

MINUTES - Board of Directors Meeting – June 2, 2011

The Board of Directors of Girl Scouts of Eastern Iowa & Western Illinois met via ICN calls located in Cedar Rapids, Davenport, Burlington, Waterloo and Dubuque. at 4:30 pm.

Present: Lisa Wendel, Mary Lagerblade, Shawn Ryan, Lee Mowers, Dave Emerick, Tracy Schwind, Jill Dashner, Ann Hutchinson, Peg Hudson, Mary Ann Brown, Erin Jackson, Sally Dickey, Carolyn Hauptert, Deb Oliver, Donnelle Fuerste, Michel Stone, Colleen Iverson, Denise Bulat, Ann Menke and Teresa Colgan.
Staff: Diane Nelson, Kathy Pinger, Joyce Vance, Allison Johnson, Doug Nelson, Joanne Wzontek and Stacy Conforti and Deb Boyd.

Absent: Bill Leaver, Pat Keir, Dave Vandeventer, Sue Evans, Candace Arp, Theresa Dunkin, Karla Steele, Gloria Frost and Kim Armstrong,

Welcome & Introductions: Mary Lagerblade welcomed everyone at 4:30. Each location confirmed their attendees and a quorum declared.

Consent Agenda: The business meeting was called to order at 4:30. A motion was made by Ann Hutchinson to approve the minutes of the March 17, 2011 meeting. The motion was seconded by Dave Emerick and the motion passed.

Secretary's Report: Carolyn Hauptert reported on recognitions several of our board members have received recently. Sue Evans was honored as one of the 2011 Women of Influence in the Iowa City/Cedar Rapids Area. Pat Keir has recently retired as the Chancellor at Eastern Iowa Community College after 7 years. Kim Armstrong was elected to the Rock Island School Board and Dave Emerick was elected to the Black Hawk College Board of Directors. Denise Bulat was recognized by The Women's Connection as a 2011 Athena Awards Honoree.

Finance Committee Report: Ann Menke presented the March 2011 and April 2011 financials. Ann Menke presented the motion from the Finance Committee to approve the financials as reported. Mary Ann Brown offered the second and the motion passed.

Lee Mowers also went over the motion from the Finance Committee that our council not participate in the retirement plan buy out offered by GSUSA. Lee made the motion, which was seconded by Mary Lagerblade and the motion passed.

Lee also went over the approved capitol purchases.

FINANCIAL STATEMENT EXPLANATION Month Ending March 31, 2011

Balance Sheet - Current Fund

- Cash includes the amount of cookie money receipted, less the payment of the cookie invoice and the bill from the Fall Product Sale.
- The Endowment Fund increased \$8,700 for the quarter.
- The Trust Funds in Burlington and Dubuque increased \$14,000 and \$10,000 respectively.
- Other Accounts Receivable increased considerably due to the money remaining to be collected from the cookie sale. A problem with the council's Business Reply account with the post office caused a delay in receiving mailed payments. However, as of April 15, there are minimal amounts outstanding and at a level that is 30% less than last year at this time. Collection efforts are moving forward according to procedure.
- Store inventories are down \$20,000 from last month, due to return of merchandise and strong store sales.
- Accounts Payable is primarily the cost of the cookie reorders and incentive costs, which will be paid the next month or so.
- Program Credits Payable increased by the amount of new cookie program credits issued.
- Accrued Paid Time Off increased again, as employees accrued more time than was taken.

Budget To Actual Analysis

- The Annual Fund achieved a good month. We discovered that in our budgeting process we over-budgeted for the Annual Fund. It is projected that we will be about \$100,000 under budget by the end of the fiscal year.
- The Grants situation is similar to the Annual Fund, and it too will be about \$100,000 under budget for the year.
- Cookie Sales are 10% over budget due to more girls selling at a higher box per girl average. Nationwide, cookie sales increased for other councils as well.
- Program Service Fees for the month include \$47,000 transferred from the custodial fund for deposit for the International Trip.
- Store sales remain strong at 122% of budget but are slightly behind last year at this same time.
- Miscellaneous Income, for the year, includes an \$8,000 quarterly contribution by GSUSA to help offset pension costs. This contribution will be made quarterly for the rest of the year. It is anticipated that this account will be \$32,000 over budget for the year. GSUSA requested that these funds be booked here, rather than to offset true pension costs.
- Most expenses remain under budget.
- Employee Benefits is continuing to show the benefit in the partial self-funding of our medical plan.
- Payroll Taxes reflect the higher first-of-the-year costs for state unemployment insurance. As maximum limits are reached, this cost should come back in line with budget.
- Professional Fees are over budget due to some unexpected expenses for our move to online registration and E-Business.
- Travel costs appear over budget due to the timing of when the International trip costs were actually paid compared to when they were budgeted.
- Miscellaneous Expenses for the month include three large returned troop checks from the cookie sale. These checks are anticipated to be recovered.
- The net gain for 2011 is \$229,000 ahead of last year and is primarily due to the cookie sale.

GIRL SCOUTS OF EASTERN IOWA & WESTERN ILLINOIS

**Current Fund Balance Sheet
March 31, 2011**

| | <u>Current Fiscal Year</u> |
|--|----------------------------------|
| Assets: | |
| Cash | \$2,300,091 |
| Endowment Fund | 362,937 |
| Camp Endowment Fund | 153,160 |
| Board Designated Cash Reserve | 0 |
| Trust Fund-Burlington | 328,762 |
| Trust Fund-Dubuque | 209,785 |
| Cullen Trust-Burlington | 219,089 |
| Pledges Receivable | 339,684 |
| Reserve for Uncollected Pledges | (1,918) |
| Other Accounts Receivable | 2,358,171 |
| Store Inventories | 190,679 |
| Prepaid Expenses | 63,504 |
| Due To/From Restricted Fund | 9 |
| Due To/From Land, Bldg & Eq | 12,538 |
| Total Assets | <u><u>\$6,536,491</u></u> |
| Liabilities: | |
| Accounts Payable | 368,823 |
| Program Credits Payable | 556,537 |
| Reserve for Unused Program Credits | (111,642) |
| Other Payables | 140,282 |
| Accrued Paid Time Off | 137,710 |
| Line of Credit | 0 |
| Due To/From Custodial Fund | 45,879 |
| Total Liabilities | \$1,137,589 |
| Fund Balances: | |
| Current Unrestricted | \$1,855,953 |
| Net Profit / (Loss) | 2,269,216 |
| Board Designated/Trust | 1,273,733 |
| Total Fund Balances | \$5,398,902 |
| Total Liabilities & Fund Balances | <u><u>\$6,536,491</u></u> |

March - 2

| Custodial Fund | <u>Current Fiscal Year</u> |
|-----------------------------|--------------------------------|
| Assets: | |
| Due To/From Current Fund | \$45,879 |
| Total Assets | <u>\$45,879</u> |
| Liabilities: | |
| Disbanded Troop Treasuries | \$41,235 |
| Refundable Deposits | 336 |
| Scholarship Fund | 3,000 |
| GSUSA - Membership Dues | 552 |
| J Low World Friendship Fund | 756 |
| Total Liabilities | <u>\$45,879</u> |

| | |
|---|---------------------------|
| Land, Building, & Equip Fund | |
| Assets: | |
| Capital Investment Fund | \$211,510 |
| Land, Building & Equipment | 9,071,415 |
| Less: Accumulated Depreciation | (5,795,709) |
| Total Assets | <u>\$3,487,216</u> |
| Liabilities: | |
| Equity In Fixed Assets | \$3,474,678 |
| Due To/From Current Fund | 12,538 |
| Total Liabilities | <u>\$3,487,216</u> |

| | |
|----------------------------------|-------------------------|
| Restricted Fund | |
| Assets: | |
| Community Foundation-Dubuque | \$12,643 |
| Community Foundation-Quad Cities | 57,264 |
| Community Foundation-Waterloo | 214,351 |
| Maquoketa Trust Fund | 1,542 |
| Total Assets | <u>\$285,800</u> |
| Liabilities: | |
| Due To/From Current Fund | \$9 |
| Restricted Fund Balance | 285,791 |
| Total Liabilities | <u>\$285,800</u> |

