"Changing lives and protecting the environment, one gallon of paint at a time."

GLOBAL PAINT FOR CHARITY (GPC), INC.

Board of Directors Regular Meeting - Minutes

Date: Wednesday, December 3, 2025
Time: 11:30 AM - 12:30 PM PT
Location: Zoom (Virtual)

Participants

- Dr. Rony Delgarde – Founder & CEO; Meeting Chair
- Dr. Lawrence Mullen – School of Public Policy & Leadership, UNLV
- Dr. Christopher J. Lynch – Director, Nevada Business Environmental Program, UNR
- Mr. Joe Green – Business Development Executive, Vegas Chamber
- Mr. Nageswara Rao – Owner & CEO, Paint Maestro, Hyderabad, India

Staff / Strategy Leadership:

- Deanna Peiffer - Strategy & Innovation Lead

Guest Speaker:

- Brian Becker - CEO & Founder, Becker Growth Strategy

Guests/Observers: Additional community partners and prospective committee members referenced during discussion.

Agenda (Reviewed and Accepted)
Call to Order
II. Introductions (New Board Member and Guest)

III. Consent Agenda (Review of prior minutes and key appointments)

IV. New Business
- Founder/CEO Update
- Logistics and Operations Overview
- 2026 Calendar of Events
- Team Capacity and New Roles
- Strategy, Data, and Annual Report Planning
- Five-Year Strategic Planning
- Grants Overview

V. Special Guest Remarks – Brian Becker

VI. Open Floor

VII. Adjournment

Summary of Discussion (by Theme)

Dr. Rony Delgarde - Call to Order and CEO Update

Dr. Delgarde opened the meeting by welcoming board members and the guest speaker. He expressed appreciation for the board's continued engagement and emphasized the importance of the December meeting as a year-end reflection and forward-looking planning session.

He provided high-level highlights since the last meeting, including progress across logistics, partnerships, and national and international paint recovery and charitable efforts. Dr. Delgarde acknowledged the growing complexity of GPC's operations and reaffirmed the organization's commitment to balancing mission impact with operational challenges.

He also emphasized that the purpose of this meeting was not simply reporting, but listening and creating space to address concerns, opportunities, and ideas that would inform the organization's next phase of growth.

Deanna Peiffer - Strategy, Data, and Planning Update

Deanna Peiffer presented an in-depth overview of the emerging strategic planning process. She explained that she has been conducting conversations with board members, advisors, partners, and stakeholders to understand where GPC is creating the most value and where gaps or risks may exist.

She shared that these insights are being organized into a virtual whiteboard environment. While not yet ready for public sharing, the whiteboard is intentionally comprehensive and exploratory, capturing ideas around vision, operations, funding, data, and partnerships.

Deanna proposed forming a small Strategic Planning Committee of approximately four to six individuals. The anticipated commitment would be four to six total hours over six weeks, structured as: - Two two-hour working sessions in a shared virtual whiteboard environment - One follow-up session to refine priorities and confirm direction.

She emphasized that the goal is to move from high-level vision to an actionable roadmap with defined priorities, timelines, and ownership. Once a draft plan is developed, it will be presented to the full board for feedback and refinement.

She also highlighted the need to strengthen GPC's data ecosystem, including:

- Identifying what data is currently collected,
- Determining gaps in data collection
- Establishing consistent analysis and visualization practices

This data will directly inform the Annual Reports for 2024 and 2025, which are intended to be significantly more impactful than prior versions.

Finally, Deanna noted the growing need for formal systems and processes, particularly around onboarding, documentation, and centralized access to resources, as the organization continues to expand.

Board Discussion - Strategic Planning Participation

Dr. Delgarde expressed gratitude for the strategic leadership and patience being brought to the process. Using a metaphor, he described GPC as operating in a "post-storm environment," where debris must be cleared before the final coat of paint can bring beauty and cohesion. He emphasized that paint is often the final step in restoring dignity and pride to communities, and that the behind-the-scenes work, while difficult, is necessary.

He confirmed his commitment to participating in the strategic planning working group. He emphasized the importance of including a diverse mix of contributors, including board members, advisors, volunteers, partners, paint donors, and recipient stakeholders.

Other board members engaged in discussion around the proposed Strategic Planning Committee, emphasizing the principle that "strategy is strongest when the right voices are in the room, not the most voices." There was shared support for keeping the group intentionally small yet diverse, drawing from board leadership, advisors, volunteers, donors, and paint recipients to ensure both strategic and lived-experience perspectives.

