



**Executive Committee  
Meeting Notes  
Tuesday, February 6, 2024**

**Attending:** Peter Spear, Chair; Amanda Prentiss, Frank Bruno, Star Waring, Pat Shanks, Shelly Benford

**Absent:** Trudy Turvey

- A. The Committee approved the February 12, 2024 Board meeting agenda.
- B. Staff reported that the City of Boulder is in the midst of reviewing applications and interviewing people interested in serving on the CCA Board. City Council will make its selections on March 21.
- C. The Committee reviewed CCA's Draft 2024 Organizational Goals. Pat Shanks indicated that he would like to make a minor revision related to sustainability. The revised goals will be on the agenda for discussion and approval at the April Board meeting.
- D. Staff reviewed the status of the ALTA Survey. The survey process is expected to be completed in late March.
- E. The Committee recommended that future Board members must serve on a Board committee for one year before being eligible to serve on the Board. Staff will draft policy language to that effect, which will be included on the consent agenda for the February meeting.
- F. Other
  - a. Peter Oundjian, CMF's music director, will attend the April 15 Board meeting to share his vision for CMF.
  - b. The Committee agreed that the Board Self Evaluation will take place in July 2024.
- G. The Committee discussed the CEO's compensation and will make a recommendation for approval at the February 12 meeting.



**Governance Committee Board  
Report**

**The Governance Committee did not meet in January/February.**



## **COLORADO CHAUTAUQUA ASSOCIATION**

### **FINANCE COMMITTEE REPORT**

#### **2023 December Year to Date**

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

#### **2023 December Year to Date – Preliminary Results (Unaudited)**

##### **Net Income**

Net Income for 2023 was \$1.1m, which was \$404k better than budgeted net income of \$689k, and \$62k higher than the most recent forecast. Net income also exceeded the prior year by \$94k. The improvement was primarily related to higher occupancy in lodging, a successful concert series with more events and record-setting attendance, and higher grant and SCFD revenue.

##### **Revenue**

Total Revenue of \$10.8m exceeded budget by nearly \$2m and was higher than the most recent forecast by \$370k.

- Lodging-related revenue of \$4.8m was up \$230k from the prior year, but down \$53k from the most recent forecast. The Columbine Lodge renovation lowered availability early in the year, but revenue for the remainder of the year in Columbine exceeded the prior year, more than making up for the shortfall.
- Support revenue, which includes memberships, of \$2.0m was \$638k higher than last year and \$252k higher than forecasted. Compared with the prior year, CCA received \$251k more in grant revenue; \$146k more in in-kind donations, including \$189k from donated advertising (KCBO, Denver 7, Google Ad grant), and \$216k more in SCFD funding. Individual and business contributions totaled \$192k, which was \$5k lower than last year and \$21k lower than the most recent forecast.
- Public events revenue was \$2.4m, up \$899k from the prior year, including promoter ticket sales and fees, up \$701k; CCA ticket service fees, up \$102k; CCA ticket sales, up \$57k; and CMF box office fees, up \$28k. Compared with the most recent forecast, Public Events revenue was up \$105k.
- Private Events revenue of \$493k was up \$106k compared with last year, which included a reserve for open receivables of \$33k. Compared with the most recent forecast, Private Event revenue was up \$48k.
- General Store revenue of \$241k was up \$79k from the prior year, but down slightly from the most recent forecast. Net profit was up \$54k from last year, but \$14k below the most recent forecast. The Gross Profit Margin for 2023 was around 53%, which is higher than the prior year but under the forecasted margin of 55%.

## Expense

Total expenses for 2023, including depreciation, were \$9.6m, up \$1.7m from the prior year and up \$286k compared with the most recent forecast.