March - 3

**Girl Scouts of Eastern Iowa & Western Illinois
 Investment Report
 Month Ending March 31, 2011**

| Maturity | Yield | Description | Amount |
|--------------------------------------|--------------|--|--------------------|
| OPERATING CASH | | | |
| Cash | 1.22% | American Bk & Tr-Quad Cities-Corp Acct | \$1,982,554 |
| Cash | 0.00% | First Tr & Savings-Dixon-Camp Conestoga Petty Cash | 110 |
| Cash | 0.00% | Two Rivers Bk & Tr-Camp L-Kee-Ta Petty Cash | 15 |
| Cash | 0.00% | Dubuque Bk & Tr-Camp Little Cloud Petty Cash | 1,061 |
| Cash | 0.00% | First Tr & Savings-Dixon-Camp Conestoga Trading Post | 2,933 |
| Cash | 0.00% | NE Security-Decorah-Camp Tahigwa | 583 |
| Cash | 0.00% | US Bank-Burlington-Deposit Acct | 7,429 |
| Cash | 0.00% | US Bank-Cedar Rapids-Deposit Acct | 111,811 |
| Cash | 0.00% | US Bank-Dubuque-Deposit Acct | 3,671 |
| Cash | 0.00% | US Bank-Waterloo-Deposit Acct | 187,549 |
| Cash | 0.00% | Petty Cash | 2,375 |
| | | | \$2,300,091 |
| BOARD DESIGNATED | | | |
| Cash | 1.21% | Veridian Cr Union-Waterloo-Money Market | \$0 |
| | | | \$0 |
| CAPITAL FUND | | | |
| Cash | 1.21% | Veridian Cr Union-Waterloo-Money Market | 211,511 |
| | | | \$211,511 |
| ENDOWMENT / TRUST (at market) | | | |
| Current | | MFS Emerging Growth Fund | \$74,980 |
| Current | | MFS Large Cap Growth Fund | 8,304 |
| Current | | MFS Emerging Growth Fund | 71,858 |
| Current | | Piedmont REIT | 147,946 |
| Current | | CNL - REIT | 37,662 |
| Current | | MFS Large Cap Growth Fund | 22,187 |
| Current | | LBNA-Inland American REIT | 153,160 |
| Current | | US Bank-Trust Fund-Burlington | 328,762 |
| Current | | Cullen Trust - Burlington | 219,089 |
| Current | | American Trust-Trust Fund-Dubuque | 209,785 |
| | | | \$1,273,733 |

**FINANCIAL STATEMENT EXPLANATION
Month Ending April 30, 2011**

Balance Sheet - Current Fund

- Cash includes collection of 98% of the cookie money due.
- Other Accounts Receivable is mostly cookie money still due. This amount is significantly lower than last year at this time. Collection efforts are moving forward according to procedure.
- Store inventories are down another \$12,000 from last month and are finally approaching acceptable levels for our sales activity, thanks to the efforts of our retail sales team.
- Accounts Payable is primarily the cost of the cookie reorders and incentive costs, which will be paid in the next month or so.
- Accrued Paid Time Off decreased, as employees took more time than was accrued.

Budget To Actual Analysis

- The Annual Fund achieved a good month due to successful Green and White Celebrations in a number of schools and recording the donor designations from the United Way of East Central Iowa.
- An adjustment was made to the Troop Product Sale as a final reconciliation showed that an invoice for incentives was booked twice. This increased the sale's bottom line.
- Program Service Fees are over budget for the year to date. This is due to two reasons. The deposits for the International Trip, amounting to \$220,000 were transferred out of the custodial fund into revenue. This was not budgeted until July, when the trip will take place. Also, there have been many successful girl events that also contribute to the over budget amount.
- Store sales remain strong at 122% of budget but are slightly behind last year at this same time. This is due to not having the sales from the Girls Go Global event that was not held this year.
- Miscellaneous Income, for the year, includes two \$8,000 quarterly contributions by GSUSA to help offset pension costs. This contribution will be made quarterly for the rest of the year. It is anticipated that this account will be \$32,000 over budget for the year. GSUSA requested that these funds be booked here, rather than to offset true pension costs.
- Most expenses remain under budget.
- Employee Benefits is continuing to show the benefit in the partial self-funding of our medical plan.
- Payroll Taxes reflect the higher first-of-the-year costs for state unemployment insurance. As maximum limits are reached, this cost should come back in line with budget.
- Professional Fees are over budget due some unexpected expenses for our move to online registration and E-Business.
- Travel costs appear over budget due to the timing of when the International trip costs were actually paid compared to when they were budgeted.
- Miscellaneous Expenses for the month shows a net recovery of bad checks previously written off.

Current Fund Balance Sheet
April 30, 2011

| | <u>Current Fiscal Year</u> |
|--|--------------------------------|
| Assets: | |
| Cash | \$4,222,935 |
| Endowment Fund | 362,937 |
| Camp Endowment Fund | 153,160 |
| Board Designated Cash Reserve | 0 |
| Trust Fund-Burlington | 328,762 |
| Trust Fund-Dubuque | 209,785 |
| Cullen Trust-Burlington | 219,089 |
| Pledges Receivable | 347,906 |
| Reserve for Uncollected Pledges | (1,918) |
| Other Accounts Receivable | 155,732 |
| Store Inventories | 178,452 |
| Prepaid Expenses | 37,886 |
| Due To/From Restricted Fund | 13 |
| Due To/From Land, Bldg & Eq | (6,960) |
| Total Assets | <u>\$6,207,779</u> |
| Liabilities: | |
| Accounts Payable | 309,649 |
| Program Credits Payable | 529,696 |
| Reserve for Unused Program Credits | (111,642) |
| Other Payables | 149,920 |
| Accrued Paid Time Off | 133,080 |
| Line of Credit | 0 |
| Due To/From Custodial Fund | 55,113 |
| Total Liabilities | \$1,065,816 |
| Fund Balances: | |
| Current Unrestricted | \$1,838,619 |
| Net Profit / (Loss) | 2,029,611 |
| Board Designated/Trust | 1,273,733 |
| Total Fund Balances | \$5,141,963 |
| Total Liabilities & Fund Balances | <u>\$6,207,779</u> |

April - 2

GIRL SCOUTS OF EASTERN IOWA & WESTERN ILLINOIS
 Balance Sheets
 April 30, 2011

| | <u>Current Fiscal Year</u> |
|---|--------------------------------|
| Custodial Fund | |
| Assets: | |
| Due To/From Current Fund | \$55,113 |
| Total Assets | <u>\$55,113</u> |
| Liabilities: | |
| Disbanded Troop Treasuries | \$50,373 |
| Refundable Deposits | 152 |
| Scholarship Fund | 3,000 |
| GSUSA - Membership Dues | 492 |
| Japan Relief Fund | 340 |
| J Low World Friendship Fund | 756 |
| Total Liabilities | <u>\$55,113</u> |
| <hr/> | |
| Land, Building, & Equip Fund | |
| Assets: | |
| Capital Investment Fund | \$211,511 |
| Land, Building & Equipment | 9,075,249 |
| Less: Accumulated Depreciation | (5,819,042) |
| Total Assets | <u>\$3,467,718</u> |
| Liabilities: | |
| Equity In Fixed Assets | \$3,474,678 |
| Due To/From Current Fund | (6,960) |
| Total Liabilities | <u>\$3,467,718</u> |
| <hr/> | |
| Restricted Fund | |
| Assets: | |
| Community Foundation-Dubuque | \$12,643 |
| Community Foundation-Quad Cities | 57,264 |
| Community Foundation-Waterloo | 214,351 |
| Maquoketa Trust Fund | 1,546 |
| Total Assets | <u>\$285,804</u> |
| Liabilities: | |
| Due To/From Current Fund | \$13 |
| Restricted Fund Balance | 285,791 |
| Total Liabilities | <u>\$285,804</u> |