Joe Green reinforced the value of intentional composition, noting that a focused, well-aligned group would be best positioned to translate vision into execution. Members acknowledged that scheduling across time zones and existing commitments may present challenges. Still, there was an apparent willingness to participate based on availability, expertise, and the ability to add meaningful value to the process.

Brian Becker - Special Guest Remarks

Brian Becker delivered extensive remarks offering an external perspective grounded in his work with the ICIC Manufacturing Accelerator Program (MAP) and Business for Growth (BFG).

He shared that among dozens of businesses reviewed, Global Paint for Charity stood out as one of the most compelling due to its hybrid nonprofit model and its focus on a complex but high-impact environmental problem. He commended the organization for addressing paint waste through a circular-economy lens, noting that few viable solutions exist for leftover paint.

Brian encouraged the board to engage in future casting, asking members to clearly define what success would look like if GPC fully realized its mission. He posed reflective questions, including:

- What does a world look like where communities globally have reliable access to paint?
- How does completed, painted infrastructure affect happiness, well-being, and pride?
- How does GPC reduce inefficiencies and waste in the construction and contracting ecosystem?

He emphasized that once this end-state vision is articulated in vivid detail, the organization can work backward to define incremental, achievable steps. He stressed alignment across leadership and stakeholders as critical to success.

Brian also shared practical frameworks, including:

- Using the Business Model Canvas as a living document

- Conducting SWOT analyses tied to real operational risks
- Applying Start–Stop–Continue exercises for quarterly execution
- Measuring progress incrementally, such as moving from a “2” to a “3” in operational maturity rather than aiming immediately for perfection

He emphasized that the Business Model Canvas is a living document that SWOT analysis is used, and that a Start–Stop–Continue approach to execution is used. He underscored that what brought GPC to its current stage will not be sufficient to achieve its next level of impact, and that clarity, though often uncomfortable, is one of the most valuable outcomes of strategic planning.

Dr. Lawrence Mullen - Financial and Data Questions

Dr. Mullen raised questions regarding financial transparency and data availability. He emphasized that understanding income streams, costs, and logistics expenses is foundational to effective strategic planning.

He asked specific questions related to:

- Availability of financial reports
- Cost structures for transportation and international shipping
- Data on paint recovery, reuse, and distribution trends

Dr. Mullen noted that financial clarity would help the board better assess the feasibility, scalability, and prioritization of initiatives.

Dr. Rony Delgarde - Financial Data Response

Dr. Delgarde responded by confirming that GPC works with a CPA who prepares annual financial reports for compliance and tax purposes. He committed to consolidating multi-year financial and operational data and sharing it with the board ahead of the next Board meeting.

He explained that this data would support both the strategic planning process and the development of stronger annual reports. He also noted that assembling this information is already underway to ensure strategy discussions are grounded in accurate, credible data.

Open Floor and Closing Remarks

The floor was opened for additional questions and comments. No further concerns were raised. Board members expressed appreciation for the depth of discussion and the external perspective provided.

Before adjournment, best practices for recording and transcribing future meetings were briefly discussed to improve documentation and continuity.

Dr. Delgarde thanked all participants for their time and engagement and extended holiday well wishes.

Key Takeaways

- GPC is entering a critical transition phase requiring greater structure and clarity.
- Strategic planning, supported by data and current business operations, is a top priority.
- The organization's mission and model are validated externally as highly compelling.
- Incremental progress, stakeholder engagements, capital investments, and systematic execution will be essential for scaling and sustainable growth.

Challenges Identified

- Limited funding to support its mission and ambitious goals
- Data collection and reporting systems
- Need for standardized onboarding and internal processes
- Complexity of global logistics and two-sided marketplace dynamics
- Time and scheduling constraints for volunteer leadership

Opportunities for Extension and Growth

- Formal five-year strategic plan with defined priorities and goals
- Stronger use of data and previous accomplishments to support fundraising and storytelling
- Improved operational framework and integrated systems to support scale
- Deeper engagement of the board, advisors, and external experts to fundraise, communicate the mission, and support Rony Delgarde and GPC volunteers
- Clear positioning of GPC as a global leader in paint reuse and the circular economy

Action Items and Next Steps

1. Confirm membership of the Strategic Planning Committee
2. Schedule and conduct strategic working sessions
3. Compile and distribute financial and operational data
4. Advance Annual Reports for 2024 and 2025
5. Refine and operationalize the Business Model Canvas
6. Present a draft strategic roadmap at the January board meeting

Adjournment

The meeting adjourned at approximately 12:30 PM PT.

Next Board Meeting: January 28, 2026 (per annual calendar)