- Salaries and related expenses, which total \$3.9m, increased from last year by \$719k as a result of filling open positions from 2022, adding positions in Sales and Experiences, Housekeeping, Facilities, and IT, and normal salary increases. Compared with the most recent forecast, salaries and related expenses were up \$11k.
- Contracted Services expense of \$2.3m exceeded the prior year by \$596k and the most recent forecast by \$159k. Promoter fees of \$1.3m were higher than last year by \$615k because of more shows and higher ticket sales. Temporary labor was down from \$442k in 2022 to \$213k, or lower by \$229k, due to a shift from contracted positions to CCA employee positions in housekeeping.
- Non-personnel expenses of \$347k were higher than the prior year by \$84k, mostly due to supplies, up \$42k; IT licenses for Microsoft and data services, up \$38k; and a Boulder rental license renewal, up \$11k. These expenses were partially offset by a reimbursement from Z2 for musical license fees totaling \$25k.
- Expenses for supplies of \$164k were up \$43k from the prior year and \$37k from the most recent forecast. Most of the variance is related to housekeeping supplies, up \$17k.
- Grounds maintenance expenses of \$152k exceeded last year \$40k mainly as a result of tree care expenses, drainage improvements, and parking lot and road maintenance.
- Insurance expense of \$228k was up \$36k from the prior year because of general rate increases.
- Advertisement expense was \$236k, up \$159k from the prior year, which included an in-kind contribution of \$189k from Denver7.
- Bank and credit card fees were higher than last year by \$118k due to the higher rates and greater presale volume in Public Events and Lodging. Credit card and bank fees were 3.3% of total revenue in 2023, compared with 2.6% in 2022.
- Investment income of \$121k was \$85k higher than the previous year as a result of higher cash balances and interest rate increases. Earnings from CCA's Endowment Fund were \$26k higher than the prior year.
- Depreciation, a non-cash expense of nearly \$1.2m, is higher than last year by \$290k due to assets added in late 2022 and early 2023 (i.e., Chautauqua Café, Missions House Lodge renovation, Columbine Lodge renovation, and Cottage 31 renovation).



C3 Meeting Notes  
January 31, 2024

**Present:** Trudy Turvey, Peter Spear, Sara Matthews, Scott Simmons, Linda Arroyo-Holmstrom, Brett Shelton, Shelly Benford, Andrew Cowell

**Absent :** None

1. CAAAS - Peter

- Peter noted that CAAAS is celebrating the advent of Black History Month at CU.

2. Navajo Plays - Andy Cowell – CU Boulder

- Andy Cowell joined the meeting for a preliminary discussion of a project called Annual Native New Plays Festival in Boulder
- The project will be administered by Creative Nations – a group that is trying to move beyond Native American visual arts into other activities
- There are currently not a lot of venues for Native American playwrights to get their work produced or even rehearse
- Creative Nations is looking for a partner to share space for readings, workshops, speaker panels, writers group
- CCA staff is supportive of partnering and requested more information on what their expectations would be for space (i.e., number of events, time of year, etc.)

3. "In the Dirt"

- TC Johnstone, producer of *Rising from the Ashes*; has now produced "In the Dirt," a film about mountain bikers from the Navajo nation in New Mexico. CCA will screen it on April 11 at the Community House, followed by a panel discussion with people involved in the film. Tickets go on sale next week.

4. Relationship with CHA – Trudy

- Trudy is on the board of the Center for the Humanities and the Arts. CCA is partnering with them on a series called "Difficult Dialogues," three discussions occurring in Jan, Feb, and March of this year. The first event revolved around how people form opinions. The second event is titled *The Frontier of Free Speech: Are There Boundaries?* The third event will include further dialog around how to have these difficult discussions.

5. History Colorado

- Jason Hanson will moderate a discussion with panelists on the naming of historic sites and monuments.
- The event is scheduled for April 9<sup>th</sup>
- CCA has requested event details for announce asap, including description, format, names of panelists, moderator (with bios)

- The event will be funded by the Betsy Hitchcock Fund

## 6. Staff Updates

- Jeffersonian Dinners
  - Inspired by Thomas Jefferson's dinners; this event aims to bring together a diverse group of 10-12 people for a moderated discussion on a thought provoking topic in a collegial and collaborative environment.
  - First event scheduled for April 24 – 6:30 – 9:30pm
  - Host: Josh Taxman (former board member)
  - Moderator: David H. Goldberg, Esq. | Judge – Colorado Second District
  - Event will be held in Missions House Lodge
  - If successful, may do this 2 to 3 times per year
- High school/middle school tours
  - CCA is planning on doing an extensive market research project this year, which will include surveys and focus groups
  - We would like to include diverse student groups in those focus groups to better understand if we are offering activities they are interested in
  - Linda offered to help us with names of students if needed



## **Sustainability and Resilience Committee**

### **MEETING NOTES**

Tuesday, January 9, 2024 – 3:30-5:00 pm

**Present:** Pat Shanks (Chair), Polly Fields, Kelly DiNatale, John Gerstle, Bill Briggs, Shelly Benford, Jason Hill

**Absent:** Brian Oliver, Adam Gillespie

#### **A. Research on solar options at Chautauqua**

- The Committee discussed the potential for solar power at Chautauqua and recommended that CCA consider various options for solar power. Pat shared research he has done on solar shingles. He concluded they are about 30% more expensive than solar panels and are less efficient. The Committee discussed how few actual buildings are suitable for solar because of the canopy at Chautauqua but agreed that solar tiles are visually preferable to solar panels and should mimic existing asphalt tiles as closely as possible. CCA staff will do further research on solar tiles and make a recommendation to the committee.
- Polly mentioned that the City of Boulder is considering a new energy conservation code and recommended the committee take a look at it - <https://bouldercolorado.gov/projects/2024-energy-conservation-code-update>

