



Executive Committee Meeting

Agenda

Monday, May 9th, 2022

10:00am -11:30am

- I. Reviewed and approved agenda for May 23, 2022 - Regular Board Meeting Agenda
 - A. Consent Agenda
 - a. Minutes of April 25, 2022 Meeting
 - b. Transfer of Ownership Policy
 - B. Committee Reports
 - C. Staff Report
 - D. Information
 - E. Discussion
 - a. Annual Meeting
 - b. Board Self Evaluation
 - c. Board Election
 - F. Action
 - a. Items Moved from Consent Agenda
 - G. Executive Session
 - a. Board Self Evaluation
 - b. Personnel

Next Regular Board Meeting: Monday, July 25, 2022 (In Person)
Annual Meeting - July 27, 2022 (In Person)

- II. Annual Meeting
 - A. Discussed format and speaker suggestions
 - a. Speaker suggestions
 - a. Wildfire
 - b. Native American issues – Brett Shelton
 - b. Format
 - a. Chair, Guest Speaker, Shelly, Election Results
 - B. CEO Contract – the Executive Committee agreed to have the CEO contract ready for legal review by June 1 and plans to bring it to the July meeting, or before.

**Governance Committee meeting summary
May 2, 2022**

Present: Shelly Benford, Cathy Sparkman, Star Waring, Peter Spear (Chair)

- The Board election process was discussed, including applications received and next steps.
- Consideration of the Transfer of Ownership Policy will be delayed until a future meeting.
- Lisa Morzel is leaving the Governance Committee. We discussed other Board members who could help evaluate the initial Board applications.



**Colorado Chautauqua Association
FINANCE COMMITTEE REPORT
April 2022**

Frank Bruno, Chair
Peter Spear, Member
Michael Franson, Member
Amanda Prentiss, Member
Shelly Benford, Staff
Sue Perkins, Staff

2022 RESULTS – APRIL YEAR-TO-DATE

Net Income

The April year-to-date net loss of \$39k was \$407k better than the budgeted net loss of \$446k.

Revenue

April year-to-date revenue was up \$360k compared with budget. Nightly revenue and private event income was up \$254k due to stronger bookings, while support was up \$116k due to SCFD funding, up \$99k, contributions, up \$10k, special events, up \$28k, and memberships up \$3k. These gains were partially offset by grants, down \$21k. Public events revenue was down \$14k because tickets for CCA produced events are below budget year-to-date.

Expense

April year-to-date expenses were below budget by \$46k. Salaries and related expenses were down \$179k, but were partially offset by higher contract services in housekeeping, up \$80k. Employee benefits were below budget by \$47k, largely due to an adjustment related to CCA's partially self-funded medical plan. In addition, a few positions remained unfilled year-to-date, resulting in savings of about \$50k. Facilities expense was up \$62k, in part because of higher property taxes, up \$20k and upgraded cottage amenities, up \$27k and general maintenance is up \$10k year-to-date.

Other Income/(Expense)

CCA's investments and depreciation expense are approximately on budget year-to-date.

Capital Expenditures

As of April 30, 2022, CCA spent \$878k of the \$1.3m capital budget, or about 68% of the annual budget.

INSURANCE RENEWALS

Given the current cost to rebuild buildings and structures, staff requested our insurance broker to increase the estimated cost to rebuild CCA cottages from \$225 to \$400 per square foot, except for the Mary H. Galey Cottage, which will increase to \$475 per square foot. This reevaluation resulted in higher insurance premiums, which have increased approximately \$50k annually. CCA's business insurance policies renew June 1st of each year.

