include improving the functionality of the kitchen, gravel and grading on roads and gutters on existing buildings.

- **What we do best here:** Well attended day camps due to proximity to the Portland Metro area
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 24,066
Operating Expense	\$ 60,471
Staffing Expense	\$ 23,738
Total Expenses	\$ 84,209
Net Deficit	\$ (60,143)
Estimated Deferred Maintenance	\$ 24,350
Revenue as % of Expenses	28.58%
# of days in use	143
User Days	17,473
Gross Cost per User Day	\$ 4.82
Net Cost per User Day	\$ 3.44

- **Capacity:**

Based on	Day Use	Overnight
Toilets	900	210
Showers	N/A	120
Beds	N/A	184

- **Development challenges:** The main lodge, Marilyn’s Place, is a log structure that is expensive to maintain. The design is such that the large main room is quite noisy and is difficult to divide for use by multiple groups. Sleeping accommodations are open to the main room below. Property is operated under a conditional use permit from Washington County. Current terms preclude renting the site to outside groups, the result of guests at weddings wandering

onto neighboring properties many years ago. At the most recent hearing on the permit, the legacy Council itself stated that it would not rent the facility to outside groups.

- **SWOT Analysis:**

- Strengths:**

- Location near Portland
 - Well used for day camps
 - Owned
 - Year-round access
 - Large main lodge
 - Pavy's is ideal lodge facility for small groups
 - Good trail system
 - Camp is well laid out

- Weaknesses:**

- Underutilization of lodge due to design
 - Conditional use permit limits outside users
 - Bullfrog infestation
 - Log exterior of Marilyn's Place is difficult and expensive to maintain.

- Opportunities:**

- Further development to meet additional program goals

- Threats:**

- Operating under conditional use permit

Homestead, near Rhododendron, Oregon – The property is reputed to be one of the



last homesteads granted in Oregon, originating in 1912. It was deeded to the Girl Scouts in a will in 1966. It is located right on Highway 30 near the Mt Hood recreation areas. Improvements include a caretaker's home, barn and a lodge for girls to stay in. The improvements are clustered near the highway, but additional land is available for other outdoor activities. Due to its proximity to Mt Hood, the site is popular in the wintertime for troop outings with trips to skiing and

sledding areas. We are required by the deed to have a caretaker in residence and the property is to revert to the State of Oregon Parks Department if we should ever decide we no longer want it.

- **Programs Offered:** Troop overnights, especially heavy in winter to take advantage of snow sports in the vicinity.
- **Condition:** Condition is good. Buildings are generally well maintained although there have been some recent issues with the septic system.
- **Deferred Maintenance:** Projects include issues with floors in both the barn and the lodge and replacement of windows in the lodge.

- **What we do best here:** Place to stay for winter sports activities nearby.

Cost of operations:

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 6,763
Operating Expense	\$ 20,804
Staffing Expense	\$ 27,293
Total Expenses	\$ 48,097
Net Deficit	\$ (41,334)
Estimated Deferred Maintenance	\$ 29,500
Revenue as % of Expenses	14.06%
# of days in use	105
User Days	2,217
Gross Cost per User Day	\$ 21.69
Net Cost per User Day	\$ 18.64

- **Capacity:**

Based on	Day Use	Overnight
Toilets	80	40
Showers	N/A	30
Beds	N/A	40

- **Development challenges:** Terms of deed require caretaker making this an expensive property to operate. Current facilities are very close to Hwy 30.
- **SWOT Analysis:**

Strengths:

- Mountain location
- Room to expand
- Owned
- Year-round access
- Winter sports and other activities nearby
- Trails feed to USFS system
- Nice lodge
- History as one of last Homesteads granted

Weaknesses:

- Currently used acreage is small
- Required to have on-site caretaker
- Developed area is very close to highway
- Buildings are not well insulated and are expensive to heat.

Opportunities:

- Space for further development
- Expand activities beyond winter sports
- Market to GS and outside groups
- Seek out partner opportunities
- Investigate implications of non-compliance with terms of granting will

Threats:

- Restrictions on operation and sale of property

Ruth Hyde, near Grants Pass, Oregon – This property was acquired in the 1960's and is about seven miles from Grants Pass. It is used for day camps and primitive troop camping. Facilities include the Camp Center building which consists of a covered program area and room that can be used for storage and infirmary. Latrines are stationed along the main trail leading to the primitive camping sites.



program area and room that can be used for storage and infirmary. Latrines are stationed along the main trail leading to the primitive camping sites.

- **Programs Offered:** Day camps, troop and service unit overnights and events

- **Condition:** The only building on the property is in good repair. Roads and trails are well-maintained.

- **Deferred Maintenance:** None

- **What we do best here:** Day camp program for local girls.
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 315
Operating Expense	\$ 1,077
Staffing Expense	\$ -
Total Expenses	\$ 1,077
Net Deficit	\$ (762)
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	29.25%
# of days in use	38
User Days	1,748
Gross Cost per User Day	\$ 0.62
Net Cost per User Day	\$ 0.44

- **Capacity:**

Based on	Day Use	Overnight
Toilets	300	90
Showers	N/A	0
Beds	N/A	0

- **Development challenges:** Adjacent property owners need to go through property to access their property.

- **SWOT Analysis:**

Strengths:

- Current development is well laid out
- Room to grow
- BLM border on one side
- Owned
- Good volunteer group

Weaknesses:

- Underutilized

- Primitive camping only
- Road through property

Opportunities:

- Space for progression of camping facilities

Threats:

- Urban encroachment
- Road easement

Tomlin, near Medford, Oregon – Tomlin offers 240 acres of forest for hiking and nature study. It is currently used primarily for day camp, although primitive camping sites are



available. There is a small open shelter and large outdoor BBQ. Water and electricity are available at this location only. The site is just outside Medford and affords great views on Mt.

McLoughlin and the Bear Creek Valley.

- **Programs Offered:** Day camp
- **Condition:** There is virtually no development so condition is not an issue.
- **Deferred Maintenance:** None
- **What we do best here:** Day camp

- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ -
Operating Expense	\$ 404
Staffing Expense	\$ -
Total Expenses	\$ 404
Net Deficit	\$ (404)
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	0.00%
# of days in use	12
User Days	1,382
Gross Cost per User Day	\$ 0.29
Net Cost per User Day	\$ 0.29

- **Capacity:**

Based on	Day Use	Overnight
Toilets	40	20
Showers	N/A	0
Beds	N/A	0

- **Development challenges:** Development in Medford is beginning to encroach on the site. Adjacent property owners must traverse our site to access their properties. The current well is very deep raising concerns about the availability of water for additional development. However, there is much development potential due to size and proximity to the Medford area.

- **SWOT Analysis:**
 - Strengths:**
 - Close to Medford area population base
 - Easy to access
 - Large size
 - Sustainable logging potential
 - View
 - Owned
 - Weaknesses:**
 - Undeveloped
 - Lack of use
 - Road easement
 - Availability of water from wells
 - Opportunities:**
 - Potential for development in a well planned, useful way
 - Potential for more current use with upgrade of toilet facilities
 - Threats:**
 - Urban encroachment
 - Fire danger

Wallace Creek, Jasper, Oregon, near Springfield, Oregon – This is a 240 acre site



just outside the Eugene/Springfield metro area. It was originally acquired with intention of managing it as a timber asset. Some development has taken place, but there was very little timber management until recently. The lack of thinning in previous years necessitated a clear cut over a large portion of the property which has been replanted. Much of the property remains timbered. Facilities include Stafford House, a small lodge with kitchen and restroom facilities;

Woodlots, which includes a unit house and sleeping cabins; a mobile home near the entrance used for troop overnights and a covered program shelter.

