



**Executive Committee
Meeting Notes
Tuesday, November 7, 2023
10am – 11:30pm**

Attending: Peter Spear, Chair; Trudy Turvey, Star Waring, Pat Shanks, Shelly Benford

Absent: Amanda Prentiss, Frank Bruno

- A. November 20 Regular Board Meeting Agenda
 - a. The Committee approved the November 20, 2023, Board meeting agenda.
- B. Update – 2024 Budget
 - a. Staff reported that the Finance Committee is unanimously recommending adoption of the 2024 Operating and Capital Budgets, which will be up for approval at the November 20 meeting.
- C. CEO Evaluation Process/Timeline
 - a. The Committee discussed the timeline for the CEO Evaluation, which will begin in November.
- D. CCA/CCC Collaboration
 - a. Peter will speak with Scott Simmons about potential ways to enhance collaboration between private residents and the CCA board.
- E. Board bios on website
 - a. The Committee recommended that the Board discuss putting board member biographies on the website. This item was added to the November 20, 2023, Board meeting agenda.



**Governance Committee Board
Report**

The Governance Committee did not meet in November.



COLORADO CHAUTAUQUA ASSOCIATION

MONDAY - NOVEMBER 20, 2023

FINANCE COMMITTEE REPORT

To: Amanda Prentiss, Chair; Frank Bruno; Mike Franson; Josh Taxman; Aaron Garcia; Shelly Benford; Gabriela Gonzalez

OCTOBER 2023 – Year to Date Results

Net Income

CCA's net income for the ten months ended October 31, 2023, was \$1,318k, \$61k higher than forecasted and \$58k higher than the prior year. Revenue increased 23% from the prior year while expenses were up 27%. Net income grew 5% over the previous year. The growth in both revenue and expense from the previous year is related to the increase in occupancy in Lodging and the increase in the number of shows and related attendance in Public Events. In addition, salaries and related expenses increased in 2023 primarily as a result of filling open positions from the prior year. Compared with the 2023 Budget, net income was \$440k higher than the budgeted net income of \$878k.

Revenue

Revenue for the ten months ended October 31, 2023, was \$9.5m, or \$1.8m higher than the same period in 2022 and \$99k higher than the current forecast. Compared with the budget, revenue was up \$1.6m. Lodging, Public Events, Private Events, Support, and the General Store) were all up from the prior year, an indicator that CCA's strategies for strengthening and diversifying Chautauqua's revenue streams are proving successful.

- At \$4.6m, lodging revenue is higher than last year at this time by \$250k. The Columbine Lodge renovation lowered availability early in 2023, but nightly rental revenue in June and July exceeded the prior year. In 2023, CCA also generated more revenue from short-term stays and less revenue from long-term stays, resulting in increased rental revenue of \$198k. When compared to the most recent forecast and the 2023 Budget, lodging revenue is up \$46k and \$261k, respectively.
- Public events revenue of \$2.3m was up by \$884k compared with the prior year, and up \$74k compared with the most recent forecast. Compared with the prior year, revenue increases were related to venue fees, up \$92k due to seven (7) additional events, higher promoter ticket sales and fees, up \$701k, higher CCA ticket sales, up \$55k, and higher CMF box office fees, up \$28k. Additionally, CCA's share of service fees from promoter events was up \$89k from the prior year. Compared with the budget, public events revenue was up by \$953k.

- Year-to-date support revenue was \$390k higher than the prior year. The majority of the increase was the result of a National Park Service grant for wildfire relief, \$ 214k, and higher SCFD funding, \$140k. Support revenue was \$40k below forecast, but \$355k higher than budgeted.
- Private events revenue was up \$121k compared with last year, and up \$25k compared with the forecast, but lower than the budget by \$62k.
- General Store revenue (net of COGS) was up \$42k compared with the prior year and down \$9k compared with the most recent forecast. Compared with the budget, year-to-date net revenue was up \$27k.

Expense

For the ten months ended October 31, 2023, expenses of \$7.1m increased by \$1.5m over the prior year and \$29k over the current forecast.

- Salaries and related expenses were higher than the prior year by \$636k due to filling several open positions in the first half of 2023 but remained lower than forecast and budget by \$44k and \$37k, respectively.
- Contracted Services expenses of \$2.2m exceeded the prior year by \$611k, primarily due to (a) higher promoter fees, up \$584k because of more shows and higher ticket sales; (b) expenses related to 125th Anniversary event; and (c) higher software related expenses (\$21k). Temporary contract labor fees are lower compared with last year time last year by \$134k as CCA shifted from more expensive contract labor to more in-house labor. Compared with the most recent forecast and budget, contracted services were up \$112k and \$1,028k, respectively.
- Non-personnel related expenses of \$1.7m are higher by \$263k from the prior year mostly due to credit card and bank fees (\$109k), supplies (\$53k), ground maintenance expenses related to drainage maintenance and tree care (\$44k), utilities (\$23k), insurance (\$33k), and renewal of rental licenses (\$11k). These expenses are lower than forecast by \$39k due to less non-capital maintenance than anticipated.
- Depreciation, a non-cash expense, is higher than last year at this time by \$271k due to the assets added in late 2022 and early 2023 (i.e., Chautauqua Café reconstruction, Missions House Lodge renovation, and Columbine Lodge renovation). Depreciation expense exceeds budget by \$191k; but is right on forecast.