**Girl Scouts of Eastern Iowa & Western Illinois
 Investment Report
 Month Ending April 30, 2011**

| Maturity | Yield | Description | Amount |
|--------------------------------------|--------------|--|---------------------------|
| OPERATING CASH | | | |
| Cash | 1.22% | American Bk & Tr-Quad Cities-Corp Acct | \$4,181,535 |
| Cash | 0.00% | First Tr & Savings-Dixon-Camp Conestoga Petty Cash | 110 |
| Cash | 0.00% | Two Rivers Bk & Tr-Camp L-Kee-Ta Petty Cash | 15 |
| Cash | 0.00% | Dubuque Bk & Tr-Camp Little Cloud Petty Cash | 1,061 |
| Cash | 0.00% | First Tr & Savings-Dixon-Camp Conestoga Trading Post | 2,933 |
| Cash | 0.00% | NE Security-Decorah-Camp Tahigwa | 885 |
| Cash | 0.00% | US Bank-Burlington-Deposit Acct | 12,154 |
| Cash | 0.00% | US Bank-Cedar Rapids-Deposit Acct | 6,404 |
| Cash | 0.00% | US Bank-Dubuque-Deposit Acct | 2,676 |
| Cash | 0.00% | US Bank-Waterloo-Deposit Acct | 12,987 |
| Cash | 0.00% | Petty Cash | 2,175 |
| | | | <u>\$4,222,935</u> |
| BOARD DESIGNATED | | | |
| Cash | 1.21% | Veridian Cr Union-Waterloo-Money Market | \$0 |
| | | | <u>\$0</u> |
| CAPITAL FUND | | | |
| Cash | 1.21% | Veridian Cr Union-Waterloo-Money Market | 211,511 |
| | | | <u>\$211,511</u> |
| ENDOWMENT / TRUST (at market) | | | |
| Current | | MFS Emerging Growth Fund | \$74,980 |
| Current | | MFS Large Cap Growth Fund | 8,304 |
| Current | | MFS Emerging Growth Fund | 71,858 |
| Current | | Piedmont REIT | 147,946 |
| Current | | CNL - REIT | 37,662 |
| Current | | MFS Large Cap Growth Fund | 22,187 |
| Current | | LBNA-Inland American REIT | 153,160 |
| Current | | US Bank-Trust Fund-Burlington | 328,762 |
| Current | | Cullen Trust - Burlington | 219,089 |
| Current | | American Trust-Trust Fund-Dubuque | 209,785 |
| | | | <u>\$1,273,733</u> |

Motion from the Finance Committee

Potential Withdrawal from the GSUSA National Retirement Plan

- The committee reviewed the final proposal to withdraw from the National Girl Scout Retirement Plan. Withdrawal cost is \$2,610,800 plus a one-time fee to GSUSA. The council currently pays \$15,282 per month, or \$183,384 per year into this frozen plan. Over the 14 maximum years of contributions offered by the new legislation, the total expense for those 14 years is \$2,567,376. If market conditions improve, these amounts could go down. GSUSA must be notified by May 13, 2011 if a council wishes to withdraw. The next board meeting is May 19... we will beg forgiveness. A motion was made by Mary Ann Brown and seconded by Mary Lagerblade to recommend to the board that our council not participate in the retirement plan buy out. **Motion Carried.**

Report on Approved Capital Purchases

- Wide Area Network optimization hardware - \$21,000, will allow the five main offices to communicate and file share with the main server in Rock Island more quickly and efficiently than with the old terminal servers. Large files, now, can bog down an entire office causing inefficient work and employee frustration. The new equipment will cache files on the hardware device and only have to update changes, improving network speed and employee productivity.

- Heating and Ventilation Systems at the Rock Island Leadership Center – \$28,008

The Rock Island Leadership Center was built in 1982. The original and aging furnaces and air conditioning units have failed. The building is zoned for upstairs and downstairs.

The two furnaces each have cracked or broken heat exchangers and are a danger to use. We have noticed occasional gas smells for the last two years, but kept them limping along. We cannot use them in their present condition. Parts are hard to come by. The 30 year old units are not energy efficient. Gas is now shut off to the units.

The two air conditioning compressors have been patched and literally misted with a hose for the past two years. We just robbed one unit of parts to keep the upstairs unit operating to try to cool the entire building. Recent high temperatures have created warm working conditions for the downstairs folks. Parts are completely unavailable for the existing working unit. When it fails, it will need to be replaced.

Our proposal is to completely replace all systems, including the "working" A/C unit. We have two bids and are working hard to get a third. The cost should not exceed \$28,008. The two bids in hand are just that or under.

- AED (Automatic Electronic Defibrillator) for Camps - \$3,600 for two

Two of the council's camps are under American Camping Association (ACA) accreditation this year. Currently, two camps have these devices. One was just donated to Camp L-Kee-Ta and Camp Little Cloud has had one for years. Camps Conestoga and Tahigwa do not have AED's. We have tried recently, and in the past, to get donations but to no avail.

The ACA requirement for AED's is not mandatory, but we will take a "hit" if we do not have them on site, year round. It makes safety sense to have them at all of our camps on a year round basis.

The cost includes a child kit and some type of wall mount or backpack, our choice. We would purchase these at a discounted cost through the American Red Cross. Training would be an additional minimal amount and worked into the camps' budgets.

Should an AED unit not be needed at a camp, for whatever reason, it could be repositioned to a busy office and/or used for large council events such as Girls Go Global and World Thinking Day.

Performance Excellence Report: Teresa Colgan presented a brief overview of the Scorecard Summary.