- **Programs Offered:** Troop overnights
- **Condition:** Fair. Stafford House lodge is in good condition and has good facilities for day and overnight groups. Recent improvements have upgraded the unit shelter at woodlots, but cabins are of small size with irregular size bunks. They are likely not in compliance with Oregon Administrative Rules standards.
- **Deferred Maintenance:** Major needs include roof replacement for Woodlots, regrade and gravel roads and repair bathrooms at Stafford House.
- **What we do best here:** The property has long suffered from a lack of identity. There are virtually no programs operated here. The site has been used as a destination for troop overnights and an occasional Board or staff meeting.

- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 4,508
Operating Expense	\$ 7,368
Staffing Expense	\$ 15,926
Total Expenses	\$ 23,294
Net Deficit	\$(18,786)
Estimated Deferred Maintenance	\$ 32,500
Revenue as % of Expenses	19.35%
# of days in use	76
User Days	1,594
Gross Cost per User Day	\$ 14.61
Net Cost per User Day	\$ 11.79

- **Capacity:**

Based on	Day Use	Overnight
Toilets	300	90
Showers	N/A	60
Beds	N/A	100

- **Development challenges:** Due to a previous lack of forest management by the legacy Council, much of the site was clearcut a few years ago, detracting from the forested setting. Past development is not laid out in a manner that lends itself to coherent program development. Despite proximity to Eugene area, usage is not high.

- **SWOT Analysis:**

Strengths:

- Owned
- Sustainable logging available on a portion of the site
- Proximity to Eugene-Springfield population base
- Stafford House is a good facility
- Clearcut has been replanted

Weaknesses:

- Underutilized
- Developed facilities are spread out and not well placed for large group programs
- Logged area is not pretty
- Woodlots cabins of poor design
- Road through property

Opportunities:

- Establish identity – program property or timber resource

Threats:

- Urban encroachment

Elkhorn, near Baker City, Oregon – The only property east of the Cascades is a 12 acre parcel outside Baker City. It was acquired by GSOSW from Silver Sage Council as part of the realignment process. It is a primitive camp with no utilities. There is a small building providing covered shelter and a lockable storage room. A generator is available for electricity and latrines and firepits are located throughout the property. A creek runs through the property. Our agreement with Silver Sage includes a clause that the property will revert back to that Council if we should decide we no longer want it.



A building providing covered shelter and a lockable storage room. A generator is available for electricity and latrines and firepits are located throughout the property. A creek runs through the property. Our agreement with Silver Sage includes a clause that the property will revert back to that Council if we should decide we no longer want it.

- **Programs Offered:** None
- **Condition:** No

development

- **Deferred Maintenance:** Bridges over creek need to be rebuilt
- **What we do best here:** No programs currently offered.
- **Cost of operations:** Data available show no revenues and no costs for property. Any maintenance that has been done has been done by volunteers.

• **Capacity:**

Based on	Day Use	Overnight
Toilets	40	20
Showers	N/A	0
Beds	N/A	0

- **Development challenges:** A small site, very remote from most of the population centers of the Council. No utilities available.

• **SWOT Analysis:**

Strengths:

- Only property on east side of Cascades
- Very pretty with creek running down center

Weaknesses:

- Undeveloped
- Small size
- Lack of utilities
- Close neighbors
- Poor condition of access road

Opportunities:

- Future development
- Base camp for horse packing trips

Threats:

- Encroachment by neighbors

Outdoor Program Centers Statistical Summary

	Mountaindale	Homestead	Ruth Hyde	Tomlin	Wallace Cr
Ownership	Owned	Owned*	Owned	Owned	Owned
Size (in acres)	50	31	90	240	240
Potential Timber Revenue	Yes	No	Yes	Yes	Yes
Rental Revenue	\$ 24,066	\$ 6,763	\$ 315	\$ -	\$ 4,508
Operating Expense	\$ 60,471	\$ 20,804	\$ 1,077	\$ 404	\$ 7,368
Staffing Expense	\$ 23,738	\$ 27,293	\$ -	\$ -	\$ 15,926
Total Expenses	\$ 84,209	\$ 48,097	\$ 1,077	\$ 404	\$ 23,294
Net Deficit	\$ (60,143)	\$ (41,334)	\$ (762)	\$ (404)	\$ (18,786)
Estimated Deferred Maintenance	\$ 24,350	\$ 29,500	\$ -	\$ -	\$ 32,500
# of days in use	143	105	38	12	76
User Days	17,473	2,217	1,748	1,382	1,594
Gross Cost per User Day	\$ 4.82	\$ 21.69	\$ 0.62	\$ 0.29	\$ 14.61
Net Cost per User Day	\$ 3.44	\$ 18.64	\$ 0.44	\$ 0.29	\$ 11.79
Revenue as % of Expenses	28.58%	14.06%	29.25%	0.00%	19.35%
Proposed Benchmark	30.0%	30.0%	30.0%	30.0%	30.0%
*Restrictions on sale and operations imposed by will granting property to GSOSW.					

Girl Scout Houses:

The Dalles – This house is located in a residential neighborhood and is used for troop meetings and some overnights. Most of the interior walls have been removed to create a single large room. The house was purchased from the City of The Dalles for \$5 and we must sell it back for the same price if we no longer want it.

- **Programs Offered:** troop meetings, overnights
- **Condition:** Fair. Few resources have been devoted to the property.
- **Deferred Maintenance:** None
- **What we do best here:** Space for troop meetings
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 310
Operating Expense	\$ 4,617
Staffing Expense	\$ 332
Total Expenses	\$ 4,949
Net Deficit	\$ (4,639)
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	6.26%
# of days in use	15
User Days	142
Gross Cost per User Day	\$ 34.85
Net Cost per User Day	\$ 32.67

- **Capacity:**

Based on	Day Use	Overnight
Toilets	20	10
Showers	N/A	15
Beds	N/A	15

- **Development challenges:** Very small population of girls in the area.

- **SWOT Analysis:**

Strengths:

- Owned
- Good condition
- Low costs

Weaknesses:

- Restriction on sale
- Underutilization
- Non-destination location
- Little volunteer support
- Very small girl population in area

Opportunities:

- Develop program opportunities in area

Threats:

- Reverts to City if not used

Seaside – This building is also a large room with kitchen and bathroom (no shower) and is used primarily for troop overnights. It is across the street from the municipal pool and a planned park development. The building is technically leased from Clatsop County, but we don't pay any rent.

