



## BOARD OF DIRECTORS

### MINUTES GSCO BOARD MEETING

July 28, 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, Barbara Myrick, Angela Roberts, Ranee Sheno, MD, Shannon Sisler, Carrie Walters
- Board members excused: Brooke Bodart, Anji Roe Wood
- Membership Connection Committee Representatives to the Board (non-voting): JoAnne Busch, Wendy Doak, Nicole Lockwood, Teya F.
- GSCO Staff (non-voting): Leanna Clark - *ex-officio*, Rychelle Arnold, Michelle Boot, Donnell Heistand, Melissa Holmberg, Lindsay Standish, Heidi Vielhaber
- Guests: Kimberly Jones, Allison E., Charlotte H.

#### 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 9:03 a.m. The meeting was held via Zoom video call. No conflicts were declared.

#### Consent Agenda

The Board reviewed the consent agenda:

- Minutes from the May 19, 2023, meeting.
- Standing and Ad-Hoc Committee Reports were approved including Audit, Finance, Membership Connection (MCC), Philanthropy and Bylaws.
- Ms. Cornell called out the Bylaw report contains a complete summary of the proposed changes. Draft redline of changes to be provided by mid-August for September approval.
- Staff reports and updates
- May 2023 Financials

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

#### Council Update

Ms. Clark provided a brief reference to council updates included with the Consent Agenda.

Ms. Singleton provided a deeper dive on council membership including:

- Types of Girl Scout memberships offered to girls and adults and the membership year cadence.
  - GSCO does not have a council service fee on annual membership.
- Campaigns and strategies currently in use to develop membership

- Staffing structures that support members including volunteer and staff led models.
- Current year membership as of July 11 is 15,951 registered youth members. Projected return to pre-Covid numbers has been lengthened based on assumptions from GSUSA shifting from the initial 3-5 year projections to the now 7-10 year projections. While there are wide variations within councils, overall membership growth is averaging 4% nationally while Colorado is slightly behind at 3% growth.
- Challenges for membership grown in MY23 include staff turnover, drop in volunteer participation driven by an overall decline in parent volunteerism and other challenges to volunteering that include personal finances and cost of living increases.
- Goal for MY24 is 17,250 girl members. New support/pilot models include:
  - Hyper local staff coordinated troops in target areas with underserved girl populations and limited parent volunteers.
    - Two will be based at DreamLab.
  - Enhanced first year Daisy troop leader support pilot in partnership with GSUSA.
  - Teacher stipend model with school-based troops facilitated by school staff or teachers that receive a stipend.
  - Cross training staff – all DreamLab employees have been trained on registration and supporting new membership.
- Discussion from the board included a recommendation to develop succession planning to address stability as well as questions around volunteer support such as training and mentorship opportunities. Additional recommendations included leveraging MCC expertise.

**DreamLab  
Dashboard**

- Ms. Clark reviewed the DreamLab dashboard metrics.
- DreamLab was used for summer Day Camp and Family Fun engagement opportunities since opening in March.
  - DreamLab staff is being cross trained to support other areas during downtimes such as registration activities to minimize downtime.
  - Utilization goals for next year include 250 new members have registered through the DreamLab and 200 member reservations made in MY24, and 10 events per month to invite the community into the DreamLab.
  - Additional immediate strategies include a direct mail postcard campaign sent to families within a 10 mile radius of the DreamLab to try and drive traffic into the DreamLab and promote new membership and a Yelp influencer event for families of target aged girls.
  - Distribution of posters and flyers to local businesses and run paid digital media and print ads in the local newspaper in effort to pull new families into the DreamLab.
  - Discussion from the board included developing over time metrics to determine membership longevity tied to the DreamLab, tracking connections to field trips or other meeting enhancement activities, assessing the depth of member penetration levels, following over time

perception with repeated exposure, incentives for non-members, and outside group usage.

### **Capital Campaign Feasibility and Relevancy Study Update**

Ms. Cornell reviewed the next steps in the timeline for the Capital Campaign Decision making process:

- Both the Feasibility and Relevancy studies funded by the Board are in the wrapping up stages.
- August 15 will be a review of the Feasibility Study with CCS (consultant) and the Relevancy study requested by the Board from 2x4 (consultant) where the Board will receive the results of both studies including a Q&A opportunity with the consultants.
- A discussion of these results will be held at the September board meeting.

### **Executive Session**

The Board broke into Executive Session at 11:00 am.

- Ms Gunn reviewed the slate of new BOD members for discussion as presented by the BGC:
  - Five names were proposed for consideration to join the board:
    - Manette Snow - VP HR, Crocs
    - Jeff Detra - VP, First National Bank of Colorado
    - Jamie Gardner - Business Development & Communications Director, Novitas Communication
    - Kris Gaw – Chief Operating Officer, Denver Health
    - Diane Scott – CEO, Aspen Distribution
  - Terms for newly elected directors will be subject to the bylaws in place at the conclusion of the Annual Meeting which is when new terms begin as there are proposed term length changes included with the bylaw amendments that are in process.
  - The Board requested BGC provide copies of candidates resumes for review in advance of elections going forward.
  - BGC plans include a discussion around board composition in the future.

**ACTION: On a motion made by the Standing Board Governance Committee and seconded, the Board unanimously approved the slate of new BOD members. A quorum was present.**

- Additional discussion included the formation of potential new committees:
  - Planned Formation of a young professional committee to explore forming a Young Professional Advisory Board led by Ms. Herndon.
  - Potential formation of a strategy committee to better support council ideation development and diversify board member committee opportunities.
  - Consideration of a DEI committee of the Board potentially building off the board composition discussion.

- Additional committees may be added to better support the council depending on the outcome of the study presentations planned on August 15<sup>th</sup>.
- The upcoming bylaw explanation meeting on August 22<sup>nd</sup> will have additional background about how committees are structured.
  - Ms. Cornell indicated that policies and processes would need to be updated following the approval of the bylaws to align to any amendments approved by the Board.

**Adjournment**            The Executive Session ended, and the meeting adjourned at 11:48 am.

APPROVED by Girl Scouts of Colorado Board of Directors on September 15, 2023, by vote of 13 in favor; \_\_\_\_ opposed; \_\_\_\_ abstained.



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