2011 Scorecard - Gap Indicators

Reflects results as of 3/31/2011

| GSEIWI Priorities and Gaps | | GSEIWI Strategic Goals | | GSEIWI Indicators and Target Results | | |
|-------------------------------------|--|--|--|---|---|---|
| Key Priority | Gap Statement | Key Area | Milestones 2011 | Measures | 2011 | Results |
| Girl Scout Leadership Experience | Develop a progressive leadership experience that is girl centric and mission critical. | Education/Knowledge of GSLE to Adults | Train staff by February 2011 and trainers updated by July 2011. | Number of Staff/Volunteers trained | 74+ staff, 50+ Trainers | 69- all current staff and 14 of 85 trainers trained |
| | | Education of Girls 3-5 about GSLE | Develop activities that promote progression highlighting 3-5 grade. | Girl retention in grades 3-5 | maintain - need to determine rate for 2010 | 59% overall girl retention (4/12/2011) |
| | | Education of Community about GSLE | Gather focus groups of key players in community and develop message to community. | Increase the number of new community partners | create 5 new programs to utilize with community partners | 10 new partnerships for the 2012 membership year (2 per region, five regions) |
| | | Create engaging girl centric outdoor program | Develop intentional outdoor programs that use activities well liked by girls. | Completion of Outdoor Programs Milestone | Action Steps Complete | 3 of 5 action steps, 60% completed |
| | | Create Engaging, Girl Centric general programs | Develop intentional programs that use activities well liked by girls. | Completion of General Programs Milestone | Action Steps Complete | 2 of 4 action steps, 50% completed |
| Volunteer Management | Strengthen systems and strategies to support volunteers at all levels. | Recognition Process | Redesign Recognition Process | # of SU doing recognitions | Fillable forms online, educate staff & volunteers w/new process | 2 of 2 action steps, 100% completed, baseline 31 service units in 2011 |
| | | Training - staff | Execute staff development at higher level, develop department orientation/leadership team training, and retrain Leadership Essentials to staff. | Staff Satisfaction Rate | 80% are satisfied w/training | 2 of 2 action steps completed--staff survey 4th quarter |
| | | Training-volunteer | Multiple trainings online with multiple options for moving up training and research into board development. | Completion of Volunteer Training Milestone | Action Steps Complete | 2 of 3 action steps, 66% completed |
| | | Volunteer Management System | Design progressive volunteer recruitment for 100th anniversary to develop community partnership volunteers. | Cycle of process for volunteer participation | Develop plan for partnerships/volunteers | Action step on track for July 2011 |
| Communication/ Marketing | Enhance awareness to increase brand visibility and organizational relevance of the value of Girl Scouts. | Website | Fully functioning online resources, ie website, online registration, trainings and program links | Completion of Website Milestone | Action Steps Complete | 2 of 5 action steps, 40% completed |
| | | Marketing Plan | Collect input from 100 yr anniversary committees, GSLE, and mission to create an integrated marketing plan. | Completion of Marketing Plan Milestone | Action Steps Complete | 2 of 4 action steps, 50% completed |
| | | PR Alignment | Building relationships with media to ensure a repoire is developed for future utilization. | Amount of coverage throughout area | Baseline | 2 of 3 action steps, 66% completed |
| | | Publications | Evaluate current publications; online, print and department newsletters for the best form of communication. | Completion of Publications Milestone | Action Steps Complete | 1 of 3 action steps, 33% completed |
| Funding/Financial Management | Leverage resources and diversify funding/income streams to fulfill the Girl Scout mission. | Family Giving | Pilot program completed at 40 schools. | Number of Green and White Celebrations | 40 | 4 Green and White Celebrations held, remaining in 3rd quarter |
| | | Property/Capital | Ensure data collection and conducting of Long Range Property Planning (LRPP). | Completion of Property/Capital | Action Steps Complete | 3 of 5 action steps, 60% completed |
| | | Program Cost | Implement costing tool for all programs | Program Fees | Costing tool being used | Costing tool being used for 2011/2012 |
| | | Adult Generated Income | Identify ways to generate new revenue | Adult Generated Income | \$16,000 is replaced | \$7,000 is replaced |
| | | Alumnae | Pilot an alumni Program to identify and engage them. | Completion of Alumnae Milestone | Action Steps Complete | 3 of 4 action steps, 75% completed |
| Outcomes/Data Collection | Develop and support comprehensive data collection processes and tools to acquire meaningful information to support the future work of the council. | Data Management | Complete data audit and identify solutions for data management. | Completion of Data Management Milestone | Action Steps Complete | 1 of 2 action steps, 50% completed |
| | | Data Collection Alignment | Identify obstacles and solutions to data collection for differing audiences. (Define "easy-to-use.") Identify data collection resources and processes. | Completion of Data Collections Alignment Milestone | Action Steps Complete | 3 of 5 action steps in progress |
| | | Data-Driven Culture | Communicate with/educate staff/volunteers regarding data collection processes and data-driven decisions. | Completion of Data-Driven Culture Milestone | Action Step Complete | 1 of 1 action step, 100% completed |
| Partnership/Strategic Collaboration | Develop and implement a cultivation plan that focuses on collaborations that are mission aligned. | Cultivation Plan - Top 30 | Form Task force to redesign questionnaire used in interviews with potential partners and system for collecting and tracking information. Research and implement system for tracking and growing our database using top 30 interviews and community profiles. | Community Database | Community profiles completed for urban areas. | Plan in place for development of urban profiles. |
| | | Family Support | Utilize "Perfect Recruitment" strategy to engage families and involve them in troop activities. Educate leaders on how to include parents and the value of having their participation. | Completion of Family Support Milestone | Action Steps Complete | 4 of 4 action steps, 100% completed |
| | | Program Focus | Reorganize Program Department to focus on planning program utilizing partnerships/collaborations. Create new packet of guidelines/MOAs to formalize partnerships. | # of programs involving a collaboration | 20% of programs a partnership | 37% of current programs involve a partnership. |
| | | Marketing Plan | Revisit publications to evaluate the effectiveness to each target audience. Create unified message that promotes GS mission to all target audiences. | Completion of Marketing Plan - Family Publication Milestone | Action Steps Complete | 3 of 4 action steps, 75% completed |

*Girl Scouts of Eastern Iowa & Western Illinois
Scorecard Summary
March 31, 2011*

Girl Scout Leadership Experience (GSLE)

Develop a progressive leadership experience that is girl centric and mission critical.

- Education/Knowledge of GSLE to Adults - A new GSLE training was developed, with 69 staff members trained, and 14 trainers updated as of March 31, 2011. GSLE activities to help leaders were developed and presented at service unit meetings in March and April 2011 to introduce the 3rd Journey series.
- Education of Girls, Grades 3-5 about GSLE - The Leadership Experience (LE) department has created year long calendar for 2012 including grade level specific programming to begin in Fall 2011.
- Education of Community about GSLE - In process of shaping a message about GSLE focused towards community partners. Leadership Experience Managers (LEMs) are seeking community partners to include in FY12 event calendar.
- Create Engaging Girl Centric Outdoor Program -Property Market research and analysis was completed. Pending completion of the Long Range Property Plan (LRPP), LEMs are continuing with similar outdoor plans for FY12 as FY11.
- Create Engaging, Girl Centric General Programs - The LE department, in partnership with Fund Development department, has gathered insight from top 30 visits on what is fundable and developed a calendar around activities that girls like and area funders are interested in supporting.

Volunteer Management

Strengthen systems and strategies to support volunteers at all levels.

- Recognition Process - The redesigned recognition process resulted in 31 service units nominating 32 girls and 157 volunteers for recognition.
- Training - staff - The LE department and Adult Leadership Development department orientations were developed.
- Training-volunteer - Three training courses were made available online - Recognition Coordinator, Extended Travel and Parent Involvement. A bi-monthly Board newsletter was developed. An online training coordinator was hired and will be developing an online Getting Started training.
- Volunteer Management System - In February 2011, an Initial meeting was held to assess needs for tracking tools and process for working with volunteers resulting from partnerships.

Communication/Marketing

Enhance awareness to increase brand visibility and organizational relevance of the value of Girl Scouts.

- Website - Online registration for events, membership and training were in place by March 30, 2011.
- Marketing Plan - Input was secured from GSLE and 100th Anniversary committee to develop a marketing plan and timeline incorporating existing plans with new marketing needs.
- PR Alignment - Media contacts were identified and a method determined for tracking media contacts. Meetings were conducted by fund development with top media contacts in all major areas.
- Publications - Current council communications materials were compiled in advance of a council publications survey.

Funding/Financial Management

Leverage resources and diversify funding/income streams to fulfill the Girl Scout mission.

- Family Giving - Four Green and White Celebrations were held in March 2011; remaining events to be held by June 2011.
- Property/Capital - Property Market Research subcommittee completed a report and presentation in January 2011. Property Chats were held in 4 regions of the council in March 2011 with two additional chats scheduled in April 2011.
- Program Cost - Comprehensive program/event costing tool was developed and implemented within LE department. The tool will also be used to evaluate events upon completion.
- Adult Generated Income - Top 30 businesses were identified in each core community and through March 2011, twenty formal asks were made of these 120 potential supporters.
- Alumnae - A potential alumnae strategy is in the process of being piloted in advance of 100th Anniversary celebration.

Outcomes/Data Collection

Develop and support comprehensive data collection processes and tools to acquire meaningful information to support the future work of the council.

- Data Management - Data audit review is in progress to determine the types of data currently collected and utilized and the types of data to be collected and utilized in the future.
- Data Collection Alignment - Researching the resources needed to support data collection and management and possible solutions to support data collection in the council.
- Data-Driven Culture - Recent movement and emphasis on being a more data-driven culture was evident with use of research reports from the Troop Volunteer Review, Long Range Property Planning research, research presentations at property chats and participation in national research studies.

Partnership/Strategic Collaboration

Develop and implement a cultivation plan that focuses on collaborations that are mission aligned.