- **Programs Offered:** Troop overnights, popular due to coastal location.
- **Condition:** Generally good.
- **What we do best here:** Space for troop overnights. Very popular due to location at Oregon Coast and proximity to public park and swimming pool.
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 3,998
Operating Expense	\$ 2,842
Staffing Expense	\$ -
Total Expenses	\$ 2,842
Net Surplus	\$ 1,156
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	140.68%
# of days in use	143
User Days	1735
Gross Cost per User Day	\$ 1.64
Net Surplus per User Day	\$ 0.67

- **Capacity:**

Based on	Day Use	Overnight
Toilets	20	10
Showers	N/A	0
Beds	N/A	15

- **Development challenges:** None

- **SWOT Analysis:**

Strengths:

- Coast location
- Next to new park/swimming pool development by City
- Low costs
- Revenues exceed costs
- Space for sleepovers

Weaknesses:

- Condition of building
- No shower
- No volunteers in area for support

Opportunities:

- New park development

Threats:

- Although no lease paid, could be called on 30 days notice
- On property line between City and County

Albany – Located in a residential area and backing up to an elementary school, this house is used for troop meetings and other activities. In addition to large gathering room, the house includes a small office, kitchen and bathroom. The back yard has a concrete patio, small grassy area and portable fire pit.



- **Programs Offered:** Troop meetings
- **Condition:** Good.
- **Deferred Maintenance:** None.
- **What we do best here:** Space for troop meetings
 - **Cost of operations:**
Average of operations from

2008-09 and 2009-10

Rental Revenue	\$ 4,009
Operating Expense	\$ 3,266
Staffing Expense	\$ 1,769
Total Expenses	\$ 5,035
Net Deficit	\$ (1,026)
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	79.62%
# of days in use	138
User Days	1425
Gross Cost per User Day	\$ 3.53
Net Cost per User Day	\$ 0.72

• **Capacity:**

Based on	Day Use	Overnight
Toilets	40	20
Showers	N/A	0
Beds	N/A	30

• **Development challenges:** None

• **SWOT Analysis:**

Strengths:

- Used by local GS groups
- Used by outside groups
- Strong volunteer group for support
- Good infrastructure, condition, neighborhood
- Owned

Weaknesses:

- Location in non-destination area limits use by girls in other areas of Council

Opportunities:

- Could use portion for membership staff office

Threats:

- Would be difficult to sell because of conversion to non-residential property.

Lebanon – This structure originated in the 1930's on land donated by the School District. It



was built with hand hewn timbers salvaged from the Santiam Academy and windows that were shipped around the horn of South America and arrived in Lebanon by horse and wagon. The building has a large room and stage with a small adjacent kitchen and bathroom. It is used for troop and service unit meetings.

- **Programs Offered:** Troop meetings
- **Condition:** Poor. The building is quite old and the kitchen and bathroom areas are in very poor condition. Entryways are not conducive to full accessibility. Heating and cooling

systems are outdated and inadequate.

- **Deferred Maintenance:** The building needs new siding, a new kitchen and bathrooms and new wiring. The roof needs to be cleaned so its condition can be assessed.
- **What we do best here:** Space for troop meetings
- **Cost of operations:**

Average of operations from 2008-09 and 2009-10

Rental Revenue	\$ 375
Operating Expense	\$ 2,416
Staffing Expense	\$ 1,770
Total Expenses	\$ 4,186
Net Deficit	\$ (3,811)
Estimated Deferred Maintenance	\$ 24,500
Revenue as % of Expenses	8.96%
# of days in use	91
User Days	922
Gross Cost per User Day	\$ 4.54
Net Cost per User Day	\$ 4.13

- **Capacity:**

Based on	Day Use	Overnight
Toilets	20	10
Showers	N/A	0
Beds	N/A	25

- **Development challenges:** Recent development has encroached on the facility. Due to age of the building, condition is not good and would need substantial upgrades.

- **SWOT Analysis:**

- **Strengths:**

- Used by local GS troops
 - Good volunteer group for support

- **Weaknesses:**

- Condition of building
 - Location in non-destination location
 - New apartment development encroaching on site

- **Opportunities:**

- Improve heating, bathroom, kitchen
 - Develop program opportunities in area

- **Threats:**

- Encroaching apartment development

Newport – The house is located in a residential area next to Newport High School and is used for local troop meetings and troop overnights. It was built in the 1990's after the original house was destroyed by fire. It has a large central room, a fully accessible bathroom, kitchen and backyard. It is very popular for coastal trips due to proximity to the beach, the Oregon Coast Aquarium and other attractions.

- **Programs Offered:** troop overnights and meetings
- **Condition:** Good
- **Deferred Maintenance:** None
- **What we do best here:** Popular as a destination for troop overnights due to coastal location and proximity to attractions such as the Oregon Coast Aquarium.
- **Cost of operations:**

- **Average of operations from 2008-09 and 2009-10**

Rental Revenue	\$ 3,050
Operating Expense	\$ 2,260
Staffing Expense	\$ 3,539
Total Expenses	\$ 5,799
Net Deficit	\$ (2,749)
Estimated Deferred Maintenance	\$ -
Revenue as % of Expenses	52.60%
# of days in use	291
User Days	3073
Gross Cost per User Day	\$ 1.89
Net Cost per User Day	\$ 0.89

- **Capacity:**

Based on	Day Use	Overnight
Toilets	20	10
Showers	N/A	15
Beds	N/A	15

- **Development challenges:**

- **SWOT Analysis:**

- **Strengths:**

- Coast location
 - Overnight and kitchen space
 - Space for storage of troop materials

- ADA bathroom
- Yard with firepit
- Good condition
- Good neighborhood
- Well used
- Owned
- Good volunteer group

Weaknesses:

- Yard needs work and ongoing maintenance

Opportunities:

- Market to GS groups to increase usage
- Partner with attractions in area (Oregon Coast Aquarium, etc.)

Threats: None

Girl Scout Houses Statistical Summary

	Dalles	Seaside	Albany	Lebanon	Newport
Ownership	Owned*	Leased**	Owned	Owned	Owned
Rental Revenue	\$ 310	\$ 3,998	\$ 4,009	\$ 375	\$ 3,050
Operating Expense	\$ 4,617	\$ 2,842	\$ 3,266	\$ 2,416	\$ 2,260
Staffing Expense	\$ 332	\$ -	\$ 1,769	\$ 1,770	\$ 3,539
Total Expenses	\$ 4,949	\$ 2,842	\$ 5,035	\$ 4,186	\$ 5,799
Net Deficit	\$ (4,639)	\$ 1,156	\$ (1,026)	\$ (3,811)	\$ (2,749)
Estimated Deferred Maintenance	\$ -	\$ -	\$ -	\$ 24,500	\$ -
# of days in use	15	143	138	91	291
User Days	142	1735	1425	922	3073
Gross Cost per User Day	\$ 34.85	\$ 1.64	\$ 3.53	\$ 4.54	\$ 1.89
Net Cost per User Day	\$ 32.67	\$ (0.67)	\$ 0.72	\$ 4.13	\$ 0.89
Revenue as % of Expenses less staffing	6.7%	140.7%	122.7%	15.5%	135.0%
Proposed Benchmark	100.0%	100.0%	100.0%	100.0%	100.0%
*If no longer wanted, must be sold to City of The Dalles for \$5					
**Technically leased from County, but no rent is paid.					

Part Four - Recommendations

What We Want

The decision to own and/or operate program properties is based on the following development criteria:

1. Support the Girl Scout Leadership Experience.
2. Support the Girl Scout Brand (Safe, functional, attractive, well-used)
3. Meet the program needs and expectations of the girls.
4. Provide service and support to membership and staff.
5. Be within the council's and community's ability to fund and maintain.
6. Properties should be in compliance with agreed upon performance standards.

