

MINUTES, FEBRUARY 24, 2017

- Attendance *Attending:* Kathy Ambrose, Tim Butler*, Jennifer Casani, Jennifer Colosimo, Caroline Cornell, Rae Ann Dougherty, Stephannie Finley-Fortune*, Lori Leugers*, Jan Lucas, Cindy Miller, Maggie Murray*, Cora Ohlgren*, Michelle Rose-Hughes, Tinesha Ross*, Jodi Scott, Shauna Shafer, Shannon Sisler, Barbara Tucker, Catherine Viator, Renita Wolf, Kayleigh Cornell, Linda Fuller, Erica Fukuhara, Victoria Gigoux* (*by conference call)
Excused: Alison Clark-Hardesty, Connie Campbell, Kim Staley
GSCO Staff attending: Sam Aghbashian, Anna Cooper, Anna Danila, Stephanie Foote, Jan Haft, Kristin Hamm, AnneMarie Harper, Pene Harrison, Jamie Haxton, Donnell Heistand, Amelia Jones, Amy Myers, Hannah Kuehl, Betsy Smith, Patty Sutterlin
- Call to order Michelle Rose-Hughes, Chair of the Girl Scouts of Colorado (GSCO) Board of Directors, called the meeting to order at 8:25 a.m. on February 24, 2017. The meeting took place at the offices of EKS&H, LLP. 7979 E. Tufts Ave., Denver, CO, and by conference call.
- Mission Moment Stephanie Foote introduced Anna Cooper and Amelia Jones, who reviewed GSCO's outreach programs.
- Ms. Cooper and Ms. Jones explained the following:
 - who GSCO serves through its outreach programs;
 - types of girls served and where they are served;
 - activities provided, and skills the girls learn;
 - partnerships GSCO has with other organizations;
 - number of girls served;
 - number of staff who operate the program; and
 - how the program is funded.
- CEO Report Ms. Foote reported the following:
- The GSCO retail shop is second in the nation in online sales, behind Nation's Capital, which is always in first place.
 - Board members were encouraged to let GSCO know about national awards Gold Award recipients may be eligible for.
 - Ms. Foote and others will attend the GSUSA quarterly CEO and CFO meeting in St. Louis in March.
 - Girl membership is down 1.5% nationwide.
 - 12 councils have fewer than three months of reserves left.
 - There are many stressors at the national level.

- GSCO's highest awards ceremonies begin in April. Board members are urged to attend to learn what the girls are doing.

Cookie Program Update

Jamie Haxton reported the following:

- GSCO celebrated 100 years of selling Girl Scout cookies.
- Program staff and product sales staff cross-trained on all facets of the cookie program, with a focus on unifying as a single team to better serve troops and volunteers.
- Ms. Haxton reviewed the cookie program workforce from Little Brownie Bakers (LBB) through to the girls and parents.
- GSCO's sale is currently up 14.5% and is expected to finish up by 18%.
- Current per girl average (PGA) is 252; national PGA is 153.
- GSCO's currently has third largest sale in the nation
- GSCO is 28th in membership nationwide.
- GSCO participation is up 4%, with 83-84% of troops participating. Increased participation is due to many factors, including media coverage of the new S'mores cookie, better training, and better communication.
- GSCO's Top 100 Sellers celebration will be in Denver on June 3, 2017. It will feature a leadership institute, sponsored by LBB, where the girls will learn marketing, resume' building, and other business skills. The celebration will include a luncheon, awards, and a dance party.
- Cookie credits can be used for the following:
 - Purchase items in the Girl Scout Shop. Jackie Peterson will help in ordering items that are not on the rewards card due to safety constraints.
 - Gold Award money earning.
- breakdown of the price of a package of cookies:
 - \$1 to LBB,
 - \$0.84 for rewards and troop proceeds,
 - \$2.18 to GSCO to fund program and operations.
 - Most of the money from the cookie program stays in Colorado to support our girls.
- GSCO signed a new 3-year contract with LBB
 - Both bakers made presentations to GSCO
 - ABC Bakers is undergoing a technology shift, redoing its inventory management software, and is not on the digital order card system.
 - GSCO negotiated a lower per package price with LBB, increased funds for programmatic aspects, and credit for consolidating warehouses, which saves approximately \$3 million over the life of the contract.
 - Jodi Scott assisted with the contract with LBB.
- Removal of the surcharge on donations helped increase donations. GSCO's Gift of Caring participation is up 14%, and the Home Town Heroes donation will be known at the end of the sale.

