

girl scouts 
heart of the hudson

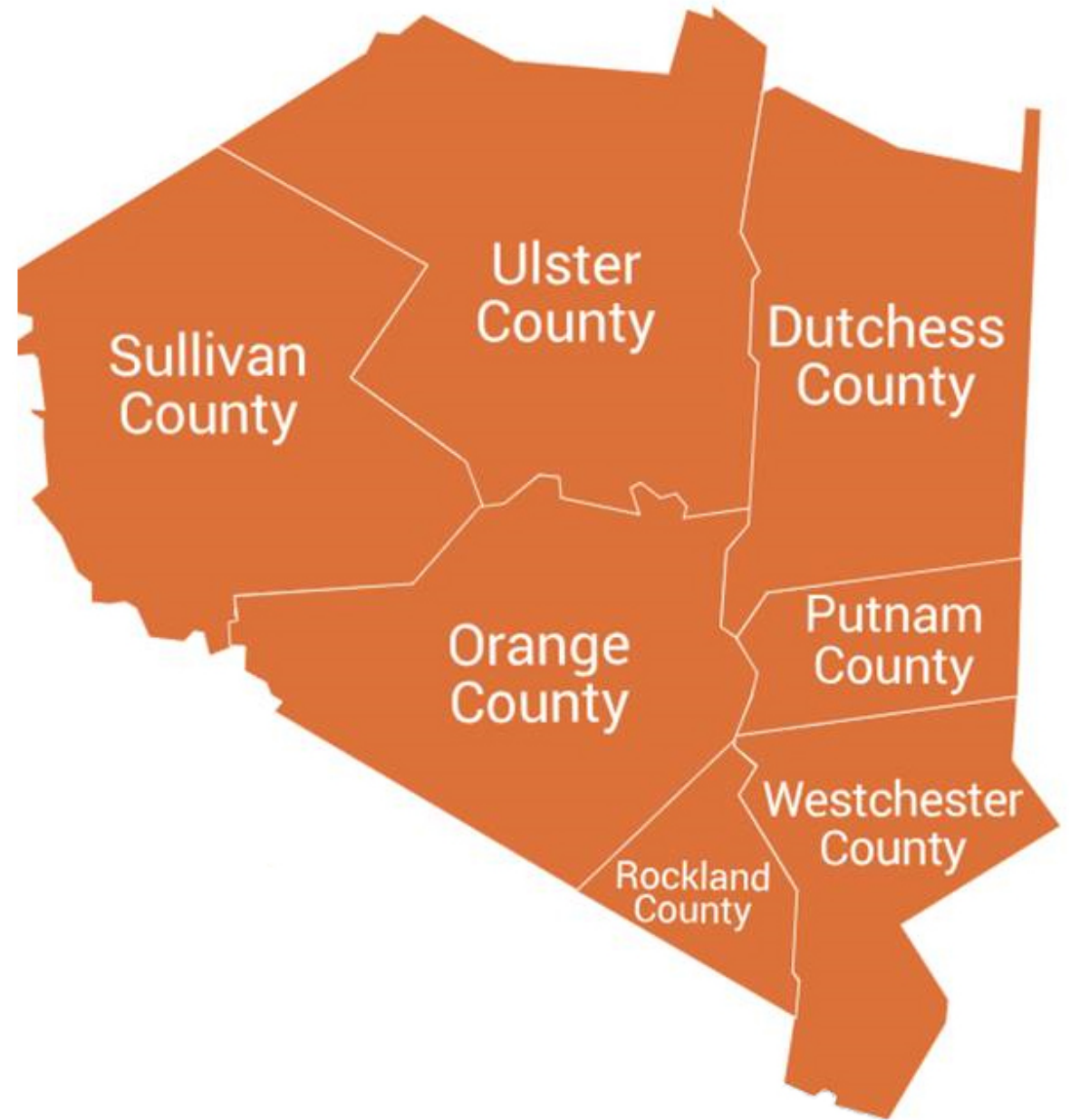
Property Strategy

Planning the Way Forward



Town Halls
November 15 – November 18, 2021

Board of Directors





Meeting Call to Order

Girl Scout Promise:

On my honor, I will try:

To serve God* and my country,
To help people at all times,
And to live by the Girl Scout Law.



Girl Scout Law

*I will do my best to be
honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong, and
responsible for what I say and do,
and to
respect myself and others,
respect authority,
use resources wisely,
make the world a better place, and
be a sister to every Girl Scout.*

Agenda

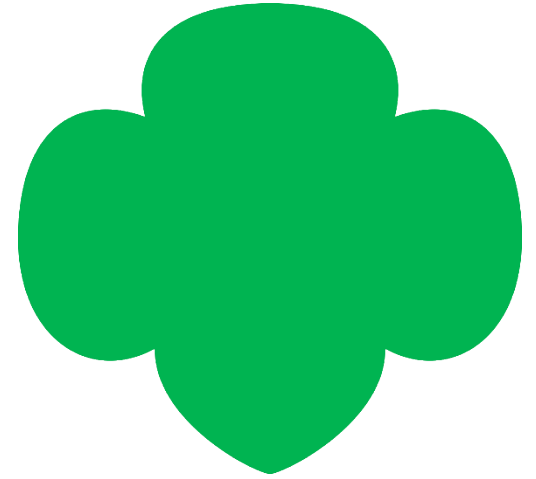
- **Welcome**
- **Our story...**
- **Our future is bright...**
- **Approach...**
- **Outcome...**
- **How we achieve...**

Supporting Data is Included



Welcome

Board of Directors



Board Officers

Fay Casatuta, President

Carol Vergara, First Vice President

Christina Ho, Second Vice President

Jolene Borell, Treasurer

Barbara Londa, Secretary

Directors at Large

Kim Barnett

Catherine Corbin

Michele Pollack-Rich

Michael Bruno

Christine Drasba

Randi L. Rios-Castro

Nicole Canada

Lisa Gariolo

Anna May Wiede

Jean Zappia

Girl Member at Large

Molly McGarity

Marie Reger, Chief Executive Officer, Ex-Officio

Our story...

“Girl Scouts is where I became acquainted with the idea that a woman can do anything.”