What We Have To Do

1. Suspend capital development and major renovations pending alignment of program properties with council Strategic Learning Priorities
2. Continue routine maintenance needed for program delivery and protect asset values
3. In order to increase usage and reduce costs, develop and apply program and facility quality standards
4. Continue to make appropriate decisions regarding program based on current usage, availability of sites and appropriateness of sites for the program

The recommendations of the committee are wide ranging. They go from general recommendations of performance standards of our properties to specific property recommendations. Many of the recommendations will be merely a starting point for additional work by program and property task groups to boost the effectiveness of our properties. The overriding goal of this report is to provide a list of recommendations that provide a roadmap to making our properties and outdoor program the best they can possibly be for our girls.

Property Performance Standards

The first step the Council should take is the adoption of performance standards for all properties so we will have a yardstick to measure current and future performance. Only by having this framework can we generate plans for development that will help us toward our goal of high performing properties.

All Properties

- Council will operate sites and facilities that are safe, free of construction defects and will meet or exceed applicable government, industry and organization regulations and standards. Specifically, the Oregon Administrative Rules relating to camps and, for resident camps, the requirements of the American Camp Association.
- Over the next five years, the Council will work toward reducing operating subsidies of properties. In five years, revenues for an individual property as a percentage of expenses will not be less than:
 - Resident Camp properties: 50%
 - Outdoor Program Center Properties: 30%
 - Girl Scout Houses: 100% of operating costs excluding staffing costs.
- Council will fully fund annual preventative maintenance.
- Council will provide outdoor program opportunities within:
 - Weekend events 2 hours travel time
 - Resident camp 3 hours travel time

All GSOSW Service Centers should:

- Provide visibility for Girl Scouts through location and consistent signage.
- Include a place to meet privately with volunteers.
- Be accessible both of building and parking.
- Availability of program space should be considered if justified by the size of the market and lack of other alternatives in the community. Such space should be of sufficient size to accommodate routine volunteer meetings and girl program, especially if meeting space alternatives within the community are limited.
- Have a store facility of some kind. Store visits are the single most common reason for visiting a service center according to our survey. This helps volunteers feel connected if they can get the supplies they need and a few “cool things” for the girls locally instead of having to order. This could also enhance shop revenue. The small shop recently established at the Bend Service Center is a good example of this concept.
- Be welcoming to volunteers, girls and staff.
- Be maintained in a neat and professional manner.
- Use materials that are attractive, functional and consistent between sites.

Several existing program properties, the Girl Scout Houses, have the potential to have staff office space included with them if a Service Center is desirable in that city.

General guidelines for resident camps:

Resident camp facilities will provide resources desired by the program department to implement an exciting and well rounded camp experience. Generally speaking, each property should have the following attributes:

Location

- Accessible
 - Adequate access by road
 - Reachable by significant portion of membership
- Safe
- Other program opportunities in area
- Accessible to emergency services

Facilities

- Indoor gathering area – Lodge
 - Commercial Kitchen facility
 - Plumbed rest rooms
 - Sufficient dining capacity to match the number of beds
- Adequate, safe sleeping facilities for campers
 - Variety of camping experiences
 - Washing facilities
 - Showers
 - Toilets (plumbed or outhouses)
- Adequate lodging and facilities for staff
 - Laundry
 - Break space
 - Showers
- First Aid facilities
- Space for troop camping outside of resident camp season
 - Winterized facilities
- Developed aquatics facilities
 - Safe aquatics facilities
 - Natural waterfront with docks and/or pool

- ADA Compliant
- Open playfields
- Outdoor gathering spaces
 - Flag ceremony
 - Fire circle
 - Scout's Own
- Adequate arts and crafts building or space
- Office space/living quarters for camp director
- Appropriate and adequate housing for Ranger

Aesthetics

- Consistent and attractive signage
- Adequate and attractive wayfinding signage
- Use of proper materials to match usage and climate in both exterior and interior applications
- Development of a consistent "look" for Girl Scout camps

The Council should maintain ACA Certification on all resident camp properties.

General Guidelines for Outdoor Program Properties

We have learned from workshops and surveys that it is all about the program. Our outdoor program centers should be more than just a destination to take girls. Specific programs should be available that are appropriate for the site and adequate training given to leaders to implement that program or staff provided to run it. Having a specific reason and the program support to go to a property would make them more attractive to leaders and girls. This philosophy should also apply to our resident camp properties for off-season use by GS groups. Also recommended are cooperative efforts with other non-profit groups to share sites, whether ours or theirs, to improve efficiency of property use.

The program department should evaluate desired outdoor program offerings other than resident camps and determine if council owned properties are the best solution for providing the optimal program experience for girls. Would it provide a better experience and/or be more cost effective to lease a site, such as a State Park, on a short term basis rather than maintaining a property?

The Council should also support and encourage volunteer support for maintenance of outdoor program properties. Such work will be supervised by the properties manager.

Ideally, each outdoor program property should have the following attributes:

- Location
 - Accessible
 - Adequate access by road
 - Reachable by significant portion of membership
- Safe and well maintained facilities
- Accessible to emergency services
- Facilities appropriate for desired program
- Open space for activities
- Potable water
- Toilet facilities sufficient to service expected group sizes
- Shelter for activities
 - Indoor or open shelter
- Sleeping space is desirable, but not required

- Consistent and attractive signage
- ADA Compliant

General guidelines for Girl Scout Houses:

Girl Scout houses represent a different sort of challenge. We have two types of facilities, local meeting places and destination locations. The advantages are that it provides a visible presence for Girl Scouts in the community, a place for girls to meet and, in the case of the destination locations, a place to go for overnight trips. All such facilities must be in good condition, safe, accessible and appropriate for the intended uses. There also must be sufficient population of girls in the immediate area to support a local meeting facility and sufficient usage to justify a destination location. Current and future Girl Scout Houses are to be managed by the properties department, but local volunteer support will be encouraged.

Evaluation of Properties vs. Guidelines

The following chart rates each property against the above guidelines. A green bar indicates that the property is largely in compliance, Yellow means that there is some work to be done in that area and red indicates serious deficiencies.

	Arrowhead	Cleawox	Whispering Winds	Low Echo
Location				
Accessible	Green	Green	Green	Yellow
Safe	Green	Green	Green	Yellow
Other Activities	Green	Green	Yellow	Yellow
Facilities				
Lodge	Yellow	Green	Red	Red
Staff Facilities	Green	Yellow	Yellow	Yellow
Sleeping	Green	Yellow	Green	Green
Troop Camping	Green	Yellow	Green	Green
ADA	Red	Red	Red	Red
Open Fields	Red	Green	Green	Yellow
Arts & Crafts	Yellow	Green	Yellow	Yellow
Aesthetics				
Signage	Green	Yellow	Yellow	Green
Welcoming	Green	Green	Yellow	Green
Materials	Yellow	Yellow	Red	Red
Usage	Yellow	Green	Yellow	Red
Finance	Green	Green	Yellow	Green

	Mountaindale	Homestead	Wallace Cr.	Ruth Hyde	Tomlin	Elkhorn
Accessible	Green	Green	Green	Green	Green	Green
Safe	Green	Green	Green	Green	Green	Yellow
Open Space	Green	Yellow	Yellow	Green	Green	Green
Water	Green	Green	Green	Green	Yellow	Yellow
Toilets	Green	Green	Green	Green	Red	Yellow
Shelter	Green	Green	Green	Green	Red	Green
Signage	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Usage	Green	Green	Red	Red	Red	Red
Finance	Green	Red	Red	Yellow	Red	Yellow