#### **B. Stormwater management discussion**

- Kelly met with Chris Douglas about stormwater issues. He noted that Chautauqua is not a high priority given other needs in Boulder. He mentioned that Chris Douville at the City of Boulder is responsible for stormwater management at Chautauqua. Shelly reached out to Chris Douville, who is discussing how best to support Chautauqua's request for information. He will keep us informed of their recommendations regarding how best to share updates on the City of Boulder's plans to address drainage/flood issues at Chautauqua and how those efforts can best be understood and discussed in the context of other work at Chautauqua.
- The Committee discussed the need to repair the swales as part of an effective stormwater management strategy.

#### **C. CCA staff updates**

##### **1. Undergrounding**

- February 2024 – The OSMP Board of Trustees must vote to approve disposal of their property to create an easement for the project. The vote will likely take place in February, after which there is a 60-day public comment period, which would put us at a May 2024 start date, beginning at the western perimeter of the property.

## 2. Fire Mitigation

- The Committee supports the Firewise Garden and Greenhouse as a way of advancing CCA's sustainability and resilience objectives.
- CCA staff continues to address various wildfire initiatives, including:
  - Eastern perimeter/boundary clearing completed.
  - Dining Hall ash pruning completed.
  - Perimeter irrigation scheduled (Mary H. Galey Cottage).
  - Vent screening planning and procurement underway.
  - Planning for continued interior pruning and/or removal underway (i.e. focus around buildings and structures).

## 3. Community House foundation repairs, drainage improvements

- CCA has applied for a COB Grant (approximately \$400k) to fund foundation repairs and drainage improvements on the south side of the Community House, as well as safety improvements along the north side. Staff expects to hear whether we were awarded the grant any day.





**BUILDING & GROUNDS COMMITTEE  
MEETING NOTES  
Tuesday, January 16, 2024**

- Present - Sandra Weeks; Sophie Rickard; Shelly Benford, Jason Hill, Adam Gillespie
- Absent – Bill Briggs, Sara Matthews; Kristin Lewis; Marcy Gerwing

**A. Greenhouse**

- The architect and builder shared preliminary plans for the Firewise Garden Greenhouse
  - Wooden post and beam structure
  - Roof pitch and crossbeams relate to the Chautauqua Cafe
  - Stone coping (buff or red sandstone) along base with lap siding above
  - Approximately 297sf structure
  - Insulated windows
  - Electrical for interior lighting
  - Concrete slab
- Committee recommendations
  - Add louvered vent on the upper east side
  - Increase door width to 4'0" and center post, adding on foot to width of structure
  - Raise crossbeams so entire crossbeam is visible through window
  - Ensure wood posts and siding is fire-treated (i.e. hoovered wood, SaferWood)

**B. Cottage 18 Landscaping Plan**

- The Committee reviewed the applicant's plan, which includes:
  - Additional patio space (upper and lower)
  - Private parking (36 feet long)
  - Extensive drainage to direct stormwater away from house
  - Demolition and rebuilding of existing retaining walls with materials on site
  - Additional plantings for erosion control
  - Privacy plantings/trees on west side

- Committee Recommendations

- Reduce the scope of hardscaping on all four sides of the cottage, particularly on north and south sides. (Note: Design Guidelines discourage extensive hardscaping and/or plantings that detract from the “camp like” feel of the historic site).
  - CDG, page 16
  - LDG, page 12, 24, 28
  - CLA, page 46-48
- Eliminate parking spaces. (Note: Design Guidelines indicate that parking should remain on the street rather than in the setback).
  - CDG, page 18
  - CLA, page 38, 39, 101
- Proposed plantings west of the upper patio retaining wall MAY NOT be planted on OSMP property and any such plantings should be selected from the CU Extension “Firewise Plant List.” Additionally, plantings intended as screening may obstruct viewsheds and are generally frowned upon in Design Guidelines. (Note: Trees may not be removed without approval from the City Forestry Department. Aspens have notoriously been unsuccessful at Chautauqua.)
  - LDG, page 12, 16
  - CLA, page 48
- Surface drainage systems at the side yards should take the shape of bioswales (turf, rain garden, etc) as opposed to hardscaping, boulders, cement adhesives.
  - LDG, page 18, 21, 22, 28
- Manufacturer specifications are required to determine the impact of the wall mounted electric vehicle charging unit.

Reference Documents:

[Chautauqua Design Guidelines \(CDG\)](#)

[Landscape Design Guidelines \(LDG\)](#)

[Cultural Landscape Assessment and Plan \(CLA\)](#)

- C. Other: The committee’s February meeting is cancelled unless another design review comes up.