- Lisa Ling



How It All Started

- Girl Scouting in the Lower Hudson Valley began with one troop in **Brewster in 1914**, quickly spreading across the region
- Soon councils began merging to **operate more efficiently**
- GSHH was **formed in 2007** through the realignment of five legacy councils:

Sarah Wells Girl Scout Council
Girl Scouts of Dutchess County

Girl Scouts of Rockland
Girl Scouts of Ulster County
Girl Scouts of Westchester-Putnam





Realignment

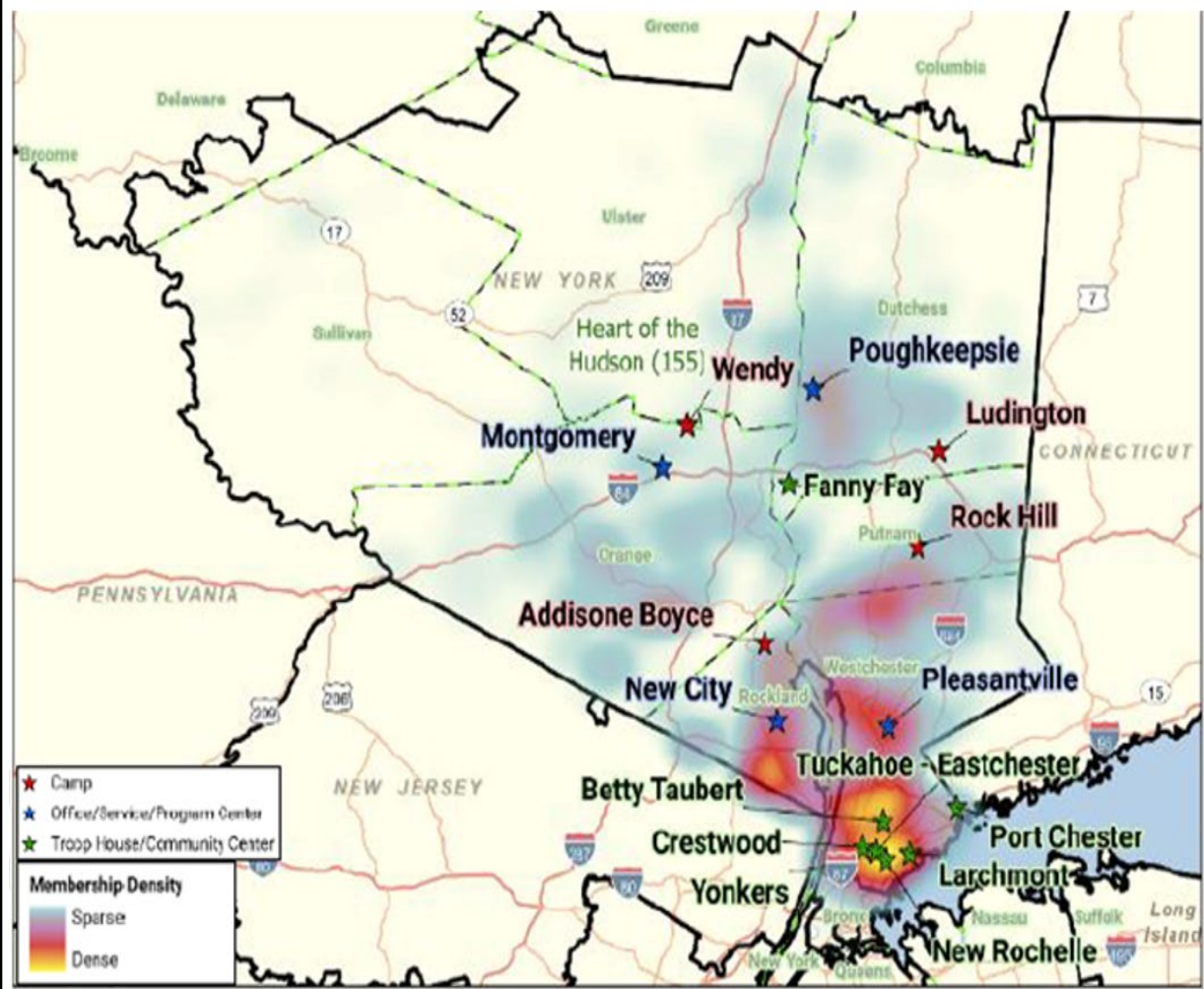
- Acquired a lot of property from **legacy councils**
- Most property had **at least some** deferred maintenance
- Some property had a **great deal** of deferred maintenance
- **No funding** transferred from legacy councils to GSHH to support these properties
- Many properties were **underutilized** by legacy councils and didn't meet the needs or expectations of today's girls
- Many properties did not meet **DOH or ACA standards** to operate. Upgrade costs were substantial.





Today

- Support Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester counties
- Properties are far reaching across our footprint (figure)
- Consistent maintenance by property staff is difficult to impossible





Today

- Property Management
 - Lack funds and staffing to maintain all properties
 - One camp ranger each at CAB and Rock Hill
 - Engaged in hiring one full time position for remaining properties
 - Property management expenses and staffing divert resources from programming that serves all girls
- Properties remain underutilized
- Properties do not meet the needs or expectations of today's girls
- **How can properties support our Mission?**





Property Strategy History

- All properties sold through 2019/2020 sold near or over the appraised value.
- Property status, purchases, and sales are reported at Annual Meetings and Delegate Meetings.
- Property purchases and sales are reported to membership through email announcements.

Date	Event
2007	➤ GSUSA council realignment
2010	<ul style="list-style-type: none"> ➤ Completed a comprehensive inventory of council properties – often referred to as the Property Plan ➤ <u>Result:</u> GSHH did not need nor could it afford to own all these properties ➤ <u>Decision:</u> Based on the criteria of utility, condition, and maintenance cost, GSHH began divesting the council of several properties ➤ <u>Process:</u> Began with the sale of surplus land and have steadily monetized or sold obsolete properties
2016	➤ Camp Addisone Boyce (CAB), Rockland County: Sold surplus land with a conservation easement
2018	<ul style="list-style-type: none"> ➤ Kingston, Ulster County: Sold council office ➤ Middletown, Orange County: Sold council office ➤ Montgomery, Orange County: Purchased council office
2019/2020	<ul style="list-style-type: none"> ➤ New City, Rockland County: Sold council office ➤ Camp Birch Ridge, Orange County: Sold camp ➤ Camp Blueberry Hill, Sullivan County: Sold camp ➤ Pleasantville, Westchester County: <ul style="list-style-type: none"> ➤ Entered into a purchase agreement contingent on approvals ➤ Potential sale is ongoing
2020/2021	<ul style="list-style-type: none"> ➤ Camp Ludington, Dutchess County: <ul style="list-style-type: none"> ➤ Engaged with Trust for Public Land (TPL) for sale of surplus land with a conversation easement (similar to CAB) ➤ Sale moved to due diligence phase in 2021 ➤ Engaged with Newmark Knight Frank to analyze remaining real estate assets
2021/2022	➤ Updated multi-year property plan for remaining real estate assets approved by Board of Directors.



Our future is bright ...





We're proud to announce
a new strategic look

at our properties and a plan that will give
us:

- the **resources** for the future
- improve **financial health & efficiency**
- **more engaging outdoor experiences**
- make our **traditions** more accessible

**for future generations
of Girl Scouts.**





Our new property plan will help us **reach girls by providing what the girls of today want.**

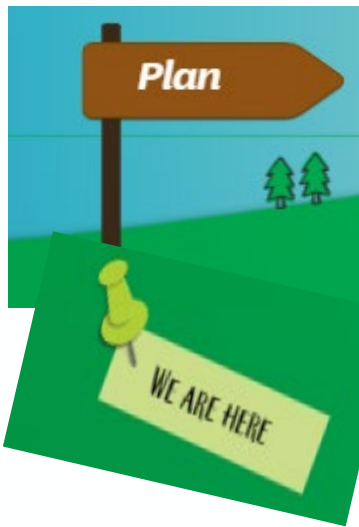
We are focused on **serving all of our girls** by investing in premier outdoor destinations.