	Seaside	Newport	Albany	Lebanon	The Dalles
Accessible	Green	Green	Green	Green	Green
Safe	Green	Green	Green	Yellow	Green
Destination	Green	Green	Red	Red	Red
Office Space	Red	Red	Green	Yellow	Red
Condition	Yellow	Green	Green	Red	Yellow
Usage	Green	Green	Green	Yellow	Red
Finance	Green	Green	Green	Red	Red

Property Recommendations

Resident Camps:

Camp Low Echo: From the usage we are currently experiencing, it is clear that the Council cannot support more than three resident camps. Based on this, the committee recommends closing Camp Low Echo following the 2012 resident camp season. This recommendation is made as a result of evaluation of this property against the above performance standards. Except for the new cabins, the buildings at Low Echo are in poor condition. They do not support the high level of program we wish to conduct there nor do they support the Girl Scout image we wish to project. The existing lodge and older outbuildings and unused cabins have reached the end of their useful life and should be demolished as safety hazards. In addition, the site itself is too small to run an effective resident camp program and the high level of watercraft activity on Lake of the Woods limits program at the facility. To date, the Council has been unable to determine a strong program focus for the property and usage has been low the last two years. This is not to say that girls from Southern Oregon are not going to camp. They are being served by the resident camp program in the same proportion as girls in other regions of the Council. However, they are often choosing to go to one of our other properties. Closure of the camp would be subject to negotiation with the Forest Service. The possibility of moving the newer cabins to another site should be investigated. The Committee does, however, recommend that the Council investigate other options for providing resident camp experiences for girls in southern Oregon at non-GSOSW owned properties, preferably prior to announcing cessation of resident camp operations at Low Echo.

Summary of member response: We had a few comments regarding the decision to terminate operations at Camp Low Echo, many combined with concerns over Tomlin Outdoor Program Center. Most of the comments about Low Echo centered on the lack of other resident camp alternatives for Girls Scouts within a reasonable distance from Southern Oregon. In response to this concern, the Outdoor Program staff has done some research and located a camp near the Medford area called Camp Latagwa that is available for lease. If there is demand for resident camp in Southern Oregon, the Council could lease the camp for several sessions and staff it with Council-hired employees to run Girl Scout program. It is likely that this would be a much more cost effective option than continuing to lease the Low Echo property with its previously stated inadequacies. However, pursuing this option will be subject to demand. Since realignment, girls from Southern Oregon are attending camp in the same proportion as other girls in the Council, but are not choosing Low Echo as their camp of choice.

Committee response: given the availability of more cost effective options for providing resident camp program in the region, the recommendation stands.

For the remaining resident camp properties, a comprehensive development plan should be written taking into account the condition of each individual property and the needs of the resident camp and outdoor program as a whole. Some recommendations for elements of those plans follow.

Camp Arrowhead: In general, Camp Arrowhead provides an adequate facility to support the GSLE and the Girl Scout brand. It is our highest capacity property and located close to our population concentration. While recent deficiencies have reduced usage, we expect that to come back with the repair of the water system. The program department has also been working hard to refine the program focus for the resident camp program. However, there is work to be done to fully bring the property to our desired standards. Statistically, the biggest weakness for this property is the discrepancy in capacities between beds and dining. Arrowhead could clearly benefit from a larger, enclosed main lodge to provide not only dining, but indoor gathering and program space. Another Council's plan characterizes such a structure as the "heart of the camp." Arrowhead also lends itself to a type of cabin development that could be very exciting. Other camps around the country have built "treehouses" to serve as sleeping accommodations. These are actually cabins planted on the ground, but extended with decks to give the feel of treehouses. The topography at Arrowhead is perfect for such developments and it would be a different and unique feature that could draw more users to the property. A better facility for arts and crafts is also needed. Facilities for swimming must also be addressed, whether that means a new swimming pool or re-engineering of Home Lake. Operational costs should also be addressed as Arrowhead is one of our more expensive properties to operate. Staffing costs outside of resident camp should certainly be investigated as they are high in comparison to other resident camp properties.

Summary of member response: We received only one comment on Camp Arrowhead which was very comprehensive and encouraged the Council to further develop the site.

Committee response: The recommendation stands.

Camp Cleawox: Cleawox also supports the GLSE and the Girl Scout brand adequately. Usage has been consistently strong due to a strong program emphasis on watersports. As a result, financial performance has been quite good. While this camp is probably in the best overall condition of any of our resident camps, it does have some deficiencies regarding the progression of camping experiences. In the near term, the new staff house should be completed providing both staff housing for resident camp and a winterized facility that could be used by troops. Sites nearest the lodge should be redeveloped with enclosed cabins, expanding the range of camping facilities. Where possible, add unit houses or shelters at sites. Explore the possibility of obtaining title to the land from the Forest Service and the State of Oregon through payment or land swap.

Summary of member response: We received no comments regarding Camp Cleawox.

Committee response: The recommendation stands.

Camp Whispering Winds: This camp has great potential to be a strong part of our outdoor program. The focus on horses at resident camp has proven to be very successful and goes a long way to support our Council's goals. However, the facilities are somewhat deficient and need work and financial performance is not meeting expectations. A large, indoor lodge is needed to provide adequate dining and program space that could be used year-round. Current cabins should be reoriented so all are

facing toward each other for ease of supervision during resident camp. All unit shelters should be rebuilt. Improve the trail system, especially within the developed portion of the camp. Improve the Arts and Crafts facility. Continue to develop horse facilities and make this the program focus of the property.

Summary of member response: We received no comments regarding Camp Whispering Winds.

Committee response: The recommendation stands.

From a long term perspective, the Committee recognizes the geographical imbalance we currently have in our resident camp properties. The effectiveness of having Camps Cleawox and Whispering Winds in such close proximity should be considered in future overall development plans. The Committee, however, applauds the Outdoor Program Departments decision to provide a more focused program, emphasizing water sports at Cleawox and horses at Whispering Winds.

Additionally the Council should begin to investigate potential resident camp or outdoor program center properties in Central Oregon and other underserved areas of the Council. This could include either acquisition of property or rentals of properties owned by others to run our program as we have recommended for Southern Oregon. We have no significant properties east of the Cascades and Central Oregon is one of the few areas of the state with a growing population of girls. If an appropriate property became available, additional analysis would be required regarding then-current camp capacity needs and a decision made whether to close an additional existing camp to balance our properties geographically.

Summary of member response: We had one respondent state that a priority for the Council should be investigation of new property locations in Central Oregon, addressing the stated imbalance in property locations.

Committee response: The recommendation stands.

Outdoor Program Centers:

Retained centers need to offer specific program opportunities, not just be a destination. The committee recommends that the Program department address this issue for the Outdoor Program Centers and Resident Camp properties for non-resident camp use. This could include a "program in a box" that leaders could use with troops or staff led, Council sponsored program. The other element is to assist in making leaders more comfortable taking their girls on outdoor camping trips. Training must be made available to those who want it and should be accompanied by orientation tours periodically of properties so leaders are more comfortable knowing the facility and bringing their girls there.

