

## Eagle Island Camp: Girl Scouts Heart of New Jersey Board Actions

At its September and November meetings, the Girl Scouts Heart of New Jersey (GSHNJ) took numerous actions based on the recommendations of the Eagle Island Camp (EIC) Strategy Task Group. Actions include adoption of the mission, vision and goals for EIC. The board also voted to use the Mission, Vision and Use and Engineering Report as a resource guide and has moved forward in several areas based on this report. This document provides details of those votes and activities including steps taken on infrastructure, camp season and the fundraising needs to preserve, protect and enhance this historic facility.

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At the September 14<sup>th</sup> 2009 Board meeting the Board voted to adopt the Mission, Vision, and Goals recommended by the Eagle Island Camp Strategy Task Group.

That recommendation was as follows:

### GSHNJ

#### Mission, Vision and Goals Statement for Eagle Island

**Mission:** To provide the opportunity for girls, especially members of the Girl Scouts Heart of New Jersey Council, with a unique outdoor experience which will enhance the quality of their lives, expand their horizons and develop their potential and in so doing further the Girl Scout Mission of building girls of courage, confidence and character who make the world a better place.

**Vision:** For Eagle Island Camp to be recognized:

- as a premier unique water, high peaks and wilderness experience destination for girls and young women;
- as a Camp that affords girls and young women the opportunity to experience nature and learn skills not readily available in their everyday lives;
- for its historic significance

**Supporting Goals:**

- Develop programming to support the mission and vision.
- Explore usage opportunities that will increase revenue without detracting from the core mission of serving girls and young women.
- Form strategic partnerships to develop fund raising and stewardship opportunities.
- Foster community alliances
- Endeavor to preserve the island's natural environment and historic structures.
- Develop a viable financial model.

The Council's Board of Directors, at its November 9<sup>th</sup> 2009 meeting and based up the recommendations made by the EIC Strategy Task Group, voted on several things related to Eagle Island.

#### **General:**

The Board voted to utilize the Mission, Vision and Use Report and Engineering Report as resource guides for short term plan implementation and future development of EIC.

The Board also voted to commit funds (up to \$20,000) that would allow for historic grant development (\$10,000) and the exploration of the use of (\$10,000) trust monies to be used for the camp.

The Board voted to engage a GSUSA Property Consultant.

The Board voted to begin fundraising efforts immediately.

#### **Infrastructure:**

An engineering study was commissioned and conducted by the CT Male Associates, P.C. engineering firm, located in Latham, NY. The study, which was a very complete (257 page) report and covered the areas of structural, water, electrical, septic, and boats, found many safety and immediate repair needs. Initial estimates to adequately take care of these and the shorter term needs (18 months out) run about \$660,000. The safety and immediate need repairs were estimated at approximately \$300,000.

The Board voted to allocate up to \$200,000 to have the Council staff create estimates, design and implement necessary safety and infrastructure repairs and improvements to ensure safety for girls, volunteers and employees. During the summer of 2009, approximately \$50,000 was spent on repairs to the camp (please refer to the comprehensive list titled: '*Maintenance Accomplishments Eagle Island June - October 2009*' on the final page of this document).

The Board also voted to sell the taxidermy collection at EIC, appraised at \$130,000, with the proceeds to be used for capital improvements at EIC.

#### **Camp Season:**

The Board voted to suspend resident camp for the 2010 camp season, due to the extent of the safety and immediate repairs identified at the camp, both by CT Male Associates, P.C. and previously.

The Board voted to commit Council human resources (staff and professional volunteers) to open EIC for resident camp in 2011.

The Board voted to have the Council staff design and implement an operational plan for staffing EIC for the 2011 camp season including a timeline for each position of staff hiring. This plan is to be developed by March 1, 2010.

The Board also voted to have the Council staff develop an operational plan by March 2010 to allow limited usage of the camp during the 2010 season including the possible use of the island for troop and family camping, work weekends, women's weekends, and use by outside groups. All such use would be dependent upon the completion and implementation of the operational plan to assure that immediate infrastructure repairs are made to address code, safety, and health related issues.

### **Frequently Asked Questions:**

#### **What safety issues have been identified on Eagle Island?**

C.T. Male Associates, P.C. performed an on-site evaluation of the existing camp on August 24 - 27 and September 1 -2, 2009 at the request of Girl Scouts Heart of New Jersey. The purpose of these visits was to provide a site inspection and engineering evaluation of the Camp's structures, infrastructure, and vessels.

The major findings were as follows:

1. The water tower needs to be removed and replaced with a hydro pneumatic tank system before Camp can be occupied. (The water tower and barrel and its components were deemed to have reached their useful life in 2002)
2. The grease traps and septic tanks are full of sludge and need to be emptied before the Camp can be occupied
3. Asbestos material was found and must be abated from underneath the camp Infirmary prior to the camp being occupied
4. There are multiple electrical issues that qualify as immediate safety concerns (electrical lines and building wiring deficiencies that increase exposure to risk of shock/electrocution, and fire) need to be addressed

The C.T. Male Associates, P.C. evaluation only addressed immediate infrastructure repairs that are necessary for basic operation of the camp. The report was limited in the sense that it was based on a visual inspection of facilities and professional judgment. The cost estimates are very preliminary and are for planning purposes only and cannot be relied upon as an estimate of comprehensive financial needs to bring the Camp in line with current day safety and operational standards.

#### **What is the condition of the fleet of boats at Eagle Island?**

The fleet of boats is old and most of the motorized boats are in fair or poor condition. Reinvestment in this area was recommended if GSHNJ was to continue boating activities and transportation to the island (C.T. Male Associates, P.C., site visit August 24 and 25, 2009).