Program Update

Hannah Kuehl and Sam Aghbashian explained the functions of their departments:

- use of Salesforce strengthened GSCO's recruitment, placement, and retention of girl and adult volunteers.
- GSCO stopped its decline in membership for the first time this year.
- Use of Salesforce reduced response and resolution time for inquiries.

- GSCO outpaces other councils on Salesforce.
- GSUSA has stopped all additional development of the Sales Force platform, so there will not be additional support from GSUSA.
 - any bugs in the system will not be fixed unless they impact GSUSA's ability to collect the membership fee.
 - GSCO sits on 3 partner teams to help improve the system.
- Online Volunteer Training is available
- enhanced background check process, starting April 1, 2017
 - Aligns with requirements of other youth serving organizations
 - Cost increased to a minimum of \$53 (\$24 to be paid by the volunteer).
 - Volunteer background checks have a 3-year expiration.
- Lower Program Department staff turnover due to a change in recruitment processes.
- Future challenges:
 - Unknown impact of increase in membership fee and enhanced background check
 - Potential increase in financial assistance requests
 - Possible increase in number of people who cannot pass the background check
 - Possible need for increased recruiting in areas where people cannot pass background check
 - Potential for increased fundraising to defray increased financial assistance requests.

Outdoor Program Overview

- Betsy Smith and Anna Danila reviewed Outdoor Program and Outdoor Adventure Club:
- Ms. Smith explained the camp structure, functions, camp operations and facilities
 - Camp registration is exceeding figures from last year.
 - Ms. Danila outlined the Outdoor Adventure Club (OAC):
 - OAC is designed to supplement the troop experience.
 - One-time fee to purchase passport entitling holder to various events throughout the year.
 - Events are held at locations throughout the state.
 - Membership is state-wide.
 - Some events are available on a single event pass when an event does not fill.
 - Events include rock climbing, snow skiing, horseback riding, canoeing, whitewater rafting, backing, etc.
 - Events provided through outside vendors, qualified GS staff, and trained volunteers.
 - Initial pricing for pilot program was low to gauge interest.
 - Going forward, pricing will increase annually to better defray actual costs.
 - Next year, programming will split into 2 age group levels (6th grade and Grades 7-12) to fit better with the girls' maturity levels.

Brand Platform

AnneMarie Harper: Brand Platform Update – G.I.R.L. 2017

- Ms. Harper handles media relations for GSCO, works with statewide media outlets, social media accounts, FaceBook, GSCO Blog, marketing, camp brochures, flyers, and advertising for cookies, recruitment events, etc.
- GSUSA's new G.I.R.L. brand platform is different from a campaign.
 - G.I.R.L. is how Girl Scouts talk about experiences throughout the organization.
 - Go-getter
 - Innovator
 - Risk Taker
 - Leader
 - Sharing personal stories about what makes Girl Scouts different from other leadership activities and sports, and how it helps empower girls
 - Developed after research by GSUSA.
 - Leading up to national convention in Columbus in October- G.I.R.L. 2017