Mountaindale: Recommend retention of this site due to proximity to Portland area and high usage for day camp program. The property supports the GLSE and the brand well and is a good site for outdoor program. However, design alternatives must be considered for Marilyn's Place to increase usability throughout the year, especially by

multiple groups. Year-round program options should be available to troops wishing to use the property to boost usage beyond the day camps. We should also investigate the conditional use permit to see if it can be changed to allow outside rentals to enhance income potential of the property.

Summary of member response: We had one respondent comment on Mountindale discussing some issues with the water system which were passed on to the properties staff. The respondent also advised caution in renting to outside groups regarding insurance coverage and consumption of alcohol.

Committee response: The recommendation stands.

Homestead: While this property provides a strong program focus due to its location near Mt. Hood, the financial performance has not been adequate due to high operating costs mandated by the will granting the property to GSOSW and the highly seasonal usage. Otherwise, the facility is a good outdoor program asset. The first step for this property should be for the Council to seek legal advice regarding the will that granted the property to GSOSW to see if operating costs can be reduced. If not, the Council should consider allowing this property to revert to the State of Oregon because of its high operating costs. However, legal advice should also be sought to determine options if the State declines to take the property. The combination of high operating costs and highly seasonal usage make it difficult to support retaining this property although it does provide a unique program opportunity due to its location. If operating costs can be reduced, program should be expanded to enhance usage year-round, not just during the winter months. With the location and proximity of National Forest land, there should be opportunities to make this a forestry, nature and hiking destination.

Summary of member response: We had a number of responses commenting on Homestead, most pointing out all the possible activities that could take place at or near the site. Several suggested increasing rental fees to help balance operating expenses. There were also some plans included for weatherization of the buildings that would result in some energy savings.

Committee response: The committee recognizes the value in this site, and continues to recommend investigation into both legal issues surrounding the property and development of a plan by staff to reduce operating costs.

Wallace Creek: Despite proximity to Eugene area, this property has insufficient use to justify continued development. In addition, the site needs some significant investment for deferred maintenance items and the existing developments are not suitable for desired program uses. The committee recommends discontinuing use of the property as a program site and managing in the short term as a timber revenue asset. Immediately explore options to sell all or part of the site leaving open the option to retain the tax lot that includes Stafford House, which is a viable development.

Summary of member response: We received very few comments regarding Wallace Creek, and no potential operating plans were submitted.

Committee response: The committee recognizes that Stafford House is just the right kind of facility, but overall, the property continues to be underutilized and difficult to develop for strong program options. The recommendation stands.

Tomlin: Due to the lack of development, Tomlin does not at this time present itself as a viable site for our desired high level outdoor program. Additionally, there is insufficient population and usage to justify two outdoor program centers in Southern Oregon. Based on the lack of usage and the cost and difficulty in further developing the site for our desired outdoor program, the committee recommends placing Tomlin for sale. In the meantime, Tomlin should be managed as a timber revenue asset. Alternative non-GSOSW facilities for the annual day camps at Tomlin should be investigated immediately.

Summary of member response: Tomlin generated by far the largest response of any of the properties. Most of the responses were testimonials to the experience girls have received while attending activities at Tomlin. A couple of plans for continuing to operate the property were received, but they focused primarily on spending considerable sums to further develop the property with no real source of increasing revenues. One plan called for closing Ruth Hyde instead. Many of the comments were combined with concerns over the proposed closure of Camp Low Echo, feeling that Southern Oregon is bearing much of the burden of property closures. However, the overriding theme was bemoaning the loss of the day camp program held annually at Tomlin.

Committee response: The committee appreciates the passion of the volunteers in Southern Oregon regarding the Tomlin site. However, with such limited usage, it remains very difficult to justify spending money to further develop the site and, in fact to retain it at all. Consequently, the recommendation stands.

We would remind volunteers, however, that we are not closing the day camp program, only the site where it is held. We encourage the volunteers, with the assistance of local staff to research alternative locations for this valuable program. The City of Medford has a very good system of parks as does Jackson County. There may also be options on private lands. This route has been taken by volunteers in Lebanon who hold an annual day camp at a private tree farm in the area.

Ruth Hyde: Recommend retaining this property partially to retain a program site in Southern Oregon. The site is performing adequately from a financial standpoint and is properly developed for use as an outdoor program site. However, as stated earlier, strong program opportunities must be developed for this site to attract stronger usage. Retention of Ruth Hyde keeps a property in Southern Oregon that remains within a one hour travel time from Medford.

Summary of member response: One response was received regarding Ruth Hyde asking some questions about future program plans. This has been forwarded to the Program Department.

Committee response: The recommendation stands.

Elkhorn: This property is difficult to evaluate because of the total lack of usage and expense. The program department has determined that because of its size, location and lack of adequate facilities, this property is not adequate to run any kind of program we desire. Consequently, the Council should immediately enter into discussions with Silver Sage Council to determine the disposition of this property. As with other areas of the State, the Council should develop resources of non-owned properties for outdoor program in the region, especially working in concert with Silver Sage and GS of Eastern Washington and Northern Idaho for use of facilities located in their jurisdictions.

Summary of member response: We had no responses specific to Elkhorn, but did have one with more general concerns from a volunteer in Eastern Oregon. This has been referred on to staff.

Committee response: The recommendation stands. We recently had a party interested in leasing the property on a long term basis for outdoor program. However, upon evaluation, it was clear that the lease terms were not favorable and left too much responsibility on the Council for maintenance expense.

Girl Scout Houses

Destinations: Seaside and Newport – These houses provide locations in attractive areas and support the GSLE and brand. The committee recommends retention of these houses as destination locations for girl overnights. Rely on location and surrounding activities for program. Continue to maintain at good level. Make sure that rental revenues are set at sufficient rates to cover all operating expenses outside of staffing.

Summary of member responses: None received.

Committee response: Recommendations stand.

Local Houses:

The Dalles: We simply do not have sufficient membership in the Dalles area to justify maintaining this facility. In the three entire counties surrounding The Dalles, we have 25 registered girls. The property has only been used an average of 15 days per year in the last two years. Consequently, this is a very high cost property per user and is almost completely subsidized. It does not meet our financial or usage standards and does not provide a unique enough venue to justify retention. Recommend returning the house to the City of The Dalles and collecting our \$5.

Summary of member responses: One response was received from a local volunteer trying to start a new troop. She asked for more time to build membership.

Committee response: Based on low membership numbers and the fact that troop meeting places are not provided for most of our membership, the recommendation to turn the house back over to the City stands.

Lebanon: Population and condition are both against this facility. It needs substantial work estimated at \$24,500 to bring it to a truly safe and usable condition and there are

only 55 girls in Lebanon. It is not currently considered safe and the condition does not represent the Girl Scouts properly. Recommend seeking options to sell the property, possibly to the apartment developer next door, as a community center or additional parking.

Summary of member responses: This property generated the second highest response rate. Many of the comments took the committee to task for the usage numbers presented, insisting that they were understated. An outline plan was submitted with expected costs of repairs and activity plans to boost revenue.

Committee response: After meeting with Lebanon volunteers, it was clear that the usage number were low. However, this was due to underreporting by the local users. It is clear that the property is being used extensively for troops, service units, activities and trainings. In addition, many of the physical condition issues have been addressed and a recent visit saw the property in much better shape than it had been previously. A meeting was held with local volunteers by the property staff and the committee chair. Based on this meeting, the committee recommends retaining this property under the condition that all necessary repairs and all ongoing operating expenses be funded by the local community. Failure of the local group to do so now or in the future would result in the disposition of the property. The local group is considering this offer and working on a funding plan which will be submitted to the committee and the Board. The committee suggests approval of this recommendation subject to subsequent approval of the funding plan.