Our strategy is aligned with overall population projections - **a decline** - across our council footprint. **We must become more competitive to sustain and grow membership.**





Our Path Forward



Plan what to keep, exit, and invest in to support current & future members:

- Property appraisals
- Population analysis
- Amenity exploration



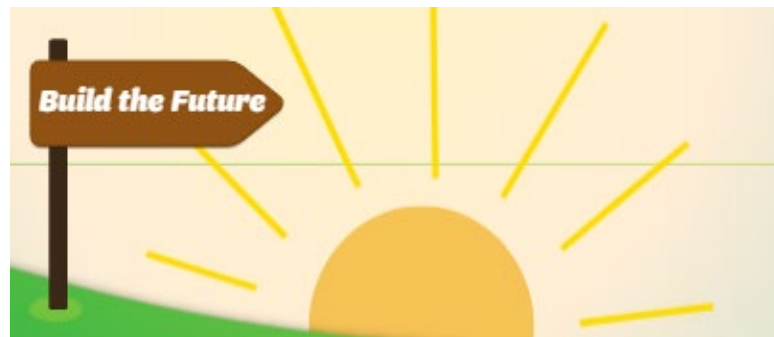
IT'S ALWAYS HARD TO SAY GOOD-BYE, BUT THE PROCEEDS FROM THESE SALES CREATE THE MEMORIES OF TOMORROW

Generate funds to invest in properties by exiting:

- Some troop houses
- Camp Wendy
- Some service centers



Appraise property market values and explore options for improvements



Build amenities to make premier outdoor experiences at CAB and Rock Hill





EXCITING NEW AMENITIES!

Water Activities*: Add inflatable lake “blobs”, floating iceberg, kayaks/canoes, paddle boards

Amenities: Upgrades at camps will include modernizing bathrooms, new and updated sleeping accommodations, upgraded pool, indoor spaces for activities in bad weather, accommodations for more water-based activities

Sports: Opportunities will be provided for girls who play sports but may not be able to play travel or varsity sports:

- Multi-sport fields
- Beach volleyball courts
- Basketball courts

* Images are samples; ideas of what we could do. Actual upgrades will be determined by a collaboration between girls, Girl Advisory Board, volunteers, staff, Board of Directors.





Experience Center!!

REACH & RETAIN MORE GIRLS

- High traffic, visible locations with sidewalk appeal to draw visitors during their daily routine / errands
- Flex spaces for recruitment, training, troop meetings and badge activities

REIMAGINE REVENUE

- Provide introduction to outdoor experiences to drive interest in camps
- Retail merchandising that integrates into arrival experience and hours of operation linked to programming and members' schedules

EFFECTIVE OPERATIONS

- Efficient work space incorporating hybrid elements of in-person and remote work + shared desks/offices

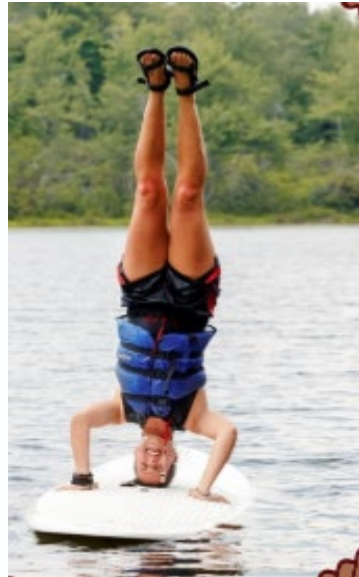
RELEVANT BRAND

- Design to reflect today's Girl Scouts and camp aesthetic
- Updated finish w/multimedia, imagery





Investing in Camp Experiences



Deliver **high quality outdoor experiences** to help girls thrive physically, emotionally, intellectually.

Our strategy will help our camps **stand out from** similar experiences in the area.

We want girls to **experience nature, find a home away from home, and challenge themselves** in a way unique to the camp experience.





Investing in Camp Experiences

The Girl Experience
Program Delivery

Troops and Service Units

- All inclusive weekends and activities to support volunteers with girl program delivery
- Customized program package by Girl Scout age levels

New Leader Program & Learning Experience

- Staff led Girl Experience program with a volunteer learning component for 1st and 2nd year Troop Leaders
- Progressive certification courses for volunteers and girls

