



BOARD OF DIRECTORS

MINUTES GSCO BOARD MEETING

October 3, 2025

Attendance

(All present throughout, maintaining quorum.)

- Board members attending: Cheri Axelrod, Christy Belz, Kelli Clifton Ogunsanya, Caroline Cornell, Marisa Daspit, Elizabeth Donahue, Crystal Eustis, Megan Flori King, Erica Fukuhara, Jaime Gardner, Kris Gaw, Victoria Gigoux, Hayley Harris, Genia Herndon, Meredith Kuehler, Maureen McDonald, Christine Moritz, Angela Roberts, Anji Roe Wood, Diane Scott, Sherin Sakr, Chris Stolzer, Carrie Walters, Debbie Welle-Powell
- Board members excused: Vicki Scott
- Membership Connection Committee Representatives to the Board (non-voting): Kimberly Jones, Vicki Scott
- Young Professional Advisory Board Representatives to the Board (non-voting): Megan Foley, Elizabeth Sprunt
- GSCO Staff (non-voting): Rychelle Arnold, Leanna Clark - *ex-officio*, Kristin Hamm, Donnell Heistand, Melissa Holmberg, Janet McFarland Burlile, Katie Singleton, 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 10:00 a.m. The meeting was held in-person at Meadow Mountain Ranch with Zoom available for those who could not attend. No conflicts were declared.

Financial Committee Update

Ms. Heistand reviewed the 2026 Fiscal Budget and 2027-2030 Long Range Plan, the July financials and Rubin Brown Pre-Audit Planning Presentation.

- Key highlights of the 2026 Fiscal Budget and 2027-2030 Long Range Plan include:
 - Revenue Drivers – Membership 15,450; 3.6M packages of cookies; \$2.2M Fundraising.
 - Expense Drivers – 8% increase in benefits with PEO; 20% increase in insurance premiums; 3% merit increase plus bonus pool; inflation.
 - Base Case Net Reserve Impact is \$(27)K
 - Mitigated the \$3M negative reserve impact from 2026-2029 Long Range Plan with benefits savings by going with a PEO, 2% down year/year for the cookie program and higher unrealized investment income from our board designated fund.
- July Financials report operating income is \$3.5M, \$1.7M better than budget.
- Operating expenses is \$12.7M, \$1.5M better than budget, which is timing related.
- Short-Term Investment Income - \$0.4M, \$0.2M better than budget.

- It is believed we will meet the 2025 fiscal budget as we utilize operating expense savings and short-term investments to offset revenue shortfalls in contribution revenue and retail.
- Ms. Heistand announced that she will be retiring in one year, and looking for a successor she can train.

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

Council Update

Ms. Clark presented council updates.

- Membership for MY25 is currently 14,832 which is 94% to goal.
 - Volunteer-led programming is 96% to goal – 14,451 Girl Scouts which is 1% down from last year end)
- Staff-led programming is 49% to goal – 371 Girl Scouts (20% down from last year end)
 - This service area has seen substantial changes the past year and staff cuts have limited ability to increase staff-led program sites.
- Seven paid facilitator troops established, surpassing goal of six.
- 92 underrepresented campers have been served through Llama Lo Jewish Family camp, Multicultural Family Camp with the Boys and Girls Club, Pride Outside LGBTQ+ camp, and our Immuno-compromised Family Camp.
- 101 new Girl Scout troops qualified for the Daisy Girl Scout Experience box.
- As of 9/24/25 Fund Development has received \$1,767,156 in funds received and pledge commitments which is 94% to the annual goal of \$1,878,000.
 - Still tracking a few donations and anticipate additional gifts coming in through 9/30/25.
 - Anticipate a shortfall due to the delay in implementing two government grants (total of \$205,000) because of staffing issues at Tomahawk Ranch and the loss of some corporate funding resulting from pressures of the federal government (approximately \$50,000).
- YTD, we have secured \$314,000 in commitments to support outdoor programs, including \$6,000 deferred from the City of Centennial, \$12,000 from the State of Colorado’s Nonprofit Security Grant for a solar-powered gate at MMR, \$65,000 for geothermal at TR, \$150,000 FEMA for fencing at TR, \$10,000 from the JeffCo Open Space Foundation for day camps, and \$15,000 from the City of Lakewood. We are anticipating \$65,000 in pledged and donated funds to support camperships and camp.
- \$23,493,912.31 in gross revenue has been achieved from both product programs.

- Made measured improvement on two-way communication, leveraging the VOICES program and Employee Engagement Survey.
- Variety of professional development opportunities were offered to staff over year.
 - Held annual DEI and Cybersecurity training for all staff.
- Staff regrettable turnover rate: Salary 3.1% Hourly 11.5%
- PEO transition happened 1/1/2025 and has continued to be a cost saver for organization and a resource support for Finance and People and Culture departments. We continue to see savings for our staff and organization with this transition.
- 1,086 Non-member youth have visited the DreamLab since October 1, 2024.
- 4,363 members have visited the DreamLab so far this year.
- \$40,932 total revenue has been generated since Oct. 1, 2024.