Albany: This facility is actually quite well used and financially is performing reasonably well. There is sufficient population in Albany to justify continuing to use this facility and, as stated earlier, it could also become home base for a membership executive serving the Linn and Benton County areas. Retain and continue to maintain.

An additional area for potential expansion of property holdings would be a property appropriate for overnight stays by girls in the Portland area. With the availability of so many events and activities, both GS and non-GS, in the Council's largest city, this might be a good addition. We have investigated developing overnight accommodations at the Portland Service Center, but it is prohibited by zoning.

Summary of member responses: None received.

Committee response: Recommendations stand.

Part Five - Implementation

Immediate Action:

1. Fund and complete all deferred maintenance items on properties to be retained for full use.
2. Adopt the recommended standards for Council properties.
3. Establish funding and criteria for subsidizing rentals of non-Council owned properties for troop and service unit events. Develop lists of potential non-Council owned locations for program in all areas of the Council.

4. Reinforce with leaders and parents the ways in which girls can raise money for camp. This should include funds raised by girls through cookie and fall product sales. Some volunteers seem to think that product sale funds cannot be used for that purpose.
5. Suspend resident camp operations at Camp Low Echo beginning with the 2013 camp season. Contact the Forest Service to better understand our options regarding the property. Negotiate an agreement with Camp Latagwa for a resident camp session in Southern Oregon.
6. Contact the City of the Dalles for return of The Dalles house to their ownership.
7. Evaluate the plan submitted for funding the Lebanon House and finalize the decision to retain or dispose. Place Tomlin for sale and develop interim forest management plan focused on timber revenue. Assist local volunteers in securing a new site for the day camp currently conducted at Tomlin.
8. Suspend use of Woodlots cabins at Wallace Creek, limit use of Mulheim Center to day use only. Develop forest management plan focused on timber revenue and investigate options to sell all or a portion of the property.
9. Gather all legal documentation relating to the bequest of Homestead to the Girl Scouts and submit to legal counsel for review of limitations on sale, operation and management of the property. Specifically, the following items should be addressed:
 - a. What would happen if we chose not to employ a full time caretaker at the property?
 - b. Can selective logging (thinning) be done?
 - c. If we chose to dispose of the property under the terms of the will and the State of Oregon doesn't want it, what happens?
10. Begin discussions with Silver Sage Council regarding the status of Elkhorn. If they do not wish to have it returned, place it for sale.
11. Enter into discussions with Washington County to understand the process for making changes to Mountaindale's conditional use permit.

Year 1 –

1. Outdoor Program department develops a master plan for resident camp program to be used to guide facility development and acquisition. This plan should include consideration of operating resident camp programs at non-GSOSW locations to provide experiences within desired travel times. Responsibility – Program department staff with input from volunteers.
2. Outdoor program department develops a master plan for non-resident camp outdoor program to be used to guide facility development and acquisition and identification of non-Council owned resources needed to execute desired program. Responsibility – Program department staff with input from volunteers.
3. Conduct assessments of all properties using standards adopted by the Council. Identify shortcomings of each. Responsibility – Properties Committee with staff support from Properties Department.
4. Develop and/or update forest stewardship plans on all properties with potential for timber management. Develop ongoing forest management plan.
5. Assess the makeup of the Properties Committee to develop and implement these additional plans. Additional expertise in engineering, design, timber management and real estate will likely be required.

Year 2 –

1. Using the program plan above, develop a long range facilities plan for all resident camp properties including time frames for bringing the property up to desired standards, additional development of existing properties and potential acquisition of additional property. Responsibility - Properties Committee with staff support from Properties and Outdoor Program Departments.
2. Using the program plan above, develop a long range facilities plan for all outdoor program properties including time frames for bringing the property up to desired standards and additional development of existing properties. Responsibility - Properties Committee with staff support from Properties and Outdoor Program Departments.
3. Conduct ADA surveys of all properties including Service Centers and develop an ADA compliance plan including timelines for execution. Responsibility – Properties department with assistance from hired ADA professionals.

Year 3 –

1. Begin implementation of above plans.

Financial Impact:

Implementing the above recommendations will have considerable costs. Immediately, there is over \$500,000 in deferred maintenance that will need to be funded. The committee has not determined the value of the properties proposed for sale, but those funds should be used, as stated earlier, to fund deferred maintenance and further improvements and development of properties.

As far as operations are concerned, based on the past figures for the properties proposed to be sold, the impact would be as follows, assuming no ongoing holding costs prior to sale:

Property	Net Deficit
Low Echo	\$ (19,438)
Wallace Creek	\$ (18,786)
Lebanon	\$ (3,811)
The Dalles	\$ (4,639)
Tomlin	\$ (404)
Elkhorn	\$ -
Subtotal - Operational Savings	\$ 47,078
Homestead	\$ (41,334)
Total - Operational Savings	\$ 88,412

This represents annual operating funds that could be used for operations or development of our remaining properties, helping to turn them into truly great facilities.

Appendix A - Identified Deferred Maintenance for Outdoor Program Properties

Camp Arrowhead	
Repair/replace alarm system that should be heard throughout camp	\$ 2,500
Replace rotten top laminated board on exposed support beams	\$ 2,500
Shell-Guard all exposed support beams ground to roof top	\$ 5,000
Install metal flashing over exposed support beam	\$ 2,500
Replace needed doors at Lodge, Mazama & office	\$ 800
Replace plumbing pipes and valves in Lodge and Mazama	\$ 1,000
Replace plumbing fixtures at Lodge, Mazama	\$ 1,000
Remove and replace rotting siding at Lodge, Mazama & office	\$ 2,000
Repair/replace ceiling lights at Lodge	\$ 2,500
Replace electric base board heaters at Lodge, Mazama & office	\$ 2,500
Clean and seal skylights at Lodge	\$ 500
Replace dish washer in Lodge	\$ 7,500
Replace stove in Lodge	\$ 10,000
Replace ovens in Lodge	\$ 10,000
Replace walk in cooler next to Lodge	\$ 5,000
Replace electric service at Lodge	\$ 2,500
Repair ceiling lights in 4 unit houses	\$ 500
Replace electric base board heaters in 4 unit houses	\$ 1,000
Clean and seal skylights in 4 unit houses	\$ 2,000
Repair high ceiling lights in 4 unit houses	\$ 1,000
Replace plumbing pipe and valves at Staff and Directors house	\$ 1,000
Replace plumbing fixtures at Staff and Directors house	\$ 750
Remove and replace rotting siding at Staff and Directors house	\$ 2,500
Replace electric base board heaters at Staff and Directors house	\$ 1,250
Shell-Guard water tank under pin structure	\$ 2,500
Burn down/Refurbish Corn Crib/store	\$ 5,000
Install exit signs that points to exit via gate at Ranger residence	\$ 750
Finish installing road post and cable fence	\$ 2,500
Grade with rock all roads and parking lot	\$ 10,000
Insulate Lodge, Mazama & office prior to re-siding	\$ 2,000
Replace windows at office	\$ 1,200
Replace door locks at Lodge, Mazama & office	\$ 500
Make the Lodge, Mazama and office mouse proof	\$ 400
Paint the Lodge, Mazama & office	\$ 300
Unit House Refurbishment (\$3,000 per Unit)	\$ 12,000
*Remove siding on 4 unit houses	
*Replace plumbing pipes (with PEX pipe at 4 unit houses	
*Replace plumbing fixtures in 4 unit houses	
*Insulate 4 unit houses prior to re-siding	