Colorado Chautauqua Association						
Income Statement						
2022 April Actual Year to Date vs Budget and Prior Year						
	2022 Actual vs 2022 Budget			2022 Actual vs 2021 Actual		
	YTD Actual 2022	YTD Budget 2022	Actual Higher/(Lower) than Budget	YTD Actual 2022	YTD Actual 2021	2022 Higher/(Lower) than 2021
Dollars in Thousands						
Revenue						
Nightly Revenue	\$ 929	\$ 698	\$ 231	\$ 929	\$ 654	\$ 275
Support	404	288	116	404	367	37
Cottagers	230	241	(11)	230	236	(6)
Lease Rental	96	94	2	96	66	30
Public Events ****	32	46	(14)	32	22	10
General Store (net of COGS)	30	19	11	30	13	17
Private Events	29	6	23	29	1	28
Other Revenue *	2	-	2	2	6	(4)
Total Revenue	1,752	1,392	360	1,752	1,365	387
Expense						
Salaries & Related Expenses	810	989	(179)	810	710	100
Contract Services ****	205	135	70	205	90	115
Facility & Equipment	275	213	62	275	195	80
Other Expense **	233	232	1	233	155	78
Total Expense	1,523	1,569	(46)	1,523	1,150	373
Net Operating Income	\$ 229	\$ (177)	\$ 406	\$ 229	\$ 215	\$ 14
Other Income/(Expense) ***						
Investment Income/Expense	5	-	5	5	9	(4)
Other Income/(Expense)	(2)	1	(3)	(2)	-	(2)
Depreciation, Amortization	(271)	(270)	(1)	(271)	(256)	(15)
Net Income	\$ (39)	\$ (446)	\$ 407	\$ (39)	\$ (32)	\$ (7)
* Other revenue includes items not specifically department related such as credit card points, sales tax credits, etc.						
** Other expense includes payroll service fees, staff development, recruiting, printing, postage, interest, etc.						
*** Other Income/(Expense) includes items that are not specific to CCA lines of business-- investment income/expense; depreciation, PPP Forgiveness, asset disposals, etc.						
**** Public Events revenue includes promoter ticket sales and contract services expense includes the professional fees associated with those events. CCA collects ticket sales and reimburses our promoter via professional fees. As of April 31, 2022 there was no activity in either account.						
2022 Actual vs 2022 Budget - Year to Date						
Revenue - April year-to-date revenue was up \$360k compared with budget. Nightly revenue and private event income was up \$254k due to stronger bookings, while support was up \$116k due to SCFD funding, up \$99k, contributions up \$10k, special events up \$28k and memberships up \$3k. These gains were partially offset by grants down \$21k. Public events revenue was down \$14k because tickets for CCA produced events are below budget year-to-date.						
Expense - April year-to-date expenses were below budget by \$46k. Salaries and related expenses were down \$179k but were partially offset by higher contract services in housekeeping, up \$80k. Employee benefits were below budget by \$47k, largely due to an adjustment related to CCA's partially self-funded medical plan. In addition, a few positions remained unfilled year-to-date, resulting in savings of about \$50k. Facilities expense was up \$62k, in part because of higher property taxes, up \$20k and upgraded cottage amenities, up \$27k and general maintenance is up \$10k year-to-date.						
Other Income/(Expense) - CCA's investments and depreciation expense are about on budget year-to-date.						

Colorado Chautauqua Association Balance Sheet April 2022 vs April 2021					
	Dollars in thousands	2022	2021	2022 Higher/ (Lower) than 2021	% Change
	Current Assets				
	Cash & Cash Equivalents	\$ 6,912	\$ 4,852	\$ 2,060	42%
1	Accounts Receivable	56	133	\$ (77)	-58%
	Other Current Assets	118	103	\$ 15	15%
	Total Current Assets	\$ 7,086	\$ 5,088	\$ 1,998	39%
	Long Term Assets				
3	Fixed Assets, Net	\$ 6,862	\$ 6,058	\$ 804	13%
	Endowment	160	150	\$ 10	7%
	Total Long Term Assets	7,022	6,208	814	13%
	Total Assets	\$ 14,108	\$ 11,296	\$ 2,812	25%
	Liabilities				
	Current Liabilities	\$ 2,284	\$ 2,246	\$ 38	2%
3	Long Term Liabilities	930	1,175	\$ (245)	-21%
	Total Liabilities	\$ 3,214	\$ 3,421	\$ (207)	-6%
	Equity				
	Without donor restrictions	\$ 10,435	\$ 7,409	\$ 3,026	41%
	With donor restrictions	498	498	\$ -	0%
	Net Income	(39)	(32)	\$ (7)	22%
	Total Equity	\$ 10,894	\$ 7,875	\$ 3,019	38%
	Total Liabilities and Equity	\$ 14,108	\$ 11,296	\$ 2,812	25%

- 1 AR collections greatly improved in 2022 with ACH payment option for private cottage owners
- 2 Capex spending the first four months of 2022 up \$800k over the same time period in 2021
- 3 2022 includes \$750k CHF and \$150k SBA loans, CHF balance reflects pay down of \$250k from 2021 balance.

