



Executive Committee Meeting

November 7, 2022

10am – 11:30am

MEETING NOTES

Present: Star Waring, Trudy Turvey, Peter Spear, Frank Bruno, Polly Fields, Shelly Benford

A. Agenda – Regular Board Meeting – November 21, 2022

The Committee reviewed and approved the agenda for the upcoming meeting.

B. 2023 Budget

Staff advised the Committee that the 2023 Budget Memo was complete and would be reviewed by the Finance Committee later in the day. Staff offered to send the budget memo out early next week to the Board so they would have time to review it in detail before the meeting.

C. Board Retreat

The Board Retreat will be held on January 29, 2023. A retreat committee is currently considering several topics of interest. The retreat committee will reconvene in early December to finalize the agenda.

D. Private Cottage Sales

Staff informed the Committee that two privately owned cottages (#805 and #18) are up for sale. Staff is currently deciding whether CCA is interested in exercising their right of refusal. If not, staff will send an email to the Board letting them know CCA is passing on the opportunity. If staff is interested in buying a cottage, they will bring the purchase to the Board for consideration.

E. CEO Evaluation

The Committee will send out a survey to Board members to get their input on the CEO's performance. The CEO will also do a self-evaluation to go out with the survey and the Board is surveying key members of staff for input, as well. The Committee would like all the surveys completed by November 14th.



GOVERNANCE COMMITTEE

Meeting Notes

The Governance Committee did not meet in November.



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

Frank Bruno, Chair; Amanda Prentiss; Mike Franson; Josh Taxman; Shelly Benford; Sue Perkins

OCTOBER 2022 YEAR-TO-DATE RESULTS

ACTUAL vs. BUDGET

Net Income

October year-to-date net income of \$1.26m was \$843k better than the budgeted net income of \$417k.

Revenue

Year-to-date revenue of \$7.6m was up \$1.3m compared with budgeted revenue of \$6.2m. Nightly revenue and private event income was up \$945k due to stronger nightly and group bookings; support was up \$106k due to SCFD funding, up \$212k, partially offset by contributions down \$62k and special events down \$41k. Public Events is up \$285k due to stronger than expected CCA and promoter ticket sales and service fees .

Expense

Year-to-date expenses of \$5.6m were up \$487k compared with budget. Salaries and related expenses were down \$279k due to vacant positions and benefit and payroll tax savings. Contract services were above budget \$514k largely due to contract housekeeping, up \$257k, and higher promoter ticket sales, up \$151k. Facilities expense was up \$198k, due to higher utilities, up \$50k, general maintenance, up \$64k, upgraded cottage amenities and supplies up \$48k, and property taxes, up \$17k.

Other Income/(Expense)

Year-to-date investment and depreciation expense was flat to budget.

Capital Expenditures

As of October 31, 2022, CCA expended \$1.44m in capital projects, compared with the \$1.3m capital budget. The additional expense of \$157k was largely related to new gutter covers, a wildfire initiative partially funded by the National Park Service grant.

OCTOBER 2022 YEAR-TO-DATE RESULTS

ACTUAL vs. PRIOR YEAR

Net Income

October year-to-date net income of \$1.3m was \$1.7m worse than 2021 net income of \$3.0m.

Revenue

Year-to-date revenue of \$7.6m was close to last year's revenue of \$7.5m. In 2021, CCA received one-time SVOG funding of \$1.7m, which explains the \$1.6m year over year variance in support. Nightly rentals rebounded in 2022, up \$896K and private events were up \$231k, largely due to an increase in group bookings. 2022 also reflects the return to a full summer concert series, reflected in higher revenue, up \$418k. Leasing income was up \$81k and the General Store revenue was up \$68k over the prior year.