Finance Review

- Shauna Shafer introduced GSCO's new Chief Financial Officer (CFO), Donnell Heistand.
- Ms. Foote explained that Ms. Heistand came to GSCO on a consulting basis following the departure of Chris Robertson before the start of the annual audit. Ms. Heistand recently agreed to remain as CFO, and she has had a positive influence on the culture and stability in the Finance Department.
- Ms. Heistand reviewed the audited financials, management letter, Form 990, and January 2017 financials.
 - GSCO has reconciled the fixed asset system (FAX) with the general ledger, and all depreciation is updated through January 31, 2017.
 - Monthly reconciliations are in place.
 - GSCO made a significant number of correcting entries to close out FY 2015-2016 and the balance sheet is now clean as of September 30, 2017.
 - 80% of GSCO expenses are for services to girls.
 - Ms. Heistand reviewed the items identified in the management letter and GSCO's action to mitigate the issues noted.
 - Internal controls and separation of duties are now in place and the ABILA administrator is separate from the finance department.
 - BKD will review internal controls mid-year.
- GSCO paid almost \$700,000 for the National Girl Scout Councils Retirement Plan (NGSCR), which is an increase of \$5,500 over last year.
- Ms. Heistand is working with CoBiz Bank to review GSCO's online banking functions, and with troop banking issues.
- Ms. Foote notes that GSUSA is also reviewing the troop banking issues at the national level.
- Ms. Shafer reiterated that GSCO received a clean audit.

ACTION:

- **Following discussion, on the Finance Committee's motion, seconded by Ms. Dougherty, the Board unanimously approved the FY 2015-2016 audit.**
- **Following discussion, on the Finance Committee's motion, seconded by Ms. Wolf, the Board unanimously approved the IRS Form 990.**

- **Following discussion, on the Finance Committee’s motion, seconded by Ms. Cornell, the Board unanimously approved the January 2017 financial statements.**

Magic Sky Ranch Update	Ms. Foote reported that GSCO maintains all systems at Magic Sky Ranch, the front section of the property is available for troop camping, and the back section is used by outside groups for corporate retreats and other activities. A potential buyer is interested in the property and is awaiting final funding.
Philanthropy Report	<p>Ms. Ambrose reported the following:</p> <ul style="list-style-type: none"> • 96% of Board members are participating in Daisy’s Circle. • The Daisy’s Circle microsite on the GSCO web site contains stories from donors. • Ms. Ambrose thanked those Board members who participated in the cookie activity. • Board members are invited to upcoming GSCO Centennial Camp Fire celebrations, and Women of Distinction events in Colorado Springs, Denver, and Grand Junction.
Board Governance Committee Report	<p>Ms. Scott reported the following:</p> <ul style="list-style-type: none"> • The Board Governance Committee (BGC) is reviewing applications for National Council Delegates (NCD), and will present a slate for election by the Board in late March or early April. Ms. Scott reviewed the criteria for NCD selection. • The BGC will then review new Board candidates, balance skill sets and geographic needs, and present a slate for election at the June Board meeting.
MCC Report	<p>Caroline Cornell reviewed the purpose of the MCC, described the leadership summits sponsored by the MCC and the goals for MCC sub-committees. Ms. Cornell shared the contribution by the MCC over the last ten years.</p>
GSUSA Alignment	<p>Amy Myers discussed GSUSA’s National Alignment Guidelines and outlined the steps GSCO will take to complete the required action, including:</p> <ul style="list-style-type: none"> • Environmental scan • Analysis of strengths and weaknesses (SWOT analysis) • Outcomes • Strategic Plan <p>Ms. Myers expects to have a draft plan for review in June, with final approval in September.</p>
Chair’s Report	Ms. Rose-Hughes reviewed the goals and plans for the Board retreat scheduled for March 16, 2017, and encouraged Board members to continue to engage in outside activities throughout the year.
Adjourn	There being no further business, Ms. Rose-Hughes adjourned the meeting at 11:51 a.m.

APPROVED by electronic vote by the Girl Scouts of Colorado Board of Directors on the 28th day of April, 2017.

A handwritten signature in blue ink that reads "Renita Wolf". The signature is written in a cursive style with a large initial 'R' and a stylized 'W'.

Renita Wolf, Secretary
Girl Scouts of Colorado Board of Directors