BGC Update

BGC Committee presented the Board Member slates as prepared for discussion.

The following members were provided for consideration:

- Kris Gaw, Jaime Gardner, Diane Scott, Kelli Clifton Ogunsanya, Cherie Axelrod, and Hayley Harris Carrie Walters, were elected to second term and Genia Herndon and Carrie Walters elected to a third term. These are two-year terms.
- Angela Roberts was elected to one year to finish her last term.

Reviewed the BGC's proposed board officers. Based on the recommendation from the BGC and in partnership with the Board Chair, the following board members were elected to Executive Committee:

- Kelli Ogunsanya – Board Chair (two-year term)
- Diane Scott – Vice Chair (two-year term)
- Carrie Walters – Secretary (two-year term)
- Angela Roberts – Treasurer (one year term)
- Cherie Axelrod and Maureen McDonald – At Large (one year term)

The Board also reviewed BGS's proposed Committee Chair assignments and the following committee changes:

- Ms. Welle-Powell replaced Ms. Belz as the Chair of the Fund Development Committee.
- Ms. Herndon will continue to Chair the new Young Professionals Committee.
- Ms. Walters will Chair the Long-Term Property Planning Committee.
- Ideation Committee has been sunsetted currently.

ACTION: On a motion made by the standing BGC Committee and seconded, the Board unanimously approved the slate as presented. A quorum was present.

Consent Agenda

The Board reviewed the consent agenda:

- Minutes of the July 18, 2025 meeting reviewed.
- May 2025 draft version of minutes was uploaded to the packet rather than final edited minutes. This highlights the corrections to update the corporate record to file with the minutes for this meeting.
- The following was added to accurately reflect discussion.
 - Removed Kim Ryan from Rubin Brown as attending as a guest.
 - Revised BGC Update to include that the 4 new Board members to begin this fall with a planned slate going to the board in July to allow for onboarding prior to the annual meeting in October.
 - Revised Financial Committee Update to include that the preliminary budget review carried a robust discussion around balancing the budget going forward. Topics included recommendations from the board to evaluate each hire/staffing decision, understand all costs involved with camp (projecting -\$1.5M annual loss), re-evaluate cookie sale and membership projections as well as revisiting expense projections at a departmental level. Discussion also included broader revenue diversification including program revenue opportunities and the need to allow for wiggle room for unexpected events like insurance premium increases. A progress update will be provided to the board at the July meeting prior to the final approval in October.
 - Ms. Ogunsanya introduced the SWOT analysis performed by the Ideation Committee and staff referring to the high-level summary provided with the pre-read.
 - Ms. Clark reviewed highlights of the SWOT analysis and explained the sifting process the senior leadership team performed to integrate the strategic realignment work from earlier in the year and mapping in the current information from GSUSA's vision and strategy work.
 - Ms. Clark presented an initial 12-18 month council Strategic Roadmap to ladder up to the national strategy as well as mapped the current KPI dashboard over to a streamlined board dashboard for future board reporting using 24/25 tracking data.
 - Ms. Standish integrated how risk, identified as a key concern across all areas in the SWOT analysis, was integrated into the plan.
 - The Board discussed risk mitigation strategies, emphasizing the importance of focusing resources on controllable factors and preparing for uncontrollable ones, such as political and environmental risks. The need to reassess the risk level of outdoor programming due to its financial impact was highlighted.

- While the current 12–18 month framework was acknowledged as a necessary stopgap, board members emphasized the need to evolve it into a more aspirational and measurable multi-year strategy to drive long term sustainability. The Board recommended moving towards a formal long-term (3–5 year) strategic plan.
- For the Young Professional Exploratory Ad Hoc update, added that recap of committee work if in preparation for approval of launching a Young Professional Advisory Board at the end of the July meeting.
- Standing and Ad-Hoc Committee Reports were received including Audit, Finance, Ideation, Young Professional Advisory Board, Fund Development, BGC, and MCC.
- Board review of Account Signature Authorization.
- Finance Committee provided annual review for 403(b) plan.
- Staff reports and updates.
- Board reviewed slate of delegates for 2026 National Convention as outlined in Board Packet.

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

Adjournment

Business portion of the meeting adjourned at 12:16 and moved to lunch and property tours.

APPROVED by Girl Scouts of Colorado Board of Directors on January 23, 2026, by vote of 21 in favor; 0 opposed; 0 abstained.

Girl Scouts of Colorado
Carrie Walters, Secretary, GSCO Board of Directors