

Colorado Nonprofit Development Center
Board of Directors Meeting – Minutes
November 30, 2022
3:00pm – 5:05pm
Meeting Held Via Videoconference

Present Board Members: Ann Hovland, Stefan Stein, Raymael Blackwell, Rich Martinez, Maribel Cifuentes, Kelly Berg, Andrew Ritz, Melissa Johnsen, Kaia Gallagher, Allison McGee Johnson

Absent: Maria Montoya, Will Chan

Present Staff (In-Person): Melinda Higgs, Angela Schreffler, Kevin Van Vleet, Will Lewis

I. Board Chair Ann Hovland

A. Welcome and Introductions

Hovland reminded Board members of Colorado Gives Day next week. There were no introductions.

B. Conflicts of Interest

There were no conflicts of interest.

II. Approval of August 24, 2022 Board Meeting Minutes

A. Board Action: Stein moved, and Cifuentes seconded to approve the August minutes, which were unanimously approved.

III. Strategic Focus Areas Melinda Higgs

A. Communications – Allison Johnson

Johnson introduced Sarah Lehmann, Claire-Adele Curran, and Masha Myslovskaya with Waypoint Collective. Lehmann introduced their team and reviewed the progress of CNDC's branding and website redesign journey. Lehmann shared background on the branding process and provided a progress update to Board members. She touched on the focus group work that has been completed with groups of Board members and various Project Directors. Lehmann summarized the primary strengths of CNDC and its business model and touched on potential opportunities for an improved brand identity and story. There was a discussion regarding possible improvements to the Online Help Desk that Projects use to access CNDC forms. There was a discussion regarding strategies to increase CNDC's visibility in the sector from a marketing perspective.

B. Metrics – Kaia Gallagher and Melissa Johnsen

Higgs thanked Johnsen and Gallagher for guiding the Metrics Committee’s work planning a cost-benefit analysis of CNDC’s fiscal sponsorship model. Next update at the February 22, 2023 Board meeting. Gallagher noted that the Committee has contracted with OMNI to perform a cost-benefit analysis after reviewing materials and historical CNDC data, in addition to creating a Project portfolio to drill down into program areas with an emphasis on JEDI-focused work. OMNI plans to compile this information into a dashboard comprised of pertinent metrics that can be analyzed and tracked.

C. JEDI Committee – Melinda Higgs

Higgs presented updates on the work of the JEDI Committee and CNDC’s overall journey towards a more inclusive and equitable organization. Beginning with hiring Weav Studios as consultants, the JEDI Committee has produced resources and tools that reflect CNDC’s vision, mission, and values in consideration of the organizational commitment to equity. Key milestones include a revised Project application and selection process, the formation of several ancillary committees, and the collection of Project demographic data in anticipation of a future formal impact study. Future goals include in-depth Board training and the continual review of internal processes and procedures. Blackwell highlighted the significance of expanding Board representation as members of the JEDI Committee.

IV. Nominating and Governance Committee Maribel Cifuentes

Cifuentes introduced two nominees for the Board, Taryn Fort and Melanie Bartlett and provided highlights on their backgrounds. Cifuentes asked for separate motions to approve the nominations of Fort and Bartlett as CNDC Board members.

A. Board Action: Taryn Fort

Johnson moved, and Stein seconded to approve the nomination of Taryn Fort to the CNDC Board of Directors effective February 22, 2023, which was unanimously approved.

B. Board Action: Melanie Bartlett

Johnsen moved, and Stein seconded to approve the nomination of Melanie Bartlett to the CNDC Board of Directors effective February 22, 2023, which was unanimously approved.

V. Finance Committee Rich Martinez

A. September 2022 Financial Report

Martinez presented the consolidated and CNDC-only financials through September 30, 2022.

On a consolidated basis, Martinez noted declines in assets and operating reserves, as Projects spend down grant funds and two spin-offs with substantial reserves, respectively. Decreases in Accounts Payable were the result of the timing of checks being cut. There was a discussion regarding the transfer of reserve funds to cover the current year deficit. Martinez noted that Contract and Foundation revenue increased due mainly to three Projects, while Program expenses increased by \$900k. Total revenue increased by \$2.1M, while expenses rose by \$1.5M, totaling a net revenue over expense of approximately \$660k.

