



In this edition of *Realignment News* is information about the timing for the process of offering the Mutual of America VERIP, a Council Enterprise System update and clarification of who to call at GSUSA for support. Also included are a variety of the most recent questions and answers.

Questions are always welcome. Please send them to Vicki Wright at [vwright@girlscouts.org](mailto:vwright@girlscouts.org).

### ITEMS OF INTEREST

#### **Additional Realignment Guidebook Pages on the OCN**

There is now a Realignment page on the OCN to enable everyone to find all issues of Realignment News and additional realignment information that has been distributed. This week, additional pages for the Realignment Guidebook and a new table of contents will be posted.

#### **Realignment Resources – Who to Call**

In an effort to assist councils in contacting the appropriate person, attached to this issue of *Realignment News* is a functional directory of GSUSA staff designated to address realignment subjects. Feel free to contact any of these staff members with your specific questions.

#### **Voluntary Early Retirement Incentive Program**

The process for offering the Voluntary Early Retirement Incentive Program (VERIP) with Mutual of America requires advance planning on the part of each Girl Scout Council wishing to offer the incentive. Each council wishing to offer the incentive **MUST** notify GSUSA AT LEAST six months prior to the date that the window is opened for the employees to make a decision. The earlier the board can decide that they want to offer the VERIP, the easier it will be to manage the process.

The council must notify GSUSA with a copy of the board minutes, (Rich Berman, Director of Insurance and Risk Management) that the council board of directors has approved offering the VERIP at least three months prior to opening of the window for employees to make their decision.

Mutual of America is then notified by GSUSA and begins the testing to verify with the council who is eligible and prepares the documents necessary for each employee. This process will take three months. Once the council has the documents, on the day that the window is open, they may distribute information to employees, who then have three months to make their decision. At the time of the offering, employees must be notified of the final date of employment, should they decide to take the package. This date can be no later than three months beyond the election period.

The easiest way to look at a timeline is to work backwards from the date that you anticipate completing the merger process. Here is an example that opens the window close to the launch of the new council to ensure that employees know what their options will be for employment, before making early retirement decisions:

March 8, 2007 – Board Meeting where board votes to offer the VERIP.

March 30, 2007 – GSUSA notified of council’s intent to offer VERIP.

April 1 – June 30 – Mutual of America determines eligibility and prepares employee documents.

July 1 – September 30, 2007 – Early Retirement Window opens for employees to make decisions.

October 27, 2007 – Final votes have been taken and new council is launched.

October 31, 2007 – Last day of employment in current council for employees taking the VERIP.

**Council Enterprise System (CES) Update –  
Council Realignment and Membership System Merges**

With realignment and the CES around the corner, councils need to decide when to consolidate the membership systems of the merging councils. Councils must answer two inter-related questions:

1. When should we consolidate our membership systems?
2. Should we consolidate onto one of our existing systems, a third party system other than one of our existing systems, or CES?

3. The answers to these questions depend largely on the timing of your realignment and its coordination with the CES schedule. (Please refer to the table below for a description of the major phases of CES and the timing of each.)

### **GSUSA's Recommendation**

For councils merging before CES is available, we recommend the system selected provide a **low-cost interim solution** allowing for a subsequent consideration for migration to CES. Councils should avoid a membership solution that precludes migration to CES in the 2008-2009 timeframe. For councils merging July 1, 2007 and beyond, GSUSA would encourage councils to consolidate onto CES at the time (or shortly after) the merger is official. We will do our best to accommodate council realignment schedules.

### **Coordination with GSUSA**

Councils interested in migrating to CES should contact Bob O'Connor ([boconnor@girlscouts.org](mailto:boconnor@girlscouts.org)) or Jan Golding ([jgolding@girlscouts.org](mailto:jgolding@girlscouts.org)). Your early advice will allow us to properly plan and resource the membership database merges and CES migration schedule.

If we cannot fit your realignment schedule and you are interested in remaining on separate systems until CES is available, please let us know and we can work with you to provide consolidated reporting across all merging councils.