Colorado Chautauqua Association Reserve Balance April 2022 vs April 2021			
Dollars in thousands	Actual 2022	Actual 2021	2022 Higher/(Lower) than 2021
Cash and Cash Equivalents	\$ 6,912	\$ 4,852	\$ 2,060
Temporarily Restricted Assets	(498)	(498)	-
CHF & SBA Loan	(900)	(1,150)	250
Reserve Estimate	\$ 5,514	\$ 3,204	\$ 2,310

Colorado Chautauqua Association Capital Expenditures April Year to Date				
Dollars in thousands	Actual	Budget	Actual Higher/ (Lower) than Budget	% Spent
2022 Capital Spending	\$ 878	\$ 1,284	\$ (406)	68%
2021 Capital Spending	\$ 83	\$ 749	\$ (666)	11%

Colorado Chautauqua Association Statement of Cash Flows April 2022 vs 2021			
Dollars in thousands	2022	2021	2022 Higher/(Lower) than 2021
CASH FLOW FROM OPERATING ACTIVITIES			
Change in net assets	\$ (39)	\$ (32)	\$ (6)
Adjustments to reconcile net assets to cash from operations			
Depreciation and amortization expense	271	256	15
Endowment investments	-	1	(1)
Changes in operating assets and liabilities			
Receivables	151	(35)	186
Prepaid expenses and other assets	6	1	5
Accounts payable and accrued liabilities	(474)	(20)	(454)
Deferred revenue and deposits	903	238	665
Net cash from operating activities *	\$ 819	\$ 409	\$ 409
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of equipment, buildings and improvements	(878)	(83)	(795)
Net cash from investing activities	\$ (878)	\$ (83)	\$ (795)
CASH FLOWS FROM FINANCING ACTIVITIES			
PPP & SBA loans		668	(668)
Net cash from financing activities	-	668	(668)
NET CHANGE IN CASH AND CASH EQUIVALENTS	\$ (59)	\$ 993	\$ (1,053)
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	\$ 6,971	\$ 3,859	\$ 3,112
CASH AND CASH EQUIVALENTS - END OF PERIOD	\$ 6,912	\$ 4,852	\$ 2,060
* Operations provided \$409k more cash flow in 2022 as compared with 2021.			

Building and Grounds Committee Report for May 23, 2022 Board Meeting

The committee met by Zoom on May 12, 2022. Attending from the committee were Dan Corson and Barbara Guthery. Attending from staff were Shelly Benford, Jason Hill, and Jeff Medanich.

- Annual Walk Around: The annual walk around to view completed and needed projects will be held on July 14, 2022. To expedite the walk, staff was asked to provide the committee with a list of projects completed within the last year.
- Memorial Policy: The committee reviewed the survey responses from ten people. In March of 2022, CCA consultant, Tina Bishop, from Mundus Bishop, distributed a questionnaire regarding CCA's Memorial Policy to twenty recipients. Ten people responded. The respondents included five CCA staff members, four CCA Board members, and one longtime associate of CCA.

Six respondents stated that they were very familiar with CCA's current memorial practices.

Generally, respondents believe the brick and tree programs are working well, but that other memorials (e.g., plaques, benches, light posts) need improvement.

While many people supported the naming of interior spaces, there was very little support for naming outdoor spaces or the buildings themselves. People were in support of named endowments for funding buildings and grounds maintenance. There was no support for accepting donations of personal sculptures or statues.

When considering memorials, many felt that they should be a) relevant to the Colorado Chautauqua NHL and/or its mission, and b) that they should be appropriate in size, scale, and materials for the historic landscape. No other criteria stood out as particularly important.

Only one theme emerged from the qualitative comments, which related to not cluttering the landscape with many different types of memorials in varying locations.