## **Why has Eagle Island been able to maintain its ACA accreditation and pass the NY State Inspections?**

Eagle Island has been able to maintain its ACA accreditation and to pass its NY State inspections because the primary utility of these designations is to ensure that a camp's program procedures and processes are in place to maximize the safety of children. The utility of engineering surveys and inspections are primarily to ensure the safety, usage, and physical condition of structures, vessels, and the overall infrastructure of the camp.

## **Why were we never told there were this many safety issues?**

Some of these issues were outlined in a five year property maintenance plan, authored by the former Eagle Island Property Manager, in 2001. That plan addressed some of these issues, including the aging water tower.

## **How long will it take to make these safety and immediate repairs?**

Based on current knowledge, it is anticipated the safety and some immediate issues can be adequately addressed in the period from mid-April through November 2010. This assumes no additional issues are discovered that are considered as critical safety issues and that the planning, permitting, and construction process progress as anticipated. Work has begun on the operational plan that encompasses these items.

## **What role can Eagle Island alumnae play?**

Eagle Island alumnae will be called to action once the Council fully defines the operational plans necessary. Fundraising will be a key role for Eagle Island alumnae.

## **The Board voted to begin fundraising immediately. Why hasn't it begun?**

Although the Board voted to begin fundraising immediately, Council first must strategize and plan how best to integrate the Eagle Island Fundraising strategy into the overall 2009-2010 Fund Development Strategy adopted by the Board at its October 2009 meeting. This work has begun.

## **The Board indicated all of the taxidermy collection may be sold to raise funds for Eagle Island Camp; does this include the taxidermy moose head "Adam"?**

The Board voted that the entire taxidermy collection, including "Adam", be sold in order to raise the necessary capital to facilitate the indicated capital improvements at Eagle Island. This work has begun.

## **The Board voted to commit \$200K for infrastructure capital improvements and repairs to Eagle Island. Where will the Council obtain the \$200K and how will this affect the Council's financial position?**

The \$200K for infrastructure capital improvements and repairs to Eagle Island will be taken from the Council's reserve funds.

**Does the Council have the \$20,000 necessary for the historic grant and trust monies exploration?**

The budget ratified by the Board of Directors in September 2009 projects a budget deficit of (\$47K). The historic grant and trust monies exploration were not allocated in the approved budget. Specific line items for Eagle Island include the EIC Property Manager’s salary, telephone service at EIC, licensing fees, and minimal electricity and propane gas use on the island. Work will begin in these areas shortly.

**Will the Eagle Island Property Manager remain as part of GSHNJ staff?**

As indicated in the Board ratified budget, the Eagle Island Property Manager position will remain.

**When will the Council engage the GSUSA Property Consultant?**

The Council has contacted a GSUSA Property Consultant who will begin his engagement with us in mid-January. We have had a preliminary discussion with the consultant already.

**What is the historical revenue and attendance data for Eagle Island over the past five years?**

(Data provided by the EIC Strategy Task Group Vision, Mission, and Use Subcommittee)

	2004	2005	2006	2007	2008
Income	\$212,434	\$208,435	\$218,092	\$195,607	\$221,610
Expense	\$239,392	\$322,541	\$326,502	\$317,116	\$335,019
Loss	\$(26,958)	\$(114,106)	\$(108,410)	\$(121,509)	\$(113,409)
Attendance*	550	486	502	380	412
Capacity**		58%	60%	45%	49%

\*Based on 140 girls/week times 6 weeks = 840 camper weeks

\*\* Numbers include girls who may have attended multiple sessions of camp.

## Maintenance Accomplishments Eagle Island June - October 2009

### Felled 28 critical trees

### Pruned trees around electric wires in main camp

### Removed tree from ADK line

### Electrical Work to Address Some of Main Camp Issues

Junction box re-mounted on new pedestal, roof constructed  
Overhead wiring at Junction box re-suspended on new pole; deficiencies fixed  
Raised and Re-Suspended wiring between Mariners Boat House & Shower House; new pole  
Raised and Re-suspended wires between workshop and trading post  
Addressed deficiencies in electrical box, outlets on covered kitchen porch  
Moved electrical box from shower house to front of building  
Added GFCI to outlets, lighting fixtures in shower house  
Added GFCI to dining room outlets  
Evaluated wiring in Trading Post  
Bubblers purchased for docks; wiring to isolate electricity to dock completed

### Reconstructed Sailing Pavilion

#### Staff House

New front stairs, concrete pad; railings in progress

#### Kitchen

New porch and stairs  
Gutter installed

#### Dining Room

Jacked up roof, replaced framing, decking, and stairs (Entrance 1)  
Installed railings and gutter over walkway (Entrance 2)

#### Main Lodge

New Stairs and Railing  
Front railings replaced and repaired as needed. Copper caps on post tops to prevent water damage.

**Infirmary**

Rear entrance torn off and replaced, including new concrete pad

Fire escape torn off; will be replaced

Porch torn off; waiting for asbestos abatement work

**Trading Post**

Rear deck and stairs replaced

Jacked up and shimmed piers to level

New threshold on back door

**Admin Building**

Rear steps and stoop have serious rot issues

Contractor will jack up building, pour piers, and replace rotten beam

**Railings Between Admin and Main Lodge**

Torn off; nearly done replacing

**Stairs and Railings between Annex and Admin**

Replaced stairs; railings in progress

**Annex**

Serious rot issues on one side

**Emergency Generator**

Technician evaluated and made recommendations

**LBH moved to mainland; now on blocks**

**15 tons of junk hauled from island and mainland area**

ANS 10/29/09

revised 11/9/09

**Commercial Chipper repaired**

revised 12/3/09