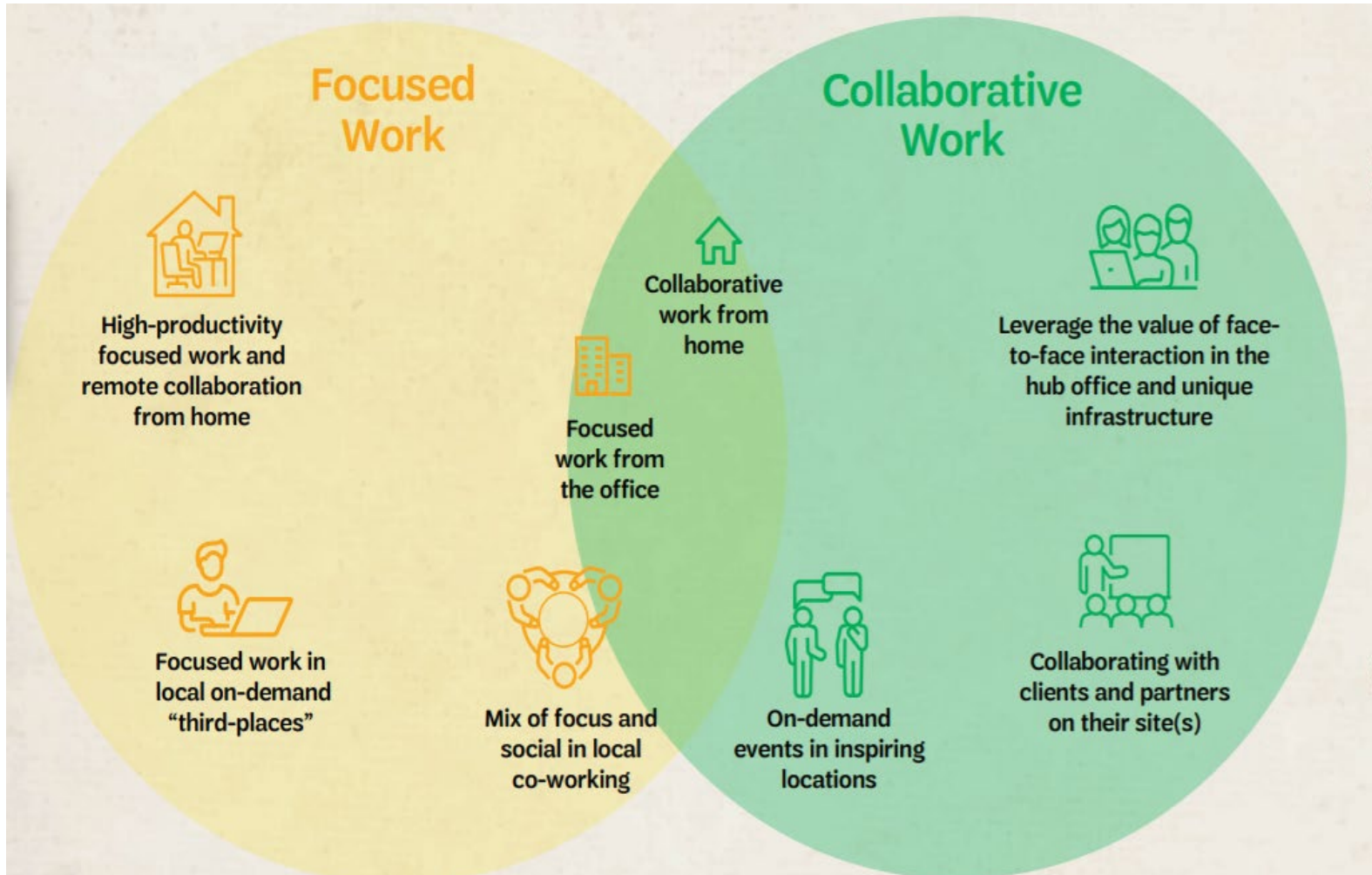
GSHH Family

Guided day and weekend programs for families to experience with their Girl Scouts





Updating Service Centers



Changes in where and how staff work will drive service center updates.

Use service centers for programming and **community engagement.**





What is Changing

Invest

Troop Houses	Camps
Larchmont	CAB
New Rochelle	Rock Hill
Museum	

Evaluate

Troop Houses	Service Centers
Tuck-East	Montgomery

Relocate

New City

Relocate

Service Centers
Pleasantville
Poughkeepsie

Exit

Troop Houses	Camps	Service Centers
Betty Taubert-Scarsdale	Ludington	Pleasantville
Crestwood	Wendy	
Fanny Fay		
Port Chester		
Yonkers Rumsey		



Approach ...



Using Resources Wisely

- The Board has a **fiduciary responsibility** for the health and stability of the council:
 - Evaluate the value and costs of the owned real property portfolio
 - Align with the stated goals and future vision of GSHH

- Our current property portfolio is **expensive to maintain**:
 - \$550,000 in annual operating costs
 - \$500K++ in deferred maintenance

- We'll use proceeds from sold properties to:
 - Invest in **camp improvements** and **amenities**
 - Create more **engaging outdoor experiences** for girls





Using Resources Wisely

NKF Engagement

- One of the world's leading and most trusted real estate advisory firms
- Evaluates the GSUSA national portfolio through the lens of each set of local council data
- Their mission is to provide a consistent and replicable process of property evaluation to engaging councils





Using Resources Wisely

GSHH Relationship with NKF

- Engaged in early 2020 to complete a comprehensive property study and long-range property plan, building on our internal analysis
- Engagement decision and updates were shared at:
 - 2020 Annual Meeting
 - 2020 Delegate Meetings
 - 2021 Spring Delegate Meeting

The Board utilized resulting research, analysis and recommendations in making long-term property decisions to ensure our real estate assets deliver program to all girls with **maximum efficiency and aligned with our strategic plan.**



Process

- Stakeholder interviews in November 2020
 - Stakeholder surveys in December 2020
 - Property assessments, ownership, size, finances
 - Real estate market survey, population trends, portfolio strategy
 - Membership/employee access to properties
 - Ease of use
 - Usage history & options
- Property forecast:
 - Upgrade needs
 - Investment needs
 - Low cost investments
 - Population:
 - Growth/Decline
 - Girl population in each property area
 - Regional overview of competing camps (locations, offerings, fees)

Stakeholders include girl/adult members, parents/caregivers, troop leaders, volunteers outside troops, Board of Directors, partners.

Stakeholder Survey Key Takeaways

Girl responses were the primary focus of the survey; volunteer preferences and responses for the most part were not materially different.

➤ Overall

- There are too many properties.
- Time for action is now.
- Focus investments and programs on select properties with the most strategic value.
- Opportunities to reach financial sustainability.
- Property and activity diversity drives retention.
- Geography of our council footprint varies widely – urban, suburban, rural
- Bar is raised to deliver a camp experience in line with competitive offerings and modern tastes without diminishing the outdoor experience that only Girl Scouts can deliver.
- Access is a big driver of camp participation



Stakeholder Survey Key Takeaways

➤ Girls

- Engage in outdoor camping, water activities, sports during the day but sleep in comfortable quarters at night.
- Water-based activities are by far the most popular among all age groups.
- More interested in troop camping than summer over night camping.
- Troop meetings are a very popular way for girls to participate, particularly in local spaces rather than GSHH properties.
- For most girls, troop meetings are a more important part of their Girl Scout experience than attending camp.
- Most girls in grades K – 5 have not camped but would like to, presenting an opportunity to introduce them to camping and get them “hooked.”





Stakeholder Survey Key Takeaways

➤ **Parents/caregivers**

- Show a general willingness to drive up to two hours for outdoor camping programs, especially the overnight format.
- Many see bus transportation as a great asset as well.

➤ **Infrastructure**

- Cabins with beds, hot showers, flushing toilets are vital.
- Showers and toilets need upgrades at all camps.
- Improving bathrooms is more important to girls than improving A/C or electricity.
- Desire for indoor spaces for activities during poor weather.





Stakeholder Interviews – What We Found

Service Centers

- Rethink current model
- Opportunity to consolidate and relocate
- Pandemic remote work provides opportunity to shrink office footprint
- Maintain presence in key hubs
- Ensure a programming element at all locations
- Relocate to leased storefront locations in high traffic area that better reflects Girl Scout image





Stakeholder Interviews – What We Found

Camps

- Shed rested and underutilized camps
- Enhance CAB and Rock Hill

Investments

- Reinvest sale proceeds on camp improvements and troop house management
- Property and program variety:
 - Balance outdoor/indoor programming to suit younger/older girl interests
 - Rustic experience with modern comforts to drive retention and growth
- Create a progressive path for campers
- Invest in deferred maintenance and missing amenities – hindering camps





Stakeholder Interviews – What We Heard

- “Troops prioritize Rock Hill over any other camp”
- “They offer lots of overnight but they could offer more day camps”
- “Our facilities need to be utilized by other groups – not just Girl Scouts”
- “Girls like to have their own space. Activities outside are great, but at the end of the day we want a shower, a toilet and a nice place to sleep”
- “There needs to be more programs and opportunities for older girls. This will keep them active.”
- “Many of the staff do not need to be in the office”
- “Look at the girls themselves as a progression, and move through camps as a progression”