Expense

Year-to-date expenses of \$5.6m were up \$1m compared with 2021. Salaries and related expenses were up \$247k, reflecting a full year payroll for staff positions that were replaced after COVID-19 layoffs. Professional fees were up \$491k because of promoter fees paid to Z2 for the 16 shows produced in 2022 versus 12 in 2021, up \$258k, and contract labor to clean cottages and staffing events, up \$220k. Facilities expenses were up \$127k largely due to replacing \$30k of cottage amenities, general maintenance, up \$22k, utilities, up \$31k, property taxes, up \$18k and ground maintenance, up \$17k. Other expenses are up \$161k due to increased merchant fees, up \$37k, advertising expense, up \$32k due to an improperly booked expense in 2021, catering expenses for CCA retreats up \$22k, supplies up \$14k and increased business insurance costs, up \$39k.

Other Income/(Expense)

CCA's investments are down \$18k compared with 2021, while depreciation expense is up \$45k. 2021 also reflects \$668 of income from forgiveness of Paycheck Protection Program funding, which is not applicable to 2022.

Capital Expenditures

As of October 31, 2021, CCA had spent \$478k of the \$749k capital budget, or about 64% of the annual budget.

Colorado Chautauqua Association Income Statement 2022 October 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	\$ 4,102	\$ 3,390	\$ 712	\$ 4,102	\$ 3,206	\$ 896
Support	980	874	106	980	2,608	(1,628)
Cottagers	231	241	(10)	231	234	(3)
Lease Rental	341	346	(5)	341	260	81
Public Events ****	1,401	1,116	285	1,401	983	418
General Store (net of COGS)	206	185	21	206	138	68
Private Events	294	61	233	294	63	231
Other Revenue *	4	-	4	4	10	(6)
Total Revenue	7,559	6,213	1,346	7,559	7,502	57
Expense						
Salaries & Related Expenses	2,534	2,813	(279)	2,534	2,287	247
Contract Services ****	1,615	1,101	514	1,615	1,124	491
Facility & Equipment	737	539	198	737	610	127
Other Expense **	723	669	54	723	562	161
Total Expense	5,609	5,122	487	5,609	4,583	1,026
Net Operating Income	\$ 1,950	\$ 1,091	\$ 859	\$ 1,950	\$ 2,919	\$ (969)
Other Income/(Expense) ***						
Investment Income/(Expense)	5	-	5	5	23	(18)
Other Income/(Expense)					668	(668)
Depreciation, Amortization	(695)	(674)	(21)	(695)	(650)	(45)
Net Income	\$ 1,260	\$ 417	\$ 843	\$ 1,260	\$ 2,960	\$ (1,700)
*Other revenue includes items not specifically related to departments 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 (e.g., investment income/expense, depreciation, PPP Forgiveness, asset disposals, etc.)						
****Public events collects ticket sales (promoter ticket sales) and then reimburses our promoter (professional fees). As of October 31, 2022 CCA and Z2 had produced 16 shows generating \$847k in ticket revenue, offset by \$680k in promoter fees - netting \$167k.						
2022 Actual vs 2022 Budget - Year to Date						
Revenue - Year-to-date revenue of \$7.6m was up \$1.3m compared with budgeted revenue of \$6.2m. Nightly revenue and private event income was up \$945k due to stronger nightly and group bookings; support was up \$106k due to SCD funding, up \$212k, partially offset by contributions down \$62k and special events down \$41k. Public Events is up \$285k due to stronger than expected CCA and promoter ticket sales and service fees .						
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Other Income/(Expense) - Year-to-date investment and depreciation expense is flat to budget.						
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Other Income/(Expense) - CCA's investments are down \$18k compared with 2021, while depreciation expense is up \$45k. 2021 also reflects \$668 of income from forgiveness of Paycheck Protection Program funding, which is not applicable to 2022.						