*Replace doors and locks on 4 unit houses	
*Paint 4 unit houses	
Replace windows in 4 unit houses	\$ 1,500
Make the 4 unit house mouse proof	\$ 1,200
Insulate Staff and Directors house prior to re-siding	\$ 1,000
Replace windows at Staff and Directors house	\$ 2,500
Replace door locks at Staff and Directors house	\$ 250
Make Staff and Directors house mouse proof	\$ 300
Paint the Staff and Directors house	\$ 300
Total for Camp Arrowhead	\$ 112,000
Cleawox	
Build Staff House (Additional + Current Year)	\$ 60,000
Replace all 17 Hooslies (out house) must have vaults	\$ 15,000
Build stage at amphitheater	\$ 2,500
Seal Adders from bats	\$ 1,500
Repaint wall and floor in Shower House	\$ 600
Replace shower heads in Shower House	\$ 500
Replace washer in Shower House	\$ 750
Put rock under all hand washing stations	\$ 400
Enclose all PVC (protect UV rays) at all hand washing stations	\$ 500
Replace fiberglass windows in Adders with clear Suntuf	\$ 500
Replace floats in Pirates dock	\$ 1,500
Remove and dispose of pontoon boat	\$ 1,000
Build privacy fence around drain field	\$ 1,500
Put non slip paint on steps and ramps in all units	\$ 500
Install Forest Service sign for Buck Point and Panda Point	\$ 500
Clear brush around all building (Tools Only)	\$ 250
Replace broken and clean all gutters	\$ 500
Clean all roofs (Tools Only)	\$ 250
Sand and paint yurts doors and broken windows	\$ 350
Clear coat Lodge floor	\$ 2,500
Rehab bathroom at parking lot	\$ 2,500
Rebuild dock ramps at swim area	\$ 1,500
Build bridge over swampy area on shore trail	\$ 2,500
Build bridge over swampy area by kayaks	\$ 2,500
Make racks for canoes	\$ 1,000
Rebuild retaining wall in front of canoe dock	\$ 2,500
Rebuild cubby holes in swim area changing station	\$ 1,000
Add door on Art Hut into pottery room and re-screen windows	\$ 1,000
Build privacy fence around Rangers house	\$ 1,500
Replace shelf over washer and dryer in Shower House	\$ 250
Build cupboard in Explorers, Yurts and Clippers for camp storage	\$ 250

Replace lock on Library door	\$ 25
Total for Camp Cleawox	\$ 107,625
Whispering Winds	
Replace three latrines	\$ 15,000
Relocate Alderview Units (water runs thru units)	\$ 5,000
Build new maintenance building	\$ 10,000
Paint both lodges & dining hall/kitchen	\$ 1,500
Cover and secure boat dock	\$ 2,500
Replace tarmac around pool	\$ 20,000
Replace cooler in walk-in cooler	\$ 5,000
Replace pole structure at Maple Valley	\$ 7,500
Upgrade utility electric box and conduit	\$ 1,500
Install land line phone to pool	\$ 1,500
Replace wire fence pasture (horse)	\$ 2,500
Total for Camp Whispering Winds	\$ 72,000
Low Echo	
Lodge needs to be jacked up and built a new concrete foundation	\$ 10,000
Replace 4 building roof (old metal) with new metal	\$ 8,000
Repair Tree House roof leaks	\$ 1,000
Repair Shower House roof leaks	\$ 1,000
Pump Septic	\$ 1,200
Replace six broken valves	\$ 250
Pour slab at door entry for Lodge.	\$ 750
Replace all wood stove chimneys	\$ 750
Paint all buildings	\$ 1,200
Paint fence	\$ 100
In Lodge kitchen replace –	
Convection oven	\$ 10,000
Stove	\$ 10,000
Sink (three tubs)	\$ 1,200
Counter top	\$ 2,500
Cabinet	\$ 1,200
Floor	\$ 5,000
Ceiling	\$ 5,000
Walls	\$ 5,000
Lights	\$ 2,500
Electric wiring	\$ 10,000
Windows	\$ 7,500
Doors	\$ 750
Total for Camp Low Echo	\$ 84,900

Wallace Creek – Delete deferred maintenance on woodlots	
Replace five asphalt roofs with metal roofs (Woodlots)	\$ 10,000
Install gutters on cabins	\$ 3,500
Paint deck at Stafford House	\$ 1,000
Paint Bryant shelter	\$ 1,000
Remove the dead trees	\$ 750
Install electric GFI at Stafford House and Low Bungalow	\$ 250
Bat Proof Woodlots	\$ 1,500
Repair Stafford House Restrooms	\$ 3,500
Rock and grade road	\$ 5,000
Re-skirt Low Bungalow	\$ 1,000
Insulate Inside of Mulheim Center	\$ 5,000
Total for Wallace Creek Outdoor Program Center	\$ 32,500
Mountaindale	
Paint biffies (10 Gal @ \$10/Gal)	\$ 100
Install Gutters for Rafters	\$ 4,500
Paint Rafters	\$ 200
Paint Pavy	\$ 200
Paint Pavy restroom	\$ 100
Install heater in Pavy	\$ 500
Repair/replace rail walkway to pond bench	\$ 2,500
Bat proof all buildings	\$ 1,250
Marilyn’s Place install larger oven/burner	\$ 10,000
Gravel for Roads	\$ 5,000
Increase flag pole sitting capacity	\$ 2,500
Build 8X16 storage building, split in half to make 2 units	\$ 2,500
Total for Mountaindale Outdoor Program Center	\$ 29,350
Homestead	
Paint residence	\$ 1,000
Install new floor in barn	\$ 5,000
Install laminate floor upstairs in lodge	\$ 6,000
Install new floor in lodge bathroom	\$ 2,500
Replace back porch of lodge	\$ 2,500
Repair front porch of ranger residence	\$ 1,250
Gravel parking lot	\$ 2,500
Repair trail damage	\$ 500
Replace kitchen cabinet in lodge & residence	\$ 2,500
Repair wood stove in barn	\$ 500
Remove wood stove in lodge kitchen	\$ 250
Replace Generator	\$ 5,000
Replace windows in lodge	\$ 12,000

Replace storm windows in ranger residence	\$ 2,500
Total for Homestead Outdoor Program Center	\$ 44,000
Lebanon	
Outside shingles should be removed and building re-shingled and painted	\$ 5,000
Gut the Kitchen, currently too small for appliances, counter tops and cabinets	\$ 7,500
Bathroom needs to be gutted as room is too small for ADA compliance	\$ 4,000
Electric wiring should be totally redone. (many problems)	\$ 6,000
Half of the roof is a mess and needs to be cleaned to determine status	\$ 1,000
Build storage racks, cabinets.	\$ 1,000
Total for Lebanon Girl Scout House	\$ 24,500
Total Deferred Maintenance for Outdoor Program Properties	\$ 506,875