Girl Membership

- GSUSA membership is **down** (▼) across the Movement
- GSHH membership is **down** (▼)
 - 17K girls in the 2019/2020 membership year
 - 13K girls in the 2020/2021 membership year
 - 11K+ in the 2021/2022 membership year to date
- 2020/2021 GSHH membership across the footprint
 - 49% located within Westchester County
 - 39% located within Rockland, Orange, Dutchess counties
 - 12% located within Putnam, Sullivan, Ulster counties





Girl Membership – APD Girls

	FYE 2016	FYE 2017	FYE 2018*	FYE 2019	FYE 2020**	FYE 2021
Total Girl Membership (From Looker)	28,202	25,704	25,114	21,241	17,322	13,242
Traditional Membership	21,512	19,572	21,075	17,681	16,822	13,242
APD – Funded Series Program	6,690	6,132	4,039	3,560	500	
Traditional Membership - % of Total	76%	76%	84%	83%	97%	100%
APD – Funded Series Girl Membership - % of Total	24%	24%	16%	17%	3%	0%
Funds Paid to GSUSA for APD Girl Membership (\$)	100,350	91,980	100,975	89,000	12,500	

APD = Alternative Program Delivery

* Dues increase from \$15 to \$25

** APD programming halted due to COVID-19

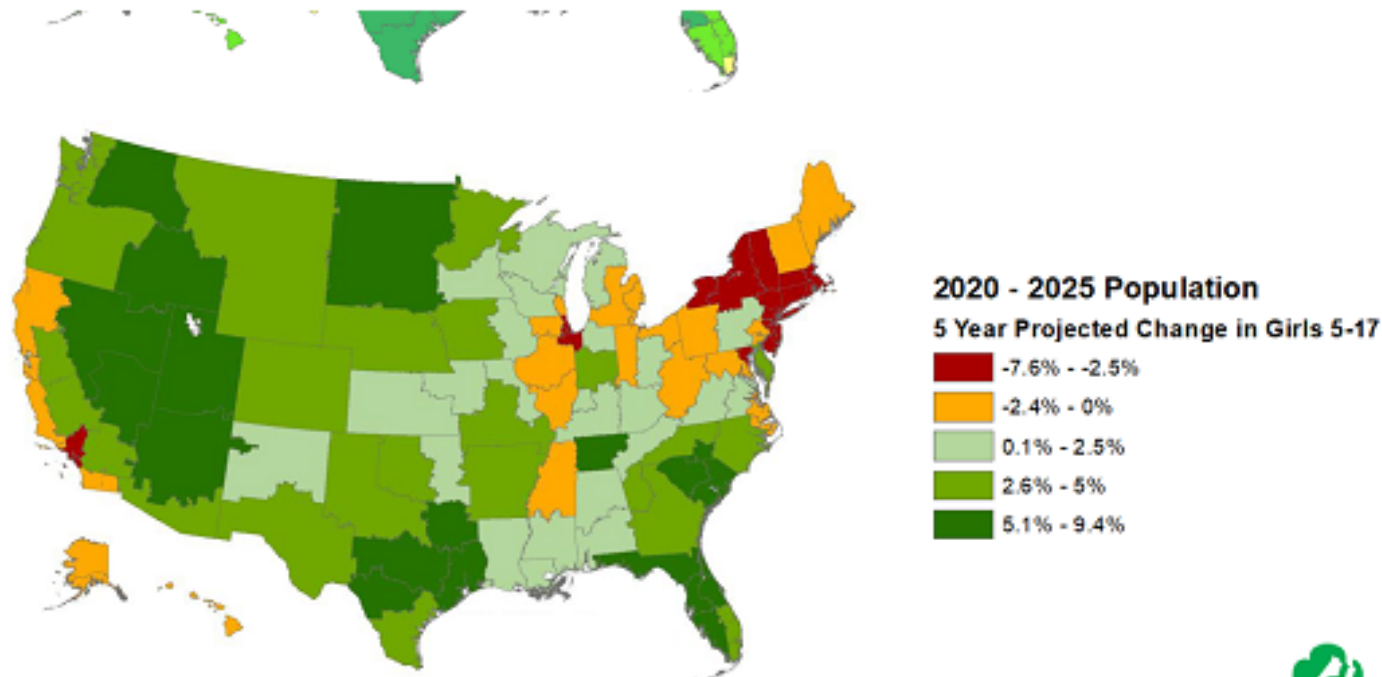
Served additional 1500 girls who didn't become full members





Girl Membership – GSUSA Projections 2020 to 2025

Impact: Decreased membership while maintaining the same number of properties without focused investment on those with the most potential to be competitive and self-sustaining continues to impact councils' financial health



NKF_GSUSA

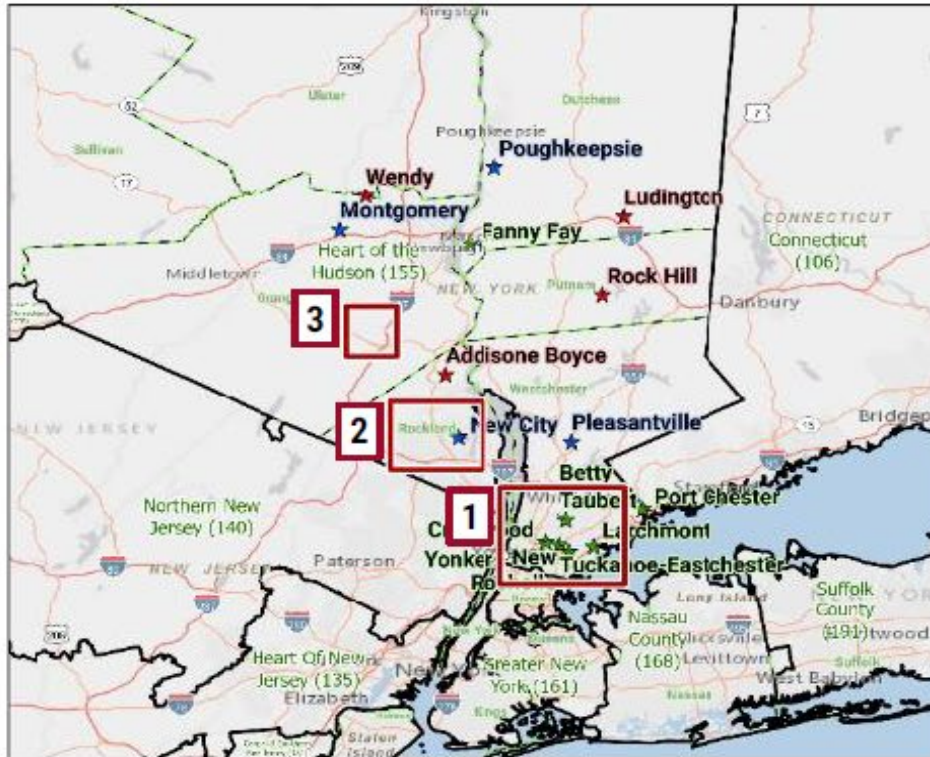


Population Trends and Growth

While there are no counties with projected growth of young girls, there are small pockets where growth is projected

The following 3 areas have small pockets of projected growth: Suburbs right north of NYC, Montebello/Ramapo, and Kiryas Joel