- Cultivation Plan - Top 30 - Questionnaire for use in cultivating potential collaborations, sponsors, and corporate donors was redesigned and is in final stages of approval. A digital file was established to collect data from use of questionnaire.
- Family Support - The "perfect recruitment" process was revamped with leader and volunteer input to better incorporate family involvement with troops. Parent Involvement training developed and launched online.
- Program Focus - The LE department created a year long calendar for 2012 including intentional grade level specific programming and incorporating community partnerships set to begin in Fall 2011.
- Marketing Plan - A family publication was developed to ensure consistent messaging to parents. A long and short version of the publication is in final review for use at recruitments and troop parent meetings starting in August 2011.

Girl Scouts of Eastern Iowa and Western Illinois, Inc
2011- 2nd Avenue, Rock Island, IL 61201

Girl Scouts of Eastern Iowa and Western Illinois
2011

| 2011 Balanced Scorecard - Core Indicators | | | | | | | | 3/31/2011 |
|---|--|-----------------------------|---|---|--|-----------------------|---|--|
| Focus | Key Priority | Indicator | Definition | Benchmark | Baseline | Frequency | Target Goal | Actual |
| Girl Scout Leadership Experience | Develop a progressive leadership experience that is girl centric and mission critical. | Girl Retention | Girl retention rate increase over 2010 rate by September 30, 2011. | GSUSA 2010 Top 10% of councils 66%, top 25% of councils 60.9%, top 50% of councils 54.1%; GSEIWI 62.5%. | GSEIWI 2010 rate of 68% | Quarterly | 69% | 58%* Note - Current retention rate is low as a result of the way entered in new system. |
| | | Girl Members Registered | Number of girls between 5-17 registered by September 30, 2011. | GSUSA 2010 Top 10% of councils 15%, top 25% of councils 11.6%, top 50% of councils 8.7%. | 18,826 girl members as of 9-30-10, Membership Share of 15.8% | monthly | 19000 girl members, Membership Share of 16% | 17,637 girl members registered, Membership Share of 14.8% |
| Volunteer Management | Strengthen systems and strategies to support volunteers at all levels. | Adult retention | Retention of adults over 2010 rate by September 30, 2011. | GSUSA 2010 Top 10% of councils 70%, top 25% of councils 67.3%, top 50% of councils 62.5%; GSEIWI 63.8% | GSEIWI 2010 rate of 68% (all adult members) as of 9-30-10 | Quarterly | 68.0% | 63%* Note - rate needs to be validated with new database system. |
| Funding/Financial Management | Leverage resources and diversify funding/income streams to fulfill the Girl Scout mission. | Total Council Expenses | Year end expenses show a balanced budget as of September 30, 2011. | GSUSA 2009 Top 10% of councils 7.1% surplus, top 25% of councils .87% surplus, top 50% of councils - 8.1% surplus; GSEIWI -2.45%. | \$287,627, FY 2010 is unaudited, audited statements will be available after January 1, 2011. | Quarterly | Balanced Budget, \$0 | \$2,269,216, current balance is inline with year-to-date projections |
| | | Product Sales Results | Generate product sales council profit by June 30, 2011. | GSUSA 2009 Top 10% of councils 58.4%, top 25% of councils 62.96%, top 50% of councils 68.60%, GSEIWI 67.01%. | \$282,998 of fall program sale, \$3,346,351 of cookie program sale, \$3,629,349 total in FY 2010 | Yearly, June 30, 2011 | \$3,339,594 by June 30, 2010 | \$309,500 for fall program sale; 3,669,653 for cookie program sale, \$3,979,153 total for product sales (final results in 3rd qtr) |
| | | Community Financial Support | 22% of budget for FY 10 from adult-generated income. Total amount of funds from United Way, Grants, GIK, Special Events, Annual campaign by September 30, 2011. | GSUSA 2009 Public Support top 10% of councils 33.5%, top 25% of councils 21.96%, top 50% of councils 16.17%, GSEIWI 14.65%. | \$953,747, 17.3% as of 9-30-10 | Quarterly | \$1,083,432 | \$462,707 secured |

Color Indicators - Green = measurement is at or above the target goal; Yellow = measurement is approaching target goal; Red = measurement is below target goal.

Volunteer Services Report

Deb Boyd from the Volunteer Services Department proposed eliminating the child abuse and neglect tracking as a part of our volunteer screening. A lengthy discussion followed regarding the importance of this report, whether other councils are using the report; was it redundant; what is our liability if we remove this report from our requirements? Mary Ann Brown suggested that we put a disclaimer at the bottom of our form indicating that this application approval is only temporary based on a satisfactory Child Abuse Report from the state.

It was decided that Diane Nelson and GSEIWI staff will look into our insurance options and liabilities as well as how other councils are doing this and what is the GSUSA position. A report will be delivered at the July, 2011 meeting where a vote to accept or reject will be considered.

Justification for Elimination of Child Abuse and Neglect Tracking System in Volunteer Screening

Issues with Child Abuse Registry:

- Wait time for response
 - Illinois Child Abuse Registry checks can take 4 or more weeks to receive results from check.
 - Iowa Child Abuse Registry checks can take up to 2 weeks to receive results from check.
- Currently leaders cannot meet with girls before screening is complete. Waiting for state child abuse registry checks means leaders must wait longer to get started with their troop.
- We would like to move forward with volunteers submitting their own screening information and registering online, thus saving time and monetary resources. Child abuse registries do not accept electronic signatures, which would make online registration very difficult.

Justification for elimination:

- We contacted 10 councils, and found that only 2 of them use the child abuse registry as a part of their volunteer screening. The other 8 councils use a criminal screening, such as IntelliCorp, which includes criminal child abuse charges and sex offenders. They all indicated that they felt this was due diligence.
- We asked other councils on Pearl if they use their state child abuse registry. We received no responses.
- The GSUSA *Managing Girl Scout Volunteers and Risk Management in Girl Scout Councils* publications suggest criminal background screening, including a check of sex-offender registries. They do not suggest checking state child abuse registries as part of the screening process.
- In 2009-10 we denied 29 volunteers as being on the Child Abuse Registry. We overturned 7 of those. Volunteers have the opportunity to contact us to dispute the allegations when denied. Of those that contacted us, all were overturned by producing the DHS report, positive references and indications of behavior changes.
- The state of Illinois Child Abuse Registry includes a list of allegation definitions that come with each positive check. We can tell from that list the degree of abuse or neglect for the indicated incident. The state of Iowa does not provide such a list and therefore we can't base our decision on the degree of abuse or neglect. Anyone on the list is automatically rejected as a volunteer.
- Major allegations on the child abuse registry will also show up in the volunteer's criminal record or the sex offender registry if it is an incident founded in a court of law. Most state child abuse listings are based on "findings." These are thought of as behaviors that can be changed by working with professionals and are monitored closely by social services. They are not incidents that are necessarily founded as guilty in a court of law.

Deb also went over several areas of the GSEIWI Volunteer Development System Policies that they would like to see changed. Those changes are highlighted in yellow and a line through the words indicate removal

GSEIWI Volunteer Development System Policies

Introduction

These policies reflect the beliefs and principles of Girl Scouts of the USA and Girl Scouts of Eastern Iowa and Western Illinois. The purpose of this document is to bring together basic volunteer management policies of the council and guidelines for implementation of sound volunteer practices.

These policies do not create a contract with any volunteer, expressed or implied, and may be changed at any time at the discretion of the Girl Scouts of Eastern Iowa and Western Illinois. A volunteer is free to resign at any time and for any reason with written/verbal notice. The council may also terminate the volunteer appointment at any time and for any reason.

Adult Volunteer Definition

An adult volunteer can be any person, female or male, 18 years of age or older, who, without compensation or expectation of compensation beyond reimbursement, performs a task at the direction of and on behalf of the council. An adult volunteer is a caring, responsible and reliable individual concerned with the well-being of others, and who enjoys providing service to the Girl Scout community. An adult volunteer in a troop leadership position must be appointed prior to the performance of a task.

Girl Scouts of Eastern Iowa and Western Illinois consists of volunteers who strengthen the council through two distinct types of service. Operational volunteers (i.e. leaders, co-leaders, service unit team members) are those involved in carrying out the specific, measurable objectives of the council. Policy-making volunteers include officers, board members, board committee members, and nominating committee members.

