



BOARD OF DIRECTORS

MINUTES GSCO BOARD MEETING and STRATEGIC PLANNING May 19, 2023

Attendance

(All present throughout, maintaining quorum.)

- Board members attending: Cherie Axelrod, Christy Belz, Caroline Cornell, Crystal Eustis, Megan Flori King, Erica Fukuhara, Victoria Gigoux, Christina Gunn, Haley Harris, Genia Herndon, Meredith Kuehler, Maureen McDonald, Amy McGarrity, Angela Roberts, Anji Roe Wood, Ranee Sheno, MD, Shannon Sisler, Carrie Walters
- Board members excused: Brooke Bodart
- Membership Connection Committee Representatives to the Board (non-voting): JoAnne Busch, Wendy Doak, Nicole Lockwood, Teya F. - excused
- GSCO Staff (non-voting): Leanna Clark - *ex-officio*, Rychelle Arnold, Michelle Boot, Kristin Hamm, Donnell Heistand, Melissa Holmberg, Martha Johnson, Lindsay Standish, Heidi Vielhaber
- Guests: Polly Breit and Mary-Kate Doyle, CCS Fundraising

Call to Order

With a quorum present, Caroline Cornell, Chair of the Girl Scouts of Colorado (GSCO) Board of Directors, called the meeting to order at 9:05 a.m. The meeting was held hybrid both in-person at the GSCO Dream and via Zoom video call. No conflicts were declared.

Consent agenda

The Board reviewed the consent agenda.

- Board approved the minutes from the March 17, 2023, meeting.
- Standing and Ad-Hoc Committee Reports were approved including Audit, Finance, Membership Connection (MCC), Philanthropy and Bylaws.
- Staff provided updates

ACTION: On a motion made by Ms. Roberts and seconded, the Board unanimously approved the Consent Agenda. A quorum was present.

Audit and Financial Report

Ms. Heistand presented and led the discussion for the Audit and Finance report.

- Cookie sales budget down by \$500,000 due to issues LBB had during cookie season.
- Despite loss for occurred during cookie sales, GSCO will meet operating budget for year.
- Currently working on budget for MY2023-24.
- Audit committee went through RFP process and selected Rubin Brown as auditors for next 5 years.

- Investments have been reviewed on best return for money, opened sweep account at Vectra Bank for better returns on money.

ACTION: On a motion made by the Standing Finance Committee and seconded, the Board unanimously approved the May Financials. A quorum was present.

Council Update

Ms. Clark provided a Dashboard Review

- Membership retained 86% troop leaders which is up from 75% last year.
- Have reached 73.8% of the overall MY23 membership goal.
- Both Tomahawk Ranch and Sky High Ranch were included on Newsweek’s Top Camps Across the U.S. list. (12,000 camps across the country were reviewed)
- Social media engagement is up 18% versus 10% goal.
- GSCO is increasing girl generated social media content and hosting a podcast, “Courage, Confidence and Character”.
- Staff turnover has improved which affects membership.
 - Establishing new on-boarding policies to help with better employee retention.
 - Launched Leadership Academy for supervisors.
 - Voluntary turnover goal has dropped to 4.7% for salary and 7.41% for hourly employees.
- 54% of annual corporate partners have renewed for FY23, 3 new partners added.
- As of May, Fund Development is 67% to goal of 1,836,000
- Despite LBB shortages product sales was 95% of goal.
 - GSCO finished 3rd in country for cookie sales.

Finance Report

Ms. Heistand reviewed the overview of finances and budget as presented in the Board Packet.

- January 2023 YTD financials reflect operational timing issues
- Reflect \$2.0M operating loss which is worse than budgeted, primarily because Digital Cookie Orders did not start in January as anticipated.
- Once again budget was impacted by cookie availability, timing of direct ship, and changing guidance from LBB.
- Budget forecast includes Denver office lease buyout, BackStage lease and Denver office move.

ACTION: On a motion made by the Standing Finance Committee and seconded, the Board unanimously approved the January 2023 Financials. A quorum was present.

Council Update

Ms. Clark highlighted council updates as outlined in the Board Packet.

- Volunteer training is relaunching this spring with new First Aid/CPR offerings.
- GSCO will offer a Discount Day on April 6, 2023, offering 50% off annuals membership renewals one day only.

- Discount Day has proven to be an excellent retention tool.
- 5,911 renewed in April 2022; 93.7% are still connected to a troop and 74.7% participated in the cookie program.
- Marcomm team hired a Marketing and Communications Specialist. This position will assist in creating content using the podcast and media booth at the DreamLab.
- GSCO partnered with Nichelle Howe (formerly GSUSA HR) to design the Performance Review process and roll out plan. Mid-year performance check-ins will begin in April 2023. This round will include market-based pay increases.
- Fund Development received a grant of \$100,000 from Anschutz Foundation to continue GSCO work on Sisterhood of Support Mental Wellness Program.
- Fund Development has raised \$675,835 towards the FY goal of \$1,836,000 and is 48% to goal at the mid-year point.
- DreamLab celebrated its grand opening on Sunday, March 12th. Over 1,000 Girl Scouts, families, key partners and community members RSVP'ed for the event.
- The opening of the DreamLab coincides with exiting the Denver office lease and opening the BackStage for behind-the-scenes shipping, printing, assembling and storage.
- Sky High Ranch is considering using DU funds to renovate existing structures and adding more high-adventure elements.
- Camp registration launched in January and currently 2,077 campers are registered with programs at 66% capacity.

Capital Campaign Feasibility and Relevancy Study

Ms. Breit and Ms. Doyle outlined a Capital Campaign Feasibility while Ms. Clark outlined a Relevancy Study.

- Ms. Breit and Ms. Doyle provided an overview of Community Counseling Services, a Fund Development Partner.
 - CCS is a national firm with lots of resources while providing a boutique feel.
 - Work with organizations across the sector on money raising.
 - Timeline for a successful Capital Campaign is 3-5 years.
 - GSCO Fund Development team will need help from board in building momentum.
- GSCO research partner is Two x Four, who also conducted a survey and research for the DreamLab.
 - Would facilitate 15 minute online survey of 400 non-members.
 - Cost of relevancy study is \$35,000 and timing is parallel to CCS Feasibility – end of July/early August.
 - On track to make
 - Will need to create a plan for quickly on-boarding new Board of Directors in September.

Executive Session The board broke into Executive Session at 11:15. No action was taken.

APPROVED by Girl Scouts of Colorado Board of Directors on July 28, 2023, by vote of 18 in favor; 0 opposed; 0 abstained.



Girl Scouts of Colorado
Caroline Cornell, Board Chair, GSCO Board of Directors