The committee asked that the consultant consider in its recommendation whether some existing memorials should be relocated and also that the memorial and naming policies should be consistent with each other.

Other discussion focused on whether worn bricks should be replaced or re-engraved, and how to finance that effort.

- **Obelisk Street Markers:** The committee decided to wait until Bill Briggs could join the discussion because the idea of replacing existing street signs was his idea. Some concerns expressed were obtaining cooperation with the city transportation division, snow plowing issues, and redundancy if both the existing signs and obelisks were used. It was suggested that some historic districts have “National Park Service-brown” street signs.

- **Project Updates:**

The Café may not be ready for a Memorial Day dedication because the awning may not be delivered by that time. All is going well otherwise. The awning is supposed to have a 20-year life expectancy.

Regarding Columbine Lodge, paint samples of the white or off-white color will be painted on the building for the committee to review. Committee members are urged to take a look if possible prior to the walk around to expedite the discussion at that time about which selection to choose.

CCA will maintain the existing scattered enclosures this summer for cottager use while it evaluates using its own cottages how the new system might work for private cottages. Replacement of the existing enclosures is envisioned with new storage structures that will require city design review.

- **Cottage 10:** The owner of the cottage, who removed vegetation and expanded and used inappropriate gravel on the driveway, has not complied with committee directives to remedy the situation. Staff will contact him.

- National Historic Landmark Sign at Grant Place Entrance: The sign is peeling and needs some repainting. The sign is CCA's but is on OSMP-managed property. It had been lighted with a solar device that is no longer operative so a new solar system will be considered.



Community Connections Committee

May 13, 2022

8:30am – 9:30am

Trudy Turvey – Chair

Shun-Luoi Fong

Peter Spear

Brett Shelton - absent

Linda Arroyo – Holmstrom

Cindy Schmidt – absent

Shelly Benford

Jason Hill

- **Native American Outreach**

- NARF/Native American 101-should we offer community presentation?
- Should we plan a Hitchcock Series every year? Could include a Native American presentation as part of this. Probably not a good marketing name. Need a broader name and then can include different topics besides just Native American issues.
- Right Relationship partnership-Cindy met with Paula Palmer; very involved with Fort Chambers issue; will talk more about future relationship
- Meeting with Native American and Indigenous Studies at CU-Peter, Brett, Trudy reaching out; are there other community groups we need to reach out to? African American Studies? Asian American Studies?
- Native American Student Group; large population of Native American community in Denver area; Linda has some connections to the community (Theresa Halsey, Rick Williams)
- Trudy is putting together a list of books (fiction/nonfiction)/references regarding Native American issues
- Census report estimates Native American population of Boulder County as approximately 3000 people and Denver Metro about 100,000
- **ACTION PLAN:** Shun Luoi to help with renaming of Heritage Talks

American Indian and Alaska Native - A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment. This category includes people who indicate their race as "American Indian or Alaska Native" or report entries such as Navajo, Blackfeet, Inupiat, Yup'ik, or Central American Indian groups or South American Indian groups.

- **Film-'This is (NOT) Who We Are'**
 - Planning with Katrina Miller, film organizer and narrator, is going well
 - Will show film, with music, speaker, panel discussion
 - Planning a June announcement for an August event
 - **ACTION PLAN:** Consider asking Maris Harold (Boulder Police Chief) to join panel discussion-
JASON

- **Celebracion de la Comunidad**
 - September 18 is confirmed
 - First planning committee meeting today
 - Rafa – Cal wood
 - Jorge – El Centro Amistad
 - Emiliano – CVB
 - Emily Zinn – Museum of Boulder
 - Linda Arroyo-Holmstrom
 - Will have several meetings over the next several months to plan
 - Question about the name of the celebration (may not be inclusive enough for all groups)
 - **ACTION PLAN:** Trudy will explore name of festival and whether or not there needs to be a more inclusive term

- **Additional Events Coming**
 - August 27 - Magician (Adam Trent) coming this year for the first time in many years
 - September 11 - Spaced Out event – accessible, affordable, TEDx type event
 - NASA astronaut coming as well as some local people in the space community
 - **ACTION PLAN:** Jason will send links to these events to the committee; look at marketing blurb and consider a more contracted time
 - There will be a professor visiting in late May who offered to give a presentation on Russian/Ukraine relations. There was agreement on the need to have flexibility to respond to these types of offers on short notice.
 - **ACTION PLAN:** Jason will work with his team to increase flexibility to take advantage of these types of events. Jason to report back to committee as to the planning of this event.