Overview of the zoomed in regions showing projected growth of girls aged 5-17



2019 - 2024 Annual Girl Pop. Density per Sq. Mile Growth Projection

- Decrease
- ≤50
- ≤100
- ≤200
- 200.01 +



Membership Access Drive Time Analysis

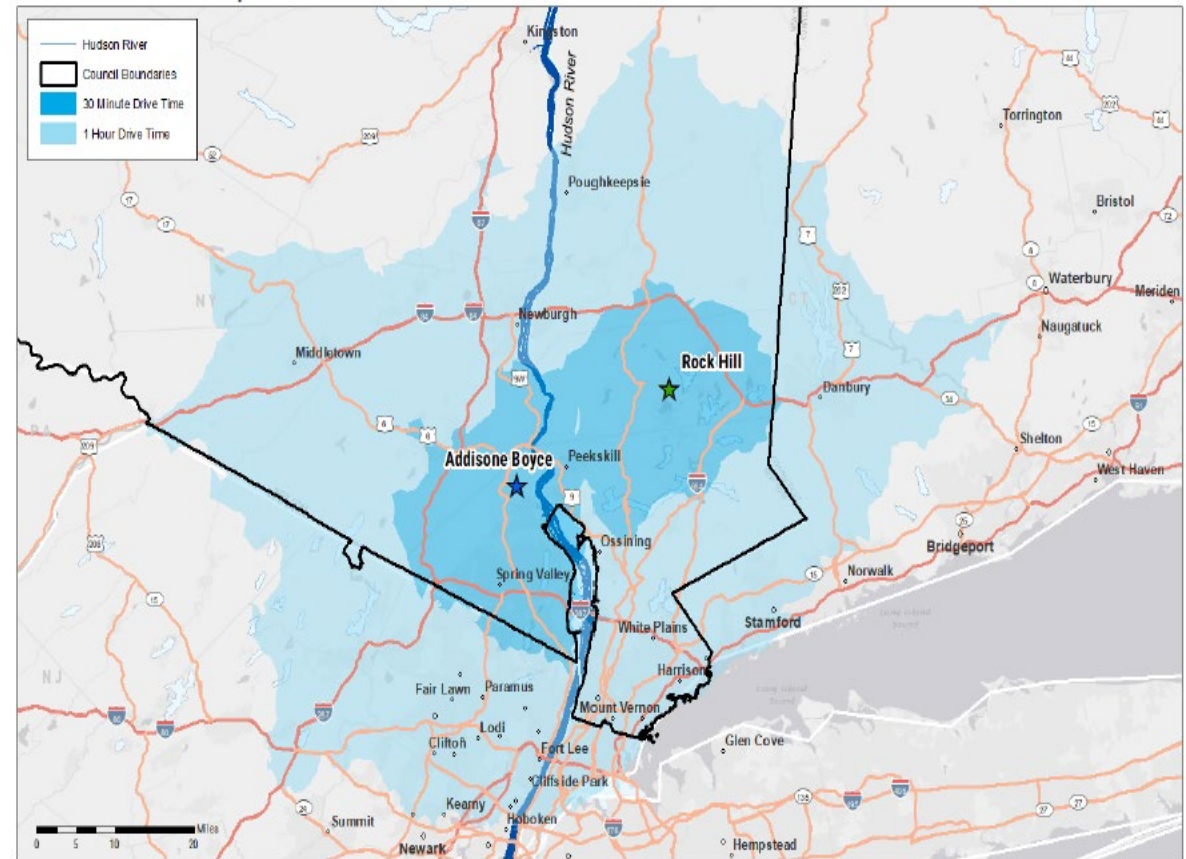
95% of members are within an hour of a camp and all members are within 2 hours of a camp

Current

Camp	% Within 1 Hour	% Within 2 Hours
Addisone Boyce	82%	100%
Rock Hill	76%	100%
Wendy	49%	100%
Ludington	55%	100%
Total	99%	100%

Future

Camp	% Within 1 Hour	% Within 2 Hours
Addisone Boyce	82%	100%
Rock Hill	76%	100%
Total	95%	100%



Note: analysis uses midweek morning and afternoon rush hour traffic data from 2019 (pre-COVID)





Financial Information – 2013 to 2020

	FYE 9/30/2013	FYE 9/30/2014	FYE 9/30/2015	FYE 9/30/2016	FYE 9/30/2017	FYE 9/30/2018	FYE 9/30/2019	FYE 9/30/2020
Revenue	\$6,496,123.00	\$6,386,545.00	\$6,196,737.00	\$8,115,589.00	\$6,562,000.00	\$6,870,177.00	\$6,910,724.00	\$5,262,276.00
Expenses	\$6,669,685.00	\$7,003,542.00	\$6,837,046.00	\$6,737,218.00	\$7,058,199.00	\$7,474,776.00	\$6,782,509.00	\$5,247,141.00
Surplus/(Deficit)	\$ (173,562.00)	\$ (616,997.00)	\$ (640,309.00)	\$1,378,371.00	\$ (496,199.00)	\$ (604,599.00)	\$128,215.00	\$ 15,135.00



Outcome ...



Long-Term Goals

Council Goals

- **Financial Stability**
 - Maintain and enhance camps in support of membership growth objectives
 - Grow revenue sources to support our mission
- **Community Presence**
 - Serve our girls
 - Focus on underserved communities
 - Focus on areas of projected population growth

Property Goals

- **Camps/Service Centers**
 - Competitive and desirable
 - Financially stable
 - Appeal to modern tastes and preferences
 - Preserve long-held traditions
- **Membership**
 - Support growth of younger girl members
 - Support retention of older girl members





Strategic Actions

Location	Type	Own/Lease	Carry Costs	Estimated \$ Upgrade Investment	Notes
RETAIN AND INVEST					
CAB	Camp	Own	\$77,000 - \$85,000	\$384,000	
Larchmont	Troop House	Building Owned Ground Lease from MTA	\$14,000 - \$16,000	\$73,000	
Museum	Building	Own	Included with Wendy		Relocate to New Space in Westchester County
New Rochelle	Troop House	Building Owned Deed Restriction on Land	\$15,000 - \$18,000	\$38,000	
Rock Hill	Camp	Own	\$105,000 - \$125,000	\$284,000	
SUBTOTAL \$			\$211,000 - \$244,000	\$779,000	
EVALUATE					
Montgomery	Office/Retail	Own	\$58,000 - \$63,000		
Tuck-East	Troop House	Building Owned Ground Lease	\$15,000 - \$22,000	\$179,000	
SUBTOTAL \$			\$73,000 - \$85,000	\$179,000	
EXIT AND RELOCATE					
New City	Office/Retail	Lease	\$38,000 - \$43,000	NA	Relocate to New Leased Space in Rockland County
Pleasantville	Office/Retail	Own	\$80,000 - \$115,000	NA	Sale Pending Relocate to New Leased Space in Westchester County
Poughkeepsie	Office/Retail	Lease	\$53,000 - \$58,000	NA	Relocate to New Leased Space in Dutchess County
SUBTOTAL \$			\$171,000 - \$216,000		
EXIT					
Betty Taubert-Scarsdale	Troop House	Building Owned Ground Lease from Town	\$12,000 - \$15,000	\$253,000	We do not foresee property usage being restricted to Girl Scout use by the town.
Crestwood	Troop House	Building Owned Ground Lease	\$9,000 - \$10,500	\$253,000	
Fanny Fay	Troop House	Own	\$5,000 - \$7,500	\$38,000	
Ludington	Camp	Own	\$16,000 - \$23,000	\$1M+	Engaged with TPL for sale of 100 acres/easement (TPL = Trust for Public Land)
Port Chester	Troop House	Building Owned Ground Lease from Town	\$12,000 - \$15,000	\$107,000	
Yonkers-Rumsey	Troop House	Building Owned Ground Lease from DOT	\$15,000 - \$20,000	\$218,000	
Wendy	Camp	Own	\$27,000 - \$31,000	\$900,000+	
SUBTOTAL \$			\$96,000 - \$122,000	\$2,769,000+	
TOTAL \$			\$551,000 - \$667,000	\$3,727,000+	