Colorado Chautauqua Association Balance Sheet October 2022 vs October 2021					
	Dollars in thousands	2022	2021	2022 Higher/ (Lower) than 2021	% Change
	Current Assets				
	Cash & Cash Equivalents	\$ 7,079	\$ 7,250	\$ (171)	-2%
1	Accounts Receivable	83	15	\$ 68	453%
2	Other Current Assets	146	107	\$ 39	36%
	Total Current Assets	\$ 7,308	\$ 7,372	\$ (64)	-1%
	Long Term Assets				
	Fixed Assets, Net	\$ 7,015	\$ 6,061	\$ 954	16%
	Endowment	138	154	\$ (16)	-10%
	Total Long Term Assets	7,153	6,215	938	15%
	Total Assets	\$ 14,461	\$ 13,587	\$ 874	6%
	Liabilities				
	Current Liabilities	\$ 1,485	\$ 1,533	\$ (48)	-3%
3	Long Term Liabilities	784	1,187	\$ (403)	-34%
	Total Liabilities	\$ 2,269	\$ 2,720	\$ (451)	-17%
	Equity				
	Without donor restrictions	\$ 10,137	\$ 7,409	\$ 2,728	37%
	With donor restrictions	795	498	\$ 297	60%
4	Net Income	1,260	2,960	\$ (1,700)	-57%
	Total Equity	\$ 12,192	\$ 10,867	\$ 1,325	12%
	Total Liabilities and Equity	\$ 14,461	\$ 13,587	\$ 874	6%

1	Includes temporary timing difference in Dining Hall payments, \$60k, clears in November
2	Includes increased prepaid business insurance, up \$18k, and higher premiums related increased costs to rebuild, up \$27k
3	2022 reflects \$750k loan balance owed to CHF. In December, 2021, \$250k of the original \$1m CHF loan was retired. CCA's \$150k SBA loan was retired in June, 2022
4	2021 Net Income is much higher due to receipt of a one time SVOG award in the amount of \$1.7m

Colorado Chautauqua Association Reserve Balance October 2022 vs October 2021			
Dollars in thousands	Actual 2022	Actual 2021	2022 Higher/(Lower) than 2021
Cash and Cash Equivalents	\$ 7,079	\$ 7,250	\$ (171)
Temporarily Restricted Assets	(795)	(498)	(297)
CHF & SBA loans *	(750)	(1,150)	400
Reserve Estimate	\$ 5,534	\$ 5,602	\$ (68)

Colorado Chautauqua Association Capital Expenditures October Year to Date 2022 versus 2021				
Dollars in thousands	Actual	Budget	Actual Higher/ (Lower) than Budget	% Spent
2022 Capital Spending	\$ 1,441	\$ 1,284	\$ 157	112%
2021 Capital Spending	\$ 478	\$ 749	\$ (271)	64%

* Note: \$150k SBA loan paid in June 2022

Colorado Chautauqua Association Statement of Cash Flows October 2022 vs 2021			
Dollars in thousands	2022	2021	2022 Higher/(Lower) than 2021
CASH FLOW FROM OPERATING ACTIVITIES			
Change in net assets	\$ 1,260	\$ 2,960	\$ (1,700)
Adjustments to reconcile net assets to cash from operations			
Depreciation and amortization expense	686	649	37
Endowment investments	22	-	22
Changes in operating assets and liabilities			
Receivables	124	83	41
Prepaid expenses and other assets	(21)	(3)	(18)
Accounts payable and accrued liabilities	(62)	135	(197)
Deferred revenue and deposits	(307)	35	(342)
Net cash from operating activities *	\$ 1,702	\$ 3,859	\$ (2,157)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of equipment, buildings and improvements	(1,444)	(478)	(966)
Net cash from investing activities	\$ (1,444)	\$ (478)	\$ (966)
CASH FLOWS FROM FINANCING ACTIVITIES			
PPP & SBA loans	(150)	10	(160)
Net cash from financing activities	(150)	10	(160)
NET CHANGE IN CASH AND CASH EQUIVALENTS	\$ 108	\$ 3,391	\$ (3,283)
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	\$ 6,971	\$ 3,859	\$ 3,112
CASH AND CASH EQUIVALENTS - END OF PERIOD	\$ 7,079	\$ 7,250	\$ (171)



Community Connections Committee
November 4, 2022: 8:30am
Meeting Notes

1. **Center for African and African American Studies (CAAAS) - Peter/Shelly**

Peter and Shelly talked with Reiland Rabaka, head of the new Center for African and African American Studies (CNAAS). **The Center will be opening in February, so CCA and Reiland will meet again closer to that time to see how CCA can support the opening.**

2. ***Who She Is* - Shelly**

There has been discussion about screening Jordan Dresser's newest documentary [Who She Is](#) at Chautauqua. The film is about Native American women who have been murdered or gone missing. The screening will likely be in May or June of next year. There are no new updates at this time.