Affirmative Action for Volunteers

There shall be no discrimination against an otherwise qualified adult volunteer by reason of disability or on the basis of age. Furthermore, there shall be no discrimination on the basis of race, color, ethnicity, sex, creed, national origin, sexual orientation, marital status, or socioeconomic status. In addition, to ensure full equality of opportunity in all operations and activities of the organization, affirmative action policies and practices, shall be utilized in recruitment, selection, education, placement, and recognition of volunteers.

Conflict of Interest

No individual connected to Girl Scouts of Eastern Iowa and Western Illinois shall use her/his affiliation with the council for personal or family gain, for the benefit of another individual or organization of which a member is affiliated or for professional, political or monetary gain without proper disclosure and council consent.

Definition: A conflict of interest exists when interests or concerns of any volunteer, any member of their family, party, group or organization in which the volunteer is actively involved may be seen as competing with or conflicts with the interests or concerns of Girl Scouts of Eastern Iowa and Western Illinois.

Membership Registration

All girls and adults participating in the Girl Scout Movement shall be registered as members with the Girl Scouts of the United States of America and individually pay the annual membership dues, except those adults who are lifetime members or who are working in a temporary advisory or consultative capacity.

~ *Blue Book of Basic Documents 2009*

The Girl Scout membership year is October 1 through September 30.

“Girl Scouts is open to any girl in grades K-12 who has made the Girl Scout Promise, accepts the Girl Scout Law and pays annual membership dues. Girl Scout membership is open to any adult who accepts the organization’s principles and beliefs and pays annual or lifetime membership dues.”

- *What We Stand For 2008*

Recruitment

The recruitment process consists of a number of methods to attract qualified volunteers who will be matched to appropriate open or newly created positions. Written position descriptions that define specific responsibilities and clarify expectations will be used in the search.

Selection

Every adult volunteer is selected on the basis of qualifications for membership, ability to perform the duties of the volunteer position and the willingness and availability to participate in education for the position.

All adult volunteers **leaders/co-leaders and assistant leaders and those left alone on an ongoing basis with girls** will be required to complete the forms necessary to perform a comprehensive background check prior to starting a volunteer position and every 3 years thereafter for active volunteers. Failure to cooperate can result in the volunteer not being placed in the position. Exceptions are ~~temporary short-term~~ volunteers used ~~on a per-event basis~~ who have no authority over the girls, but rather assist trained volunteers or staff.

The background check consists of:

- A completed ~~and signed~~ Troop volunteer application and ~~Registration form, which provides authorization to conduct the background checks.~~
- A criminal **background** check. ~~with Intellicorp, Inc.,~~
- ~~The national~~ **Iowa or Illinois state** sex offender registry by address
- ~~The child abuse registry in Iowa and/or Illinois or~~ Any alternate forms requested by the council.
- A possible reference check of two people who are not related to the applicant. In cases of inconsistent references, further investigation will be conducted.

Volunteer leaders who have been inactive for 1 or more years will be required to reapply and be subject to a complete background check.

Placement

Every attempt will be made to place volunteers in positions that meet both their needs and the needs of the council. In instances where this is not possible, the needs of the council will take precedence over the needs of the individual. Individuals not placed in a position for which they applied may be recommended for other positions, and they may request reassignment.

The ~~Volunteer Services~~ Leadership Development Department:

- Ensures placement of the volunteer.
- Sends a letter out to the volunteer approving the desired volunteer position, approving the position with conditions, or denying their volunteer status. Conditions for the position or denial of the position may be discussed with the volunteer prior to sending out the letter.
- Notifies the appropriate staff ~~and appropriate administrative volunteer~~ with basic information on the volunteer and the placement.
- Ensures a volunteer mentor is assigned to the new volunteer **whenever possible**.
- Follows up with the volunteer to ensure adult learning opportunities are completed and provide the volunteer with additional support as needed.

- Sends new volunteers a letter of appointment, which will include welcoming the volunteer to the Girl Scouts of Eastern Iowa and Western Illinois., ~~indicating the name of the position and the appointment term.~~

Volunteer applicants whose records indicate a history of child abuse, violent crime, or sexual crimes will be denied a position. At the discretion of the council, volunteer applicants may be denied a position due to financial irresponsibility in addition to drug and alcohol related offenses. The response to any other reports will be at the discretion and judgment of the council. If an applicant or a member of their household has been convicted of a crime against a child, to the best of our ability, we will not knowingly place the applicant in a position that involves direct contact with girls. (i.e. troop leader, troop assistant, etc.).

Appointment

Operational volunteers shall be appointed for a term of one year.

Reappointment

Prior to the completion of her or his term, each volunteer who is to be re-appointed to the same position or rotated to a different position may receive confirmation of such reappointment or rotation. Reappointment is based on past performance, adherence to council and GSUSA policies and standards, support of the Girl Scout purpose, values, and council goals, as well as positive relationships with the community, parents, other volunteers, and employed staff. ~~There will be mutual acceptance of position accountabilities, expectations, and time commitments.~~

A determination should be made by the volunteer's supervisor as to whether the volunteer should be retained in her/his present position, referred to a different position, or released.

Training- **Adult Learning**

Orientation is required for all adult volunteers. Additionally, Getting Started and leadership training are required by at least one troop leader. Orientation and Getting Started must be completed before volunteering with girls. Leadership training must be completed within two months of appointment as a troop leader. At least one trained adult must be in attendance at all troop meetings or activities.

Preparation for camping activities requires additional ~~training~~ **learning opportunities**.

Adult learning courses will be made available at multiple locations in the council **and online when available**. Service units may make arrangements for desired **training courses** to be held at a time and location of their preference. Arrangements need to be made with the appropriate staff.

Performance Appraisal

Each volunteer shall be provided with the opportunity for an annual review ~~and evaluation with the person to whom they are accountable according to their position description~~. The purpose of the review is to evaluate and to recognize both the individual's and the council's contribution to the position.

Recognition

The council's formal recognition system will be consistent with the GSUSA publication Adult Recognition in Girl Scouting (Cat. No. 26-458). More information on recognition is available later in this publication.

Reimbursement of Expenses

Girl Scouts of Eastern Iowa and Western Illinois will reimburse pre-approved voluntary expenses incurred when the volunteer is required by the council to act on behalf of the council doing business of the board, its committees, task groups, council-level education, or program delivery.

The volunteer is required to keep accurate records of expenses and return to the appropriate staff along with documentations (i.e., receipts) of expenses.

Expenses will be reimbursed to volunteers on a monthly basis during regular pay out periods. Expenses not reimbursed may be used as deductions (check with tax consultant).

A cash advance, pre-approved by the appropriate staff, is available if necessary to prevent a hardship for the volunteer.

Financial Assistance (Grants)

Financial assistance (Grants) is available to any adult volunteer through an application process.

Responsibility for Safety

Any serious accident or fatality must be reported immediately to the Chief Executive Officer (CEO) or Council Chair by calling the telephone numbers listed on the Emergency Procedure and/or Crisis Communication Plan. Any motor vehicle used to transport Girl Scouts must be duly licensed, insured and operated by a responsible adult with a valid driver's license. Basic safety guidelines are provided in Volunteer

Essentials and Safety-Wise Activity Checkpoints and it is the responsibility of the troop leader to follow all safety guidelines as set forth by the Girl Scouts of the USA and Girl Scouts of Eastern Iowa and Western Illinois.