Looking at the CNDC-only financial report, Martinez noted a Cash position of approximately \$670k, primarily due to an increase in Project fee receivables. Revenues and expenditures decreased by approximately \$122k each, and Professional fees were down \$62k. Martinez explained that the variance in Program expenses was attributable to CNDC winding down the VISTA program, which is planned to close at the end of 2022. Total expenses were down \$146k, resulting in a net revenue over expense of approximately \$23k.

B. Board Action: 2023 Budget

Martinez provided the Board with an overview of the 2023 budget. The Colorado Trust has notified CNDC of a \$500k offramp grant to replace lost Project fee from the Trust community Projects. Project fee is conservatively projected to increase by a rate of 4% over 2022, which is lower than CNDC's historical annual average. A new line titled Intermediary Projects will house balances from anticipated future contract work with government entities such as the City and County of Denver. CNDC's revenue projection budgets for an increase of \$560k. On the expense side, Payroll and personnel costs are expected to be the most significant. Martinez noted that the 2023 budget assumes that CNDC is fully staffed as of January 1st, 2023, and also includes a 3% salary increase across all positions. CNDC anticipates premiums on insurance benefits to increase by 17%, and Higgs noted that CNDC's insurance renewal period takes place in May 2023. Martinez noted an increase in budgets for Advertising and Marketing related to CNDC's logo redesign and website rebranding. CNDC is also budgeting for a decrease in Occupancy expenses after its current lease ends in June, with Martinez noting that CNDC plans to downsize to a smaller office space.

Total expenses are projected to increase by 5%, and CNDC is projecting a net revenue over expense of approximately \$17k. Martinez concluded the presentation of the 2023 budget by comparing this outlook to the projected net loss of \$413k that CNDC budgeted for in 2022. Martinez reminded Board members that a cash infusion from CNDC's reserves reduced the 2022 deficit to approximately \$110k.

There was a discussion regarding the offramp grant from The Colorado Trust considering those Projects closing at the end of 2022. Board members discussed potential areas for reducing expenses, and Higgs noted that CNDC plans to engage with a consultant to analyze CNDC's model, staffing, product and service offerings, and pricing.

Martinez asked for a motion to approve the 2023 budget. Ritz moved, and Stein seconded to approve the 2023 budget, which was unanimously approved.

VI. President's Report Melinda Higgs

A. 2020 – 2022 Strategic Plan Update

Higgs encouraged Board members to review the enclosed materials related to updates to the Strategic Plan.

B. Colorado Trust Update

Higgs confirmed receipt of a \$500k offramp grant from The Colorado Trust intended for 2023, and thanked Hovland and Cifuentes for their work. Higgs also shared that The Colorado Trust has expressed interest in exploring future partnership opportunities with CNDC.

VII. Fiscal Sponsor Program Angela Schreffler

A. Project Presentation: Ethan Levy, Dork Dancing

Levy presented the work of his organization, Dork Dancing. Levy led the Board in an opening dance session to immerse folks in the primary goals of his Project. He started Dork Dancing in response to the pandemic with an emphasis on the mental health crisis that grew out of lockdowns and social distancing. Dork Dancing encourages people to dance how they feel to relieve feelings of stress and anxiety through movement and music. Levy highlighted Dork Dancing's support for mental health advocacy and emphasized that his personal experiences have informed his perspective and his passion for the work of his Project. Dork Dancing has plans to expand to Boulder, Fort Collins, and Colorado Springs after having hosted over 100 events in the last eight months.

B. Fiscal Sponsor Report

Schreffler encouraged Board members to review the Project report at their convenience.

VIII. Other Business

There was no other business.

IX. Executive Session

Higgs asked for a motion to enter Executive Session.

Blackwell moved, and Martinez seconded to enter Executive Session, which was unanimously approved. Board members entered Executive Session at 4:52pm.

Blackwell moved, and Cifuentes seconded to exit Executive Session, which was unanimously approved. Board members exited Executive Session at 5:05pm.

X. Adjourn

Hovland adjourned the meeting at 5:05pm.

Raymael Blackwell, Secretary