BUILDING & GROUNDS COMMITTEE
Meeting Minutes
Tuesday, November 14, 2023 – 9-10:30 am

MEMBERS

Attending: Sandra Weeks, Chair; Sara Matthews, Sophie Rickard, Kristin Lewis, Shelly Benford, Jason Hill, Adam Gillespie

Absent: Marcy Gerwing, Bill Briggs

MEETING NOTES

A. Cottage 31 Update

- The Committee reviewed renovation plans for Cottage 31, which were approved at the last meeting. The architect has submitted to Landmarks Review Design Committee (LRDC); waiting to get on the schedule.

B. Firewise Garden Update

- The Committee discussed plans for the Firewise Garden. Staff consulted with City of Boulder Landmarks staff and concurred that CCA should submit a schematic drawing to LRDC to begin the process before submitting detailed drawings.
- The Committee recommended including the interior plans (i.e., counters, shelves).

C. Wildfire Mitigation Plan (Phase II)

- The Committee reviewed the recommendations made in the Chautauqua Wildfire Mitigation Plan Phase II Report and discussed the implications and practicality of implementing the recommendations at Chautauqua.
- The Wildfire Mitigation Plan is on the Chautauqua website for review by the public.
- CCA staff is in the process of developing a "Fire Ignitability Assessment" for each building. Once the assessments have been completed and data is formatted, staff will share/present findings.



Sustainability and Resilience Committee
MEETING NOTES
Tuesday, November 14, 2023 – 4-5:30 pm

Present: Pat Shanks (Chair), Kelly DiNatale, John Grestle, Polly Fields, Shelly Benford, Jason Hill, Adam Gillespie

Absent: Bill Briggs, Brian Oliver

A. Solar

The Committee discussed solar options at Chautauqua and concluded that more information is needed on:

- solar shingles (i.e., costs, availability, performance/exposure)
- offsite solar
- building code requirements for renewable energy

There was consensus that solar tiles are a better fit at Chautauqua than solar panels.

B. Stormwater Management

- Kelly DiNatale has a meeting scheduled with the City of Boulder Utilities Manager and will be asking them if high resolution mapping of Chautauqua exists and if stormwater management at Chautauqua is a part of the City's workplan.
- The Committee noted that Chautauqua is not technically in a flood plain, which could influence whether the City prioritizes Chautauqua for stormwater management.

C. Wildfire Mitigation Plan (Phase II)

- The Committee reviewed some of the CCA Recommendations, including windows and screening.

D. Resiliency District

- The Committee agreed that discussion of a Resiliency District at Chautauqua is likely a low priority for the City so this initiative is on hold for now while the Committee focuses on initiatives/projects related to the joint CCA/COB Sustainability and Resilience Strategy and ensuring that those initiatives are included in the City's workplans.

E. City of Boulder Grant Application

- The Committee discussed CCA's application for a City of Boulder capital grant (\$463k grant w/ 50% match), which addresses improvements to the exterior of the Community House, including foundation repairs, stormwater management, and safety improvements.

F. Design Guidelines Consolidation

- The Committee discussed the need for CCA and the City to update CCA's Design Guidelines to reflect Sustainability recommendations.



Community Connections Committee

Meeting Notes

November 9, 2023

A. Center for the Humanities and the Arts

- a. The CU Center for Humanities and the Arts (CHA) is interested in hosting their “Difficult Dialogues” series at Chautauqua in January, February, and March. CCA staff and Trudy Turvey are working with CHA to develop a joint logo and event descriptions for the series.

B. History Colorado

- a. History Colorado is proposing that Chautauqua work with them on producing the State Historian’s Roundtable. The purpose of the roundtable is to provide a historical context for discussions on current issues (e.g., peaceful transition of power, KKK activities, etc.)
- b. Trudy will contact Jason Hanson for further details regarding their proposal.

C. Latino and Other Diverse Members of the Student Population

- a. The Committee is interested in finding ways to expose middle and high school students to Chautauqua by providing them with access to Chautauqua activities and then polling them on their experience to better understand what types of activities they might be interested in doing at Chautauqua.
- b. Linda Arroyo Holmstrom will provide potential school contacts (Centaurus, Boulder, Casey, etc.) to CCA staff and also volunteered to be a liaison between the schools and Chautauqua.

D. Center for African American Studies (CAAAS)

- a. CAAAS had expressed interest in co-promoting events with black artists at CCA, which is not typically possible since CCA’s promoter handles promotion of these events. CCA continues to be open to supporting their efforts.

E. Jeffersonian Dinners

- a. The Committee reviewed the nature of Jeffersonian Dinners (a particular format for an evening of food and shared conversation with a purpose; created by Thomas Jefferson) and discussed the possibility of having these types of dinners at Chautauqua.
- b. Scott Simmons will work on a list of cottagers we might invite to such a dinner in the summer.

F. Plant Tags and Associated Programming

- a. CCA has installed plant tags with Native American translations in Waterwise Garden and staff is working on developing associated programming.