Financial Responsibility

Because all debts incurred in the name of Girl Scouts of Eastern Iowa and Western Illinois are the responsibility of the adult who incurs them, any adult volunteer may be subject to removal, small claims action, collection, **arrest/prosecution** or any other action deemed necessary by the council if she/he has:

- Knowingly written a personal or troop check with insufficient funds (NSF) or on a closed account to Girl Scouts of Eastern Iowa and Western Illinois or to anyone else on behalf of a Girl Scout troop
- Failed to pay an outstanding debt to Girl Scouts of Eastern Iowa and Western Illinois or any of its units, whether the debt is for a personal expense, a Girl Scout product sale, or a troop expense
- Misused troop or service unit funds
- Taken money from a troop account that does not cover legitimate troop expenses
- Failed to remit all funds due to Girl Scouts of Eastern Iowa and Western Illinois or any of its units
- Failed to submit appropriate troop, special event or service unit assets to the council or to a Regional Membership Manager, as applicable (i.e. disbanding a troop)

All adults handling money must be registered members of Girl Scouts of Eastern Iowa and Western Illinois

Harassment

Girl Scouts of Eastern Iowa and Western Illinois is committed to an environment and climate in which relationships are characterized by dignity, respect, courtesy, and equitable treatment. It is the policy of the organization to provide all volunteers **and staff** with an environment free from all forms of unlawful or unwelcome harassment, including implied or expressed forms of sexual harassment.

The council expressly prohibits any form of harassment on the basis of race, color, religion, sex, age, national origin, marital status, citizenship, ancestry, veteran status, or any other characteristic protected by federal, state, or local law. Any volunteer who feels that she or he has been subjected to harassment of any type, whether by another volunteer, council staff member, or any agent of the organization, should promptly report the incident to a council Vice President or the CEO. The staff member, upon receiving a complaint, must report the matter to the CEO, who will conduct an investigation and take the appropriate actions.

Sexual Harassment

It is against the council's policies for any individual, male or female, to sexually harass another volunteer, employee, or Girl Scout member of the same or opposite sex. The council reserves the right to refuse membership endorsement or reappointment, and to dismiss or suspend from affiliation with the council any volunteer who, in conducting Girl Scout programs, sexually harasses another volunteer, employee, or Girl Scout member of the same or opposite sex.

Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests for sexual acts or favors, abusing the dignity of another through insulting or degrading sexual remarks or conduct and threats or suggestions that a volunteer's status is conditioned upon toleration of or acquiescence to sexual advances. Some examples of sexual harassment that could create a hostile work environment include telling of sexual jokes or stories; the presence of sexually explicit photographs or other materials; touching of another person's clothing, hair or body; making sexual comments about another person's body; making sexual comments or innuendoes; asking personal questions about another person's social or sexual life; staring; leering; and making sexual gestures.

Any volunteer who feels that she or he has been sexually harassed should promptly report such behavior to a council Vice President or the CEO.

Upon receiving a complaint, the matter will be reported to the CEO. The CEO or designee will conduct an investigation and take appropriate action.

Child Abuse

Girl Scouts of Eastern Iowa and Western Illinois support and maintain environments that are free of child abuse and neglect. The Child Abuse Prevention and Treatment Act ("the Act") defines child abuse and neglect as "the physical or mental injury, sexual abuse as exploitation, negligent treatment or maltreatment:

- of a child under the age of 18, or the age specified by the child protection law of the state in question
- by a person who is responsible for the child's welfare
- under circumstances which indicate that the child's health or welfare is harmed or threatened"

The Act defines sexual abuse as "the use, persuasion, or coercion of any child to engage in any sexually explicit conduct (or any simulation of such conduct) for the purpose of producing any visual depiction of such conduct or rape, molestation, prostitution, or incest with children."

Child abuse and neglect are unlawful acts. It is against the council's policy for any volunteer, male or female, to physically, sexually, mentally, emotionally or verbally abuse or neglect any girl member.

In accordance with the policy, Girl Scouts of Eastern Iowa and Western Illinois reserves the right to refuse membership or reappointment, and to dismiss or to exclude from affiliation with the council any volunteer who is found guilty of child abuse or neglect or similar activities prohibited by law.

Girl Scouts of Eastern Iowa and Western Illinois will consider any of the above mentioned prohibitions as the basis for disciplinary action.

Any volunteer who knows, or has reasonable cause to suspect or believe, that a girl member is an abused or neglected child, should report such knowledge or suspicion to the proper community authority.

Any volunteer who knows or has reasonable cause to suspect or believe that child abuse has occurred during a Girl Scout activity or by an individual within the Girl Scouting organization must complete an Incident Report within 24 hours of the incident and submit it to a council Vice President or CEO. Upon receiving a complaint, the matter will be reported to the CEO. The CEO or designee will conduct an investigation and take appropriate action.

Child Protection and Safety

Girl Scouts of Eastern Iowa and Western Illinois seeks to ensure the safety of the girls it serves and the volunteers who carry out the program. To do so, volunteers will comply with the application and screening process, as well as all of the Volunteer Development System Procedures, council policies, and GSUSA policies and standards including Volunteer Essentials and Safety-Wise Activity Checkpoints.

Workplace Hostility

Girl Scouts of Eastern Iowa and Western Illinois strictly prohibits hostility in any form against another volunteer member, girl members, staff, visitors, and anyone else having involvement with the council. Hostility under this policy is considered to include physical violence, as well as harassment, intimidation, stalking, coercion, display of weapons, threats, and talking or joking about hostility whether in person or through some other means of communications such as writing, telephone, voice mail, or e-mail.

All employees and volunteers are responsible for helping to avoid hostility by promptly reporting any incident that involves or is suspected of involving a violation of this policy.

Volunteers are encouraged to report actual or possible hostility to either the immediate administrative volunteer to whom they are accountable, a council Vice Presidents or the CEO. Any such reports will be promptly investigated, using the utmost discretion consistent with the need to resolve the problem. If an employee or volunteer is determined to have violated this policy, immediate and appropriate disciplinary action will be taken, up to and including dismissal of a volunteer or employee and the involvement of appropriate law enforcement authorities, as needed.

Furthermore, retaliation against anyone who has reported a possible or actual violation of this policy is strictly prohibited and, if it occurs, will be grounds for disciplinary action, up to and including discharge of the employee or termination of volunteer status.

Release/Separation

The council or an operational volunteer, or the administrative volunteer to whom they report, may initiate separation of service prior to the end of the term of appointment. A volunteer is requested to give as much notice as possible when resigning. A minimum of two weeks is requested.

Situations may arise that make it necessary to release an individual. Release from the position does not cancel membership with the Girl Scouts of the USA unless it is determined that she or he is unable to meet the membership requirement.

Girl Scouts of Eastern Iowa and Western Illinois may release a volunteer for any reason, including but not limited to:

- Restructuring or elimination of volunteer positions in which the individual serves.
- The inability or failure to complete the requirements of the position.
- Misappropriation of funds.

- The refusal to comply with council or Girl Scouts of the USA policies, principles and beliefs. ~~including the organization~~
- Smoking in the presence of girl members or in potential view of girl members (parking lot, vehicle, etc.).
- The hazing or initiation activity that causes undue physical or emotional abuse or distress.
- Appearance of the volunteer or a member of their household on the sex offender list ~~or child abuse list of any state.~~
- Inappropriate behavior including, but not limited to, physical violence, abuse, carrying firearms, stalking, threatening, menacing, lying, harassment, or falsification of documents.

See also, Responsibilities of the Volunteer, page 40.

The council shall provide written notice to any volunteer to notify such volunteer of a separation decision made by the Board of Directors, the CEO, or her/his designee.

Conflict Resolution/Dispute

The conflict resolution process is based on the fundamental values of respect for the individual and fairness. The policy exists so members of the organization can air their grievances and solve them.

All volunteers may use the conflict resolution process. Every volunteer may expect a fair resolution of her or his dispute without fear of jeopardizing her or his volunteer status. Informal counseling by volunteer and staff personnel is the first step in resolving a situation involving a conflict or dispute. The initiation of the conflict resolution process, however, will not restrict the council from taking immediate and appropriate action with respect to the volunteer.

Counseling Process

Step 1. Identify the problem.

- Identify the negative behavior that is unacceptable.
- Determine with whom the behavior surfaces and how frequently.

Step 2. Examine the relationship.