Next meeting – June 10 at 8:30 am

Trudy Turvey/Shelly Benford
C3 committee

Sustainability Committee Notes, May 17, 2022

Present: Shelly, Alice, Jeff, BB

1. Local updates

The foundation for the centralized trash collection enclosure has been completed. CCA still needs to complete the steel fabrication and the enclosure that surrounds the waste containers. Since there are now construction delays, cottager owners will use the current system through the summer. When the assembly is complete, hopefully sometime this summer, CCA will begin using it, and in the fall the new system will be used for all cottages.

AT: There has been no communication with cottagers.

SB: Jason Ochs, the CCA cottager representative, met with CCA management on this topic and discussed the cottager owner's concerns. CCA suggested the cottage owners try the new process over the summer and discuss any concerns in the fall. Jason agreed to make that recommendation. Since that meeting, construction delays have pushed the start date to the fall. Shelly communicated this to Jason, who agreed to share that information with the cottage owners.

JM: CCA is looking for a new sustainability coordinator because Erin is graduating and leaving CCA. So far, 13 candidates have applied with all levels of experience. The position will be filled by mid-June.

AT: Xcel has marked trees along Bluebell Road for "trimming." AT sent email to Cheriese at Xcel. No reply so far.

SB: Acknowledged Alice's concern and asked Jeff to follow up with Xcel to see if they really need to cut down trees if they are undergrounding power lines within 2 years.

AT: Please do minimal amount of trimming.

BB: Does Xcel have wildfire experts on its staff? Would trees be trimmed or removed if there were no power lines?

JM: Jason has ordered numbers for back side of cottages. CCA will also improve front side numbers.

AT: Do private cottage numbers need to be included?

JM: Yes.

2. Fire mitigation work funded by FRWRM grant.

JM: Boggess Circle tree work is partially done. Volunteers can work there later in the summer. We have spent \$16K of the \$20K grant.

BB: Talk to OSMP about vegetation strip between Reservoir Road and Bluebell Road west of the 800 cottages.

SB: Talk to Brian Oliver about it as well.

3. Update on FireWise Coalition. Jason Hill has taken the lead. The next meeting has been scheduled, and there will likely be another one this summer.
4. Update on FireWise Weekend. No speaker yet. Dave Lowry maybe.
5. Update on S&R report.

SB: James Hewat is leaving in a month. Jonathan is meeting with City leaders to discuss S&R. The City will assign a project manager for the S&R project to put costs on the project and develop a work plan. No distribution of the report is planned until costs have been assigned. CCA will continue to do what it can within its capital budget. CCA staff will identify these projects.

AT: Please keep the Sustainability Committee updated on CCA projects. We seem stuck on progress.

SB: There has been progress. Jonathan is in the lead now and is committed to S&R. He can push things ahead.

BB: Will City and/or Xcel pay for the peripheral costs of undergrounding (other utilities, swales, resurfacing roads, etc)?

SB: Xcel will not pay for lateral lines to the cottages. Depending on the cost of lateral lines (still quite uncertain), the cottager infrastructure fund may cover the costs associated with the private cottages. The City is working with Xcel. The City work plan will include all these costs. Eventually, some agreement must be reached about cost sharing among CCA, Xcel, and the City.

6. Site visit by Perimeter Solutions (fire retardant company).

BB: Should we invite the Perimeter sales person (Wes Bolsen) for a site visit?

JM: It seems premature to have a site visit now. There are a lot of questions that we can ask before having a site visit (How do we transport the large tank containing the solution?). We need input from Ron Anthony. More discussion is needed. There may be other similar products and it would take a lot of staff time to have site visits for all of them.

SB: Ron is aware of Perimeter product. We can't pay Ron to meet with many companies.

BB: The primary application of the Perimeter product is for vegetation, not buildings.

SB: Will contact Ron and see if he has any thoughts on the product. He can decide whether a site visit is necessary.