

MINUTES
GSCO BOARD MEETING
November 17, 2023

Attendance

(All present throughout, maintaining quorum.)

- Board members attending: Cherie Axelrod, Christy Belz, Caroline Cornell, Jeff Detra, Crystal Eustis, Erica Fukuhara, Jaime Gardner, Kris Gaw, Victoria Gigoux, Genia Herndon, Meredith Kuehler, Maureen McDonald, Kelli Ogunsanya, Angela Roberts, Anji Roe Wood, Diane Scott, Manette Snow, Carrie Walters
- Board members excused: Megan Flori King, Christina Gunn, Haley Harris, Amy McGarrity
- Membership Connection Committee Representatives to the Board (non-voting): Nicole Lockwood, Kimberly Jones, Vicki Scott
- GSCO Staff (non-voting): Rychelle Arnold, Leanna Clark - *ex-officio*, Kristin Hamm, Donnell Heistand, Melissa Holmberg, Martha Johnson, Katie Singleton, Lindsay Standish, Heidi Vielhaber

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 9:04 a.m. The meeting was held in-person at the GSCO DreamLab and via Zoom video call. No conflicts were declared.

Annual Meeting

Timing of the annual board meeting was discussed.

- September is the best month to host our council's largest fundraising event, Women of Distinction Denver, so that it is not competing against other large community events.
- Between WOD Denver and the Chamber trip, it adds challenges in prepping/hosting the annual board meeting in September to both GSCO staff and board members.
- Propose that the board pass a resolution to move the annual meeting to the first Friday in October. 2024 will be a trial year and this can be reviewed at that time.

ACTION: Ms. Roberts moved that a Resolution be made in the bylaws moving the annual meeting to the first Friday in October. The motion was seconded and the Board unanimously approved. A quorum was present.

Consent Agenda

The Board reviewed the consent agenda:

- Minutes from the September 15, 2023, meeting.
 - Two attendance changes were noted and updated.
 - Page 2 2nd bullet needed to be updated to reflect "More risk in 2024 budget"

- Promotional Liability (Cookie Credits) reviewed by Finance Committee.
 - Amount of liability for year end is reasonable
 - Due to being a large liability Audit Committee has reviewed and approved.
- Document Retention Policy reviewed by Audit Committee.
- Finance Committee provided annual review for 403(b) plan.
- Fund Development Committee nominated Christy Belz and Maureen McDonald for co-chair election.
- Standing and Ad-Hoc Committee Reports were approved including Audit, Finance, Membership Connection (MCC), Philanthropy and Bylaws.
- Staff reports and updates

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

Financial Committee Update

Ms. Heistand provided an update on the August/September financials.

- Currently at one million for operating income for year which is about \$800,000 better than budgeted.
- This puts operating reserve increase to \$900,000.
- Audit is ongoing with daily conversations answering questions.
- Staff member came forward with some security concerns, but after thorough review nothing was found, and team is comfortable with cyber security.

ACTION: On a motion made by the standing Finance Committee and seconded, the Board unanimously approved the Financial update. A quorum was present.

Review DU Fund Expenditure & Property Upgrades

Ms. Heistand and Ms. Vielhaber reviewed capital upgrades to camp properties that were funded by DU Fund expenditure.

- \$3 million in funds from the sale of Magic Sky sale were allocated by the Board for capital upgrades to Tomahawk Ranch, Sky High Ranch and Meadow Mountain Ranch.
 - \$1.2M was allocated for Tomahawk Ranch. Upgrades at Bison House and 2 condos for staff housing plus other miscellaneous updates were prioritized.
 - \$1M was allocated to Sky High Ranch primarily for Lucky Circle roof replacement and upgrades to pivot to a High Adventure Camp.
 - \$740K allocated to Meadow Mountain Ranch primarily for year-round yurts, roof replacement, lodge and bird house remodel.

- All updates are designed to improve year-round usage or make each campsite a unique experience, so girls can have a different progressive experience at each camp or return for year after year to a favorite camp with a different experience.
- \$700k was allocated for the DreamLab with only \$528k spent. \$172 of the DreamLab budget is currently unallocated.
 - GSCO received a \$50,000 grant to replace glass at DreamLab with bulletproof glass.
- Of the \$3M budgeted, approximately \$472k is still unallocated but looking at being used to cover unplanned for property expenses.
- Ms. Vielhaber covered some additional updates needed on property, and that staff is exploring grants and other ways outside council budget to fund upgrades.

Council Update and Dashboard Review

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

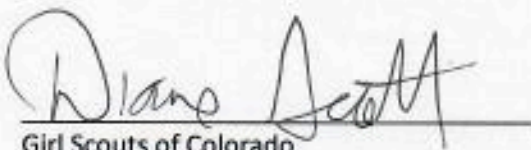
- Ms. Clark provided staffing update. Kaouru Kobayashi is promoted to VP of Membership and VP of Program Emily Speck is leaving GSCO after relocating out of state previously.
- GSCO staff reviewed the 2023 Dashboard and 4 key areas – Membership, Brand, Revenue and Culture tied to the strategic plan that is winding down.
 - MY23 Year-end served 18,250 girls
 - Retained 86% of leaders, and 75% first year girls
 - GSCO has relaunched volunteer training
 - Year-end youth membership was 16,257, 26% growth from MY22.
 - Increase in external awareness of brand purpose with a focus on having the girl be the champion.
 - Successful leverage of DreamLab to elevate brand.
 - Employee engagement and satisfaction has improved – 85% satisfaction rate as measured by employee onboarding survey.
 - Voluntary turnover rate is 17.6%.
 - Goal to renew 90% of partnerships – currently at 84%.
 - Fund Development team surpassed goal of \$1,386,000 for \$1,497,013.
 - Increase in cookie sales in MY23 by 13%, and product sales by 18%.
 - DreamLab has hosted 32 events and workshops plus regular drop-off activities with an additional 32 member reservations to use the space between April -September 2023.
 - Council staff is working on the ability of offering birthday parties at the DreamLab.
- 2024 Dashboard highlight metrics for the coming year were reviewed by GSCO staff.

- Goal for MY24 is to serve 17,250 girls – that number is currently at 12,452 as of 10/31/23.
- GSCO currently serves 200 underrepresented youth through 6 outreach outdoor programs.
- Introduced new service unit development resources to increase support for at risk troops at the local level.
- Fundraising goal for MY24 is \$1,605,400 and has already raised \$331,417.
- Goal to increase product sales revenue by 1.2% year over year
- Member reservations are picking up for DreamLab
- Implemented team norms and sent survey to staff on feedback for recognition as an effort to improve culture.
- More structured Performance Management implemented.
- Voluntary staff turnover under 17%

Future 45 Discussion Topic Board and staff broke into small groups to brainstorm mission critical opportunities for the Board to prioritize.

Adjournment Meeting adjourned at 12:03 p.m.

APPROVED by Girl Scouts of Colorado Board of Directors on January 19, 2024, by vote of 11 in favor; opposed; abstained.



Girl Scouts of Colorado
Diane Scott, Board Secretary, GSCO Board of Directors