- Determine why the behavior occurs and why it negatively impacts the situation.

Step 3. Determine the costs.

- Determine if the behavior carries a cost, such as lost productivity, lower morale, and/or general discomfort. If there is not an identifiable cost, the behavior should be ignored.

Step 4. Seek solution with a signed agreement.

- Arrange for a private meeting to address the issue, selecting a time when all parties are calm.
- Adequately prepare for the discussion, providing documentation of all behaviors and issues at hand.
- Focusing on delivering a factual account, relate the difficult behavior and why it is a concern.
- Avoid opinions and focus on the behavior that needs correcting.
- Avoid references to the individual's personality.
- State the change in behavior that you are seeking in clear, concise statements.
- Use active listening skills to check your understanding of the problem and its causes.
- Active listening includes asking questions to clarify and restating major points.
- Solicit ideas on how to achieve the change. Express confidence in the person's ability to change behavior.
- Agree upon an action plan. Document specific action step and time table for completion.
- Set up a follow-up date if necessary.
- After the agreed upon time and support has been given to the volunteer, if behavior has not improved and no further solution can be found, it may be necessary to appoint the volunteer to another position or to release from volunteer service.

- Documentation of all meetings, phone calls, correspondences, and agreements should be kept, dated, and placed in the volunteer's file.

Volunteer Grievance Process

Step 1. If an informal resolution is not possible and a further hearing is desired, the person filing the complaint must do so in writing, citing the issue. The signed and dated document must be specifically titled "Conflict Resolution/Dispute Request," identify the person with whom the conflict is registered, and cite the policy or practice that has allegedly been misapplied. A copy should be sent to the identified person's supervisor. Within ten (10) working days, the supervisor will call a conference of all parties involved in the dispute and attempt to resolve the conflict. A written summary of the conference will be distributed to all parties.

Step 2. If the volunteer is not satisfied with the disposition of the conflict resolution, the council staff member or the council staff member's supervisor will meet with the volunteer within ten (10) working days following her or his initial conference.

Step 3. In the event that the dispute is not resolved in Step 2, the staff member prepares a written report of the situation, including recommendations, and sends a copy to the CEO or designee.

OR

Step 4. The CEO or designee will appoint a dispute/complaint resolution review team. (The review team will be comprised of a management representative, an employee not involved in the conflict resolution process, and a council volunteer selected by the complainant.) The dispute review team will review the documentation on file and meet with the individuals involved. The review team may seek additional information, if necessary, to aid it in making a final decision. The team will provide the CEO or designee with a written report of its findings and recommendations within ten (10) working days of the review hearing. Copies will also be issued to the volunteer and immediate supervisor.

If the recommended resolution is not acceptable to the volunteer or any of the supervisors involved, a request to submit the recommended resolution to the CEO or designee for a final and binding decision will be made.

The CEO or designee may exercise the following options:

- Accept the dispute resolution team's recommended solution.
- Provide an alternative final and binding decision. This is the council's final decision. It is the responsibility of the CEO or designee to implement the decision.

Fund Development Report: Joyce Vance reported on the United Ways Partnerships and upcoming plans for Fund Development.

YOUNG WOMEN OF ACHIEVEMENT. June 9, 2011: Cedar Falls/ Waterloo Area

Cedar Falls Business and Professional Women and the Girl Scouts of Eastern Iowa and Western Illinois will be honoring outstanding young women who have excelled academically, exhibited exemplary leadership and committed themselves to making our community a better place. The first annual Young Women of Achievement Awards will recognize outstanding young women ages 17-23 in the Cedar Falls/Waterloo communities. Honorees are young women who have shown outstanding academic achievement, excellence

in leadership, and a commitment to our community through service activities. Nominees are not required to be a Girl Scout. 3-\$500 scholarships, that were donated or secured by the committee, will be awarded

YOUNG WOMEN OF ACHIEVEMENT: June 14, 2011: Quad Cities Area

The fifth annual Young Women of Achievement Awards will recognize outstanding young women ages 17-23 in the Quad City community. Honorees are young women who have shown outstanding academic achievement, excellence in leadership, and a commitment to our community through service activities. Nominees are not required to be a Girl Scout

WOMAN OF DISTINCTION: June 23, 2011: Burlington Golf Club, Burlington, Iowa

Girl Scouts of Eastern Iowa and Western Illinois will honor Teresa Colgan, Vice President of Nursing, at Great River Health Systems in West Burlington at its Woman of Distinction Celebration. The Woman of Distinction Celebration recognizes a member of the community who represents the ideals of Girl Scouting. The recipient's deeds and work fulfill our mission; Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.

Joyce also presented the calendar of upcoming events for the council's fund development department.

Fund Development Events Calendar - FY 2012 Plan

| MONTH | DATE | EVENT | LOCATION |
|----------|-----------------|----------------------------------|------------------------------------|
| November | | 100 th Book Launching | |
| December | 8 th | Night on Broadway 6:00 pm | Waterfront Convention Center/Nancy |
| February | | Love to Laugh | |
| February | | World Thinking Day | Quad Cities |
| June | | Women of Distinction | Burlington, Joyce |
| June | | Young Women of Achievement | Women Connection/ Anna/Nancy |
| 2013 | | Girls Go Global | |

Property Discussion: Denise Bulat reported out on the latest progress of the property sub committees. Shawn Ryan reported that all research findings are available on the council website. Denise stressed the importance of the upcoming Property Meeting on June 9th in Cedar Rapids. Each property sub committee will report out on their findings and a plan of action will be put together to present to the board on July 21. This is a work in progress and no final decisions will be made until a later date. The committees have been working with the national property consultant. The goal is to conclude the meeting with some goals set, some recommendations and direction for further research.

Lee Mowers, Shawn Ryan and Denise Bulat shared their impressions of the Property Chats they attended. Town Hall meetings are scheduled in the fall to roll out the suggestions and respond to questions regarding future property Uses. Most chats involved discussion over traditional camping and what girls indicate they want today and how to combine the two. Denise thanks all of the board members who attended the property chats this spring.

Presidents Report Mary Lagerblade, Board Chair, reported that on the property chats and the outcomes were the main topic of discussion. The next Executive Committee call is scheduled for June 9th.

Allison Johnson explained that a “Drop Box” has been set up on line to store the research and correspondence related to the property committees. Each board member will receive an “invitation to join” by Monday. By setting up access to this “box” board members will be able to keep current on all correspondence and sub committee updates.

CEO Report: Diane Nelson reported on current camp numbers

2011 2010 total for 2010

| | | | |
|--------------|------|------|------|
| Conestoga | 734 | 663 | 731 |
| Little Cloud | 473 | 466 | 593 |
| LKT | 234 | 279 | 378 |
| Tahigwa | 513 | 244 | 270 |
| Totals | 1954 | 1652 | 1973 |

- We are ahead of where we were last year for Conestoga, LC, and Tahigwa.
- We are 302 girls more than were at this time last year.
- Conestoga and Tahigwa have already surpassed where they were for 2010's year end.
- We are 19 girls shy of surpassing our year end total for 2010.

Diane reminded the board that 1) we aren't comparing apples to apples from last year's numbers to this year, with 2 of the camps having Troop Camp. 2) With Troop Camp sessions costing less than traditional resident camp, our budget numbers will be different as well. This cost was kept low in an effort to encourage girls to attend the troop camping And 3) 2010 wasn't exactly a strong year with its numbers as well. So while we are excited to have an increase in our numbers, we do need to keep these 3 points in mind.

Adjournment A motion was made and seconded at 6:10 to adjourn the meeting. The next scheduled board meeting will be July 21, 2011 at the Marriott Convention Center in Iowa City.

Respectfully submitted:

Kathy Pinger, Executive Assistant

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|-------------|---------------------|---------------------|-----------------------------|
| Enclosures: | Financials | 3-17-11 minutes | Performance Excellence |
| | Fund Dev. Reporting | Bd Mbr achievements | Volunteer Service proposals |
| | Adult Recognitions | | |