Regardless of your membership system decision, please contact Niki Hammond ([nhammond@girlscouts.org](mailto:nhammond@girlscouts.org)) or Andy Zimmermann ([azimmermann@girlscouts.org](mailto:azimmermann@girlscouts.org)) with your planned merge date. GSUSA will perform membership database merges for WinPCMS and GEMMA councils, and will need to coordinate with councils using third party systems to ensure a smooth CDIS process change and data synchronization.

### **Ongoing Support for WinCAS, WinPCMS and GEMMA**

Online training for WinPCMS was recently made available on the OCN. Also, recently posted is the latest WinPCMS Release, 6.1. To access these pages directly on the OCN please follow these links. (Note that you will need to log in to the OCN.)

WinPCMS Training:

[https://ocn.girlscouts.org/OCN/ContentPage.aspx?CMXML=ContentModules/Text/winpcms\\_online\\_training\\_Text.xml](https://ocn.girlscouts.org/OCN/ContentPage.aspx?CMXML=ContentModules/Text/winpcms_online_training_Text.xml)

Latest WinPCMS Release 6.1:

[https://ocn.girlscouts.org/OCN/ContentPage.aspx?CMXML=ContentModules/Text/winpcms\\_release\\_6.1\\_Text.xml](https://ocn.girlscouts.org/OCN/ContentPage.aspx?CMXML=ContentModules/Text/winpcms_release_6.1_Text.xml)

GSUSA will continue to actively support WinCAS, WinPCMS and GEMMA through the realignment process and provide training as required by councils.

**CES Phases and Timing**

<b>Timing</b>	<b>Phase</b>
February – April 2006	<u>Requirements Definition (COMPLETE)</u> – Worked with council representatives to define a set of requirements, with CES Working Committee digesting all requirements and prioritizing needs.
May – July 2006	<u>Software Product Evaluation and Selection (COMPLETE)</u> – Solicited proposals from 9 vendors; received presentations from 3, conducted detailed walkthroughs with 2 of the 3, and made our final selection.
August – October 2006	<u>Product Fit Analysis (IN PROGRESS)</u> – We are currently identifying how the system will be configured and enhanced to address our needs. We are also working with a subset of the CES Working Committee to identify the reports that the system produces against the reports councils and HQ need, and identifying any gaps.
October – January 2007	<u>System Configuration, Enhancement, and Reports Development (IN PROGRESS)</u> – Vendor will configure and enhance the system to our specifications; at the same time we will be building and modifying reports, system interfaces, and conversion software.
February – March 2007	<u>Testing, Data Conversion and Training</u> – User Acceptance Testing, conversion of council data from GEMMA into CES, and CES training.

April 1, 2007	<u>Go Live</u> - First two pilot councils, San Antonio and Gulfcoast, convert to CES.
May 1, 2007	Next two pilot councils, Morris Area and Tejas, convert to CES.
Q2-Q3 2007	<u>GSUSA HQ Go-Live</u> – We will convert all remaining HQ data from GEMMA into CES. CES will become the system of record for all councils. Councils may continue to use GEMMA and WinPCMS until migration to CES, with full support provided by GSUSA.
Q3 - Q4 2007	Eight additional councils convert to CES.
2008 – 2009	Continued Roll-out - Remaining councils convert to CES.

The IT staff at GSUSA is working hard to provide the most effective enterprise system for councils and GSUSA. We are proud to be collaborating with sixteen innovative councils who comprise the CES Working Committee and a vendor whose values align with ours. We look forward to working with you through realignment during this exciting time at Girl Scouts!

**New Financial Accounting and Standards Board Exposure Drafts**

On October 9, the Financial Accounting Standards Board (FASB) issued two Exposure Drafts on mergers and acquisitions (M&A) by not-for-profit organizations. The proposals are intended to improve the accounting and disclosures of M&A, meet the reporting needs of the not-for-profit community and to ensure useful information for decision making is available to financial statement users. Information regarding how this will affect our realignments will be in the next issue of Realignment News.