How we achieve ...



Using Resources Wisely

- **Consolidate** underutilized, inactive, ineffective locations
- **Focus on girl spaces** (camps, troop houses, converted service centers)
- Transition service centers from office/storage spaces to **destination-oriented centers** to enhance membership service by providing:
 - Programs and meeting space
 - Full-service shops
 - Some office/meeting space for staff





Execution Timeline

2021	2022 Phase 1	2023 Phase 1 Continues	2024-2025 Stabilize and Assess
Finalize 2021-2024 Strategic Plan Finalize Long-Term Property Plan	Create capital plan for camp upgrades Begin exiting troop houses Exit and relocate service centers Develop master plan for CAB & Rock Hill	Continue upgrades at CAB & Rock Hill Complete camp sales Complete troop house consolidation	Launch fundraising campaign Re-invest sales proceeds in camp upgrades Launch camp marketing campaign Continuous review of camp surveys Continuous review of camp competition Continuous review of pricing & trends

Usage Information Camps







	Addisone Boyce (ACA)	Ludington	Wendy	Rock Hill (ACA)
City / Town (County)	Tomkins Cove (Rockland)	Holmes (Dutchess)	Wallkill (Ulster)	Mahopac (Putnam)
Acres Capacity Beds	350 acres 220 cap. 189 beds	150 acres 210 cap. 110 beds	53 acres 159 cap. 71 beds	190 acres 335 cap. 298 beds
Owned / Leased	Owned	Owned	Owned	Owned
Type	Day Camp / Troop Camp	Troop Camp	Troop Camp	Residential Camp / Troop Camp
Status / 2019 Usage (days)	Active / 101 days	Inactive / 6 days	Active / 41 days	Active / 136 days
Current Uses	Programs/Day Camp/Troop Camp	-	Troop camping	Programs / Residential Camp/Troop Camp
2019 Rental Revenue	\$149,000	\$140	\$2,000	\$275,000
2019 Property Expense	\$98,000	\$20,000	\$30,000	\$110,000







Usage Information Troop Houses



	Betty Taubert-Scarsdale	Tuckahoe-Eastchester	Larchmont	New Rochelle
				
Town # of Girls (Market Share)	Scarsdale 271 (10%)	Eastchester 165 (8%)	Larchmont 305 (47%)	New Rochelle 271 (5%)
Square Feet	6,020	3,795	1,500	4,085
Capacity	Overnight: 24 / Day: 150	Overnight: 24 / Day: 50	Overnight: 30 / Day: 60	Overnight: 35 / Day: 70
Property Status	Building owned ground lease from town	Building owned w/ground lease	Building owned ground lease from MTA	Own building / deed restriction on land
→ 2019 Usage (Days)	260	50 (30 days is for summer camp-Rocky Brook)	248	241
2019 Property Expense	\$14,400	\$27,200	\$13,900	\$32,200
Cost per Girl per Day of Use	\$54 \$55	\$165 \$544	\$46 \$56	\$119 \$134





	Crestwood	Yonkers – Rumsey Rd	Fanny Fay-Beacon	Port Chester
				
Town # of Girls (Market Share)	Yonkers (10710 ZIP) 80 (5%)	Yonkers (10705 ZIP) 41 (1%)	Beacon 18 (2%)	Port Chester 108 (5%)
Square Feet	1,450	1,500	1,000	4,000
Capacity	Overnight: 20 / Day: 40	Overnight: 20 / Day: 50	Overnight: 22 / Day: 50	Overnight: 30 / Day: 60
Property Status	Bldg owned / ground lease (exp. Jan 2025)	Building owned w/ground lease from DOT	Owned	Building owned w/ground lease w/town
→ 2019 Usage (Days)	66	50	120	65
2019 Property Expense	\$9,000	\$22,700	\$3,200	\$10,700
Cost per Girl per Day of Use	\$113 \$136	\$554 \$454	\$178 \$27	\$99 \$165



Camp Upgrades Investments



CAB

**\$284,000 is the baseline to cover basic infrastructure rehabilitation. **
Accommodations and activity enhancements are an additional cost.**

Accommodations & Activities

- Environmental center
- Exploration and nature center
- Archery range upgrade
- Expand low and high ropes
- Create more fire circles
- Fishing experience
- Clegg Hall*
- Dining hall pavilion
- Pool shelter
- New platform tents and fly tents with poles
- Kitchen appliances*

* **Currently work on/approved**
** **Estimated costs**

Infrastructure & Facilities

- Repaving roadways*
- Pool equipment upgrades, pump & pipes*
- Generators
- New roof for office*
- New tractor/lawn mower (commercial grade)
- New mule (all-purpose utility vehicle)
- Ranger house – front steps/back patio
- Cabin heat – Wonder Woods
- Brush hog mower for tractor
- Leaf blower for tractor
- New garage doors for shop





Rock Hill

\$384,000 is the baseline to cover basic infrastructure rehabilitation. **
Accommodations and activity enhancements are an additional cost.

Accommodations & Activities

- Environmental center
- Rebuild ropes for progressive
- Waterfront, fire circle, and archery range upgrades
- Astronomy
- Furniture purchase – upkeep with disinfect standards
- New platform tents & fly tents with poles
- Kitchen, cabin, bathroom upgrades
- Arts & Craft center upgrades

* Currently working on /approved
 ** Estimated costs

Infrastructure & Facilities

- Repaving roadways*
- Generators
- Main beams at Explorer*
- Steps by canoe area
- Cabin C foundation work*
- Ranger house*
- Significant tree work to maintain safe environment





Wendy

\$900,000+ in upgrades required to make this camp viable**

Accommodations & Activities

- New sleeping quarters (incl. demo of existing)
- Add septic system and bathrooms
- Winterize facilities
- ADA upgrades in buildings

Infrastructure & Facilities

- Platform tents (min. 16-20 required)
- Replace/fix existing windows and doors
- Archive museum new roof
- Tree trim/removal (safety issue, risk for structures)
- Insulate walls
- Archery shelter
- Full fence in front of property
- Propane hot air heating system
- Update lighting/electrical
- Martin Lodge latrine

** **Estimated costs**





Wendy

Infrastructure & Facilities (cont...)