3. **History Colorado – Cindy**

Cindy is talking with Clare Garcia at Colorado College. She is doing research on multicultural democracies. There may be an opportunity to have her do a presentation in April or May of 2023. CCA will probably not have details on the event in time for the November announcement of the remainder of the Community House schedule.

4. **Maestas Case - Linda**

- CCA is considering a panel discussion/talk about the Maestas case <https://www.maestascase.com/>. It was the first legal case in the country related to desegregation, involving a school in San Luis Valley in Alamosa in 1912-1914
- Linda will connect CCA to the Maestas committee. The event would likely be in February or March of 2023.
- This event could be the first event in a series on the "Hidden History of Colorado." Other topics in the series might include discussions about the Sephardic Jews in San Luis Valley; Indigenous Slavery in San Luis Valley (Pueblo and Ft. Garland Museums); Japanese prison camps in Colorado; history of Asian people in mining in Colorado.
- **Linda will be in contact with Scott regarding programming**

5. **WinterFest**

- CCA is looking for both WinterFest volunteers and WinterFest sponsors.
- **Shelly will send the C3 committee the sponsorship package in case anyone knows of someone who would like to sponsor the event.**

6. **125th anniversary**

- 125th Celebration planning is well underway. The main event will be held on July 15th, but there will be other activities throughout the year related to the event. One area the C3 committee is helping with is historical exhibits in RMCC. These potentially include:
 1. CCA Exhibit
 2. Private owner exhibit – a couple of people have responded; Trudy will work with them to bring together the exhibit
 3. Broader community exhibit - Linda will contact Shelly with ideas
 4. Proclaiming Black History exhibit – Shelly will contact Museum of Boulder to gauge interest
 5. Indigenous Peoples – Cindy, Trudy, Brett, and Shelly met to discuss ways of showcasing the history of indigenous people as part of the 125th (e.g., exhibit, dance, panel, blessing). **Brett will talk with Center for Native American Studies (CNAIS) at CU, and Trudy will talk with the Henderson Museum about possibly exhibiting the McAfee cache (indigenous stone tools found near Chautauqua). Since tribes were banished before Chautauqua was founded, there isn't much history.**

7. **Other**

- Theodosia Ammons has been inducted into the Colorado Women's Hall of Fame. There may be an opportunity for Catherine Long Gates to do a presentation on her work and Gwenthean Cottage sometime in March.
- Shelly and Jason met with Adrian Miller and members of Museum of Boulder who are interested in Chautauqua being a part of their "Proclaiming Black History" activities, which kick off in September 2023. They would like CCA to host a fundraising dinner that will showcase the menus/recipes of OT Jackson, the first manager of the Chautauqua Dining Hall.

Preservation, Sustainability and Resilience Committee
November 15, 2022
4pm – 5:30pm
Meeting Notes

- A. The Landmarks Application Committee will operate separately from PSR; the LA committee will update PSR Committee when needed

- B. Wildfire Mitigation
 - a. Form+Works Phase I Report-Summary of Priorities and Vulnerabilities- Pat
 - A. The Phase I report listed vulnerabilities and challenges related to wildfire mitigation at Chautauqua; the Phase II Report, which deals with fire resistant materials, is due at the end of March 2023
 - B. Phase I focused on fuels mitigation and increasing defensible space
Pat summarized the recommendations of the Phase I report, which included:
 - Continued thinning of vegetation along the western edge of the property
 - Documentation of building features/blueprints of nine priority buildings
 - Gutter covers
 - Reflective numbering
 - Thinning trees, removing slash and junipers
 - Decks, eaves need screening
 - Fencing
 - b. Update on recent activities- Shelly, Jason
 - A lot of work has been done over the past year
 - Gutter guards were completed 2 weeks ago; paid for with the NPS Grant
 - Staff will prioritize recommendations from Phase 1 Report and start thinking about which ones might be included in the capital budget for 2023