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**Q & A** 

- 1. **I heard something about Girl Scout Merchandise assisting new councils with Council ID Strips, can you clarify? Answer:** Yes. Girl Scout Merchandise has been able to negotiate a reduced price for the council name portion of the Council ID set for realigning councils. Councils with name changes may purchase the council name strip in a one-time bulk order at a cost of \$0.50 each. Once the new council name has been determined, your order for the new

council name strip can be placed by contacting Brian Crawford at [bcrawford@girlscouts.org](mailto:bcrawford@girlscouts.org).

- 2. We are beginning to think about our combined Council Shops, what help will GSUSA provide in assessing and recommending Girl Scout Shop locations and structure? Answer:** Yes. A high capacity Girl Scout Shop structure has been suggested and will be distributed in the next issue of Realignment News. We recommend creating a Director of Retail Operations in a new staff structure as a first step. The GSUSA GSM staff is ready and able to work with the Director and/or CRC subcommittees to develop business plans and recommendations for Girl Scout Shop locations, configurations and merchandise assortments. Feel free to contact your GSM Sales Representative or Doug Tanguy, Director of GSM Operations or Barry Horowitz, VP General Manager of GSM for assistance.

The Girl Scout Merchandise staff is ready and able to help new council groups develop business plans and recommendations for Girl Scout Shop locations and configurations. Feel free to contact your GSM Sales Representative or Doug Tanguy, Director of GSM Operations or Barry Horowitz, VP General Manager of GSM for assistance.

- 3. If our council wants to offer retention bonuses or severance packages to our staff, what role does the CRC have in this? Answer:** The decision to offer retention bonuses and/or severance packages rests entirely with each individual council. There may be discussion with the CRC members regarding the potential for trying to treat all employees equitably, however, this may or may not be possible, depending upon each council's financial situation. Each board of directors will make the decision they feel best for their council, keeping in mind the need to assure that funds are still available for the future new council.
- 4. How can we ensure that our current council's assets will be properly used in the new council? Answer:** Every council has a financial and ethical responsibility to see that assets belonging to councils are used to serve girls now and in the future. It is extremely important to have full disclosure of all information related to any restrictions (permanent or temporary) or legal encumbrances on assets, so that appropriate decisions are made in the future.

In continuing with current decisions about assets, please be cautious about locking the new council into any long-term commitments. When in doubt have a discussion with the other councils who will be part of the merger.

- 5. How many accounting systems should be operating on day one of the new council? Answer:** In addition to having established one operating budget and one payroll system, the new council will need to have chosen one accounting system to pay bills and process receipts to move the new council forward. Allow flexibility in the first few months of operation to refine procedures, account numbers, and financial statement formats. Keep in mind, the financial history and final account balances of the previously separate councils will most likely not be available on day one. GSUSA will provide further guidance on recommended historical data and balances to capture.

GSUSA recommends choosing an accounting system already in use by one of the merging councils as an interim solution. We strongly encourage councils to defer major technology investments since the Council Enterprise System (CES) will have a financial systems module. Although the scope and timetable for Phase 2 functionality of CES has not yet been finalized, it is likely that financial systems will be implemented in 2009.

Both the finance and IT sub-committees of the CRC will need to weigh in on this issue. The new council will need to balance the immediate operational needs, with the flexibility to take advantage of the CES financial systems module when it becomes available.

- 6. Can you share samples of motions to extend board terms through the end of realignment? Yes.** It can be as simple as having your council delegates approve the following resolution:

For councils whose bylaws state that the term of office shall be "x years and (or "or") until their successors are elected", they need to do NOTHING except NOT hold elections. If no successors are elected, the current individuals will remain in office.

For councils whose bylaws do not have that terminology, the council could merely adopt a resolution, to require a 2/3 vote for adoption (the same vote required to amend bylaws), that states:

*WHEREAS, the Girl Scout Council of \_\_\_\_\_ (however the name of the council is stated) is in the process of realignment, AND*

*WHEREAS, the term of the officers, directors, delegates, and nominating committee members are due to (or have) expired, and*

*WHEREAS, it is prudent to leave these individuals in office until the completion of the realignment, NOW, THEREFORE, BE IT*

*RESOLVED, that all officers, directors, delegates, and nominating committee members remain in their current positions until the completion of the council realignment and until their successor shall be elected and assume office.*



## Council Realignment Team Resources – October 2006

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