- Reconfigure kitchen/storage
 - Winterize handicap accessible bathroom
 - Fence/gates
 - Kitchen equipment upgrade
 - High ropes + climbing wall mtc & equipment, low ropes (updates)
 - Furniture
- Winterize water line
 - Office repairs
 - Health center bathrooms
 - Health center gutters





Ludington

\$1 million+ in upgrades required to make this camp viable**

Accommodations & Activities

- New sleeping quarters (incl. demo of existing)
- Add septic system and bathrooms
- Winterize facilities
- Pond/lake treatment

** Estimated costs

Infrastructure & Facilities

- Bathroom units/wash house
- Termite treatment & damage in dining hall
- Roadway work
- Ranger house/2 baths/flooring/painting
- Infirmary termites
- Replace floors in cabins
- New platform tents
- Grounds mtc equipment (mower, trimmer, leaf blower)
- Heat in shed
- New signage
- Other deferred maintenance



Troop House Upgrades Investments



Betty Taubert-Scarsdale

Over \$250,000 in upgrades *

- Renovate kitchens
- Repair apartment
- Repair driveway/parking lot
- New central AC
- New roof
- New carpet & interior paint
- Replace doors/windows
- Replace oven & stove
- Paint exterior
- Replace radiators
- New boiler
- Replace baseboard covers
- Repair screens & doors
- New chairs/couches
- Repair heat
- Ceiling fan

* **Estimated costs**





Larchmont

\$73,000 in upgrades*

- Renovate kitchen
 - Internal door frames
 - Repair roof & chimney
- Repair/replace ceiling tile
 - New main entry steps + landing

* Estimated costs





New Rochelle

\$38,000 in upgrades*

- Basement/water mitigation
- Complete interior repairs
- Repair porch

* Estimated costs





Tuckahoe-Eastchester

\$179,000 in upgrades*

- Landscaping
 - Renovate kitchen
 - Renovate bathroom
 - ADA enhancements
- Exterior painting
 - Paving
 - Downstairs ceiling tiles
 - Upgrade furniture

* Estimated costs





Crestwood

\$253,000 in upgrades*

- Renovate kitchen
 - Paint exterior
 - Renovate bathroom
 - Enhance entrance, landscaping
- New roof & gutters
 - Repair basement (paint, seal)
 - Furniture upgrades
 - Electric & lighting upgrades
 - Replace fire door (double door)

* **Estimated costs**





Yonkers-Rumsey Road

\$218,000 in upgrades*

- Repair house, bath/hot water heater
- Replace windows
- Paint exterior + landscaping
- ADA bathroom enhancements
- Electrical upgrades

* Estimated costs





Fanny Fay

\$38,000 in upgrades*

- Air conditioning
 - Tree removal
 - Exterior enhancements
- New bathroom
 - Repair flooring
 - ADA ramp repair

* Estimated costs





Port Chester

\$107,000 in upgrades*

- Renovate kitchen
 - Electrical repairs
 - Upgrade heating/cooling
- Exterior repairs/gutters
 - Interior painting
 - Furniture upgrades

* Estimated costs



Competing Camps



Camp Name	Camp Activities														Accommodations	
	STEM	Group / Youth Camping	Campfire Circles	Horses	Cooking	Arts & Crafts	Journalism / Writing	Skits / Acting	Chorus / Music / Instruments	Cheer / Dance	Wood-working	Archery	Climbing / Low Ropes	Riflery / Hunter Safety	Cabins	Shower
Addisone Boyce	X	X	X									X	X		X	X
Ludington			X									X			X	X
Rock Hill		X	X									X	X		X	X
Wendy		X	X			X						X	X		X	X
Competing Camps																
Camp Bullowa (Boy Scouts)		X	X									X		X	X	X
Camp Gate Hill	X	X	X		X	X		X	X	X	X	X	X		X	X
Camp Deerkill	X	X	X			X		X	X	X	X	X	X			
Sharpe Reservation	X	X	X		X	X	X	X	X	X		X	X		X	X
Camp Kiwi		X	X		X	X	X	X	X	X	X	X	X		X	X
Camp Henry Kaufmann	X	X	X			X		X				X	X		X	X
Breezemont Camp	X		X		X	X		X	X	X		X	X			
Camp Frost Valley		X	X	X	X	X	X	X	X	X	X	X	X		X	X

- **Camp Bullowa (Boy Scout) is currently on the market by BSA.**
- **Activities boxed in red - some of the areas to look at expanding at CAB & Rock Hill.**





Camp Name	Camp Activities															
	Swim / Pool / Lake	Canoe / Kayak / Paddle	Boating / Sailing	Other Water Activities	Fishing	Aerobics / Yoga / Gymnastics	Basketball	Floor Hockey	Softball	Soccer	Volleyball	Other Sports	Winter Sports	Geo-Seeking	Hiking	Biking
Addisone Boyce	X	X	X										X	X	X	
Ludington	X												X	X	X	
Rock Hill	X	X											X	X		
Wendy	X	X	X										X	X		
Competing Camps																
Camp Bullowa (Boy Scouts)	X	X			X										X	
Camp Gate Hill	X	X	X	X	X	X	X	X	X	X	X	X			X	
Camp Deerkill	X		X	X		X	X	X	X	X		X				
Sharpe Reservation	X	X		X	X	X	X			X	X	X	X	X	X	
Camp Kiwi	X	X				X	X	X	X	X	X	X				X
Camp Henry Kaufmann	X	X	X	X	X		X		X		X	X	X		X	
Breezemont Camp	X	X		X	X	X	X	X	X	X	X	X				
Camp Frost Valley	X	X	X	X		X	X	X		X		X	X		X	

- **Camp Bullowa (Boy Scout) is currently on the market by BSA.**
- **Activities boxed in red - look to utilize open spaces for recreational sports offerings.**



Pricing

Competing camps offer a variety of program structures and pricing

Camp	Overnight 1 week	Overnight 2 weeks	Day Camp per week
Camp Bullowa (Boy Scouts)	\$250 - \$325		\$250 - \$325
Camp Gate Hill			\$825 - \$1,050
Camp Deerkill			\$900 - \$1,300
Sharpe Reservation			\$65
Camp Kiwi			\$800 - \$1,200
Breezemont Camp			\$1,150 - \$1,480
Camp Frost Valley		\$2,470	
Addisone Boyce			\$355
Ludington			
Rock Hill	\$635		
Camp Wendy			

*Sharpe Reservation costs based on \$13 per school day

**Camp Sycamore & Henry Kaufmann were not included due to the lack of accessible information

Camp Bullowa (Boy Scout) is currently on the market by BSA.





Thank you.

Board of Directors