2. Update on fire-resistant materials- Sandy and Tom
 - Tom expects that new products will emerge because of the demand
 - Has been researching this subject for some time; started by looking at ways to treat CCA buildings
 - Started by looking at intumescent coatings – turn to foam when near flame/heat; destroys the wood in the process; waiting for improvements in this technology
 - Cementitious siding (Hardie Board) – looked at samples; not a historic material; would need changes in Landmarks, National and State guidelines
 - Jeff noted that cementitious siding was approved for the trash enclosure; less expensive than real wood siding
 - Sandy met with someone who has a product called “Safer Wood;” used for new buildings, but could be used to replace old wood siding on buildings; talked to sales rep; would require deconstruction of old siding, fascia, etc. on all buildings; trying to understand the cost of the material; need to look holistically at the building envelope (windows, soffits, etc), which will cause serious sticker shock; recommends this topic not be placed on the back burner; suggested working concurrently with Form+Works

3. Columbine Lodge - Jason
 - Renovations start in January; includes interior improvements (kitchens, baths, heating, ventilation) and exterior repairs (stucco, paint); building will be closed for a few months
4. Undergrounding - Shelly, Jason
 - Xcel is beginning the planning process about now; still expects implementation to begin next fall; will begin formal meetings in January; Xcel representative met with Cottagers Association to answer questions
5. Memorial Policy – Shelly
 - CCA retained Tina Bishop of Mundus Bishop to draft a Memorial Policy; the policy was not satisfactory; CCA sent the draft back to Tina with recommendations; CCA received another version that was still not specific enough for our purposes; CCA contacted her to make additional changes and has not heard back from her. CCA will reach out one more time, and if there is no response, CCA staff will complete the policy.
6. Cottage 805 – Shelly
 - CCA received notification of the owner's intent to sell Cottage 805 in October. CCA decided to waive its right of first refusal. The owners are now under contract with another party.
7. Scheduling – the Committee decided to cancel the December meeting



**Development Committee Meeting
Thursday, November 3, 2022**

8:30am – 9:30am

Meeting Notes

Members: Judy Heeter (Chair), Cathy Greer, Amanda Prentiss, Trudy Turvey; Absent: Polly Fields

Staff: Shelly Benford, Debbie Stewart

A. Staff Update

- a. Total support is up \$172k, largely due to SCFD higher than expected
- b. Digital scavenger hunt – over 150 people participated
- c. WinterFest Art in the Park – artists selected for 15 bears; 20% of artists are artists of color
- d. Spreading Light – partnership with Colorado Christmas Lights; 25-35 underserved families will receive gifts and dinner; CCA hosting in Community House
- e. Annual Appeal – working on that now; goal is to send out before Thanksgiving
- f. Colorado Gives Day – Dec 6 – usually receive about \$25k over a couple of weeks
- g. Choice Ticketing – moved to new ticketing system that should smooth donation process
- h. 1% for the Planet – CCA successfully applied for this program; over 5,000 business members give away 1% of their revenue to nonprofits across the world

B. Board Update

- a. Board Giving – have received gifts from half the board so far; Judy will send out a reminder to the Board
- b. Board Memberships – Striving for 100% as expected of all directors; following up to secure memberships from those who haven't yet met this requirement
- c. Board Tracker – meeting with 5 new board members on their trackers and then circling back to current members to remind them of their pledges, memberships, other promises
- d. Need help with WinterFest Sponsorships
- e. Volunteer opportunities also available; staff will send link to volunteer sign up

C. 125th Anniversary

- a. Steering Committee – Identify board and community members who would like to be a part of the 125th Anniversary; 12 recognizable people would be ideal; would have oversight over the celebration, send out letters to friends and colleagues to get them involved; expand outreach to the community
- b. 125 Fund – trying to raise \$125k for the past; 125k for the future
- c. Spring Gala – Garden Party – on the Auditorium Terrace before an event in the Auditorium (likely late May) or in one of the gardens
- d. Fall - Progressive Dinner – need to decide on format; would like mix of private and CCA cottages