

Colorado Nonprofit Development Center  
Board of Directors Meeting – Minutes  
February 22, 2023  
3:00pm – 5:00pm  
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, Maria Montoya, Will Chan, Melanie Bartlett, Taryn Fort

Absent: None

Present Staff: Melinda Higgs, Angela Schreffler, Kevin Van Vleet, Will Lewis

- I. Board Chair Ann Hovland
  - A. Welcome and Introductions  
Hovland welcomed Board members.
  - B. Conflicts of Interest  
There were no conflicts of interest.
  - C. New Board Member Introductions  
Hovland introduced Taryn Fort and Melanie Bartlett, and Board members introduced themselves by sharing their length of service to the Board and the various committees on which they have served.
- II. Approval of November 30, 2022 Board Meeting Minutes
  - A. Board Action: Stein moved, and Ritz seconded to approve the November minutes, which were unanimously approved.
- III. Strategic Focus Areas
  - A. Metrics Emily Murillo & Sara Bayless, OMNI Institute  
Higgs introduced Murillo and Bayless with OMNI Institute. Murillo presented an assessment and evaluation framework for CNDC's fiscal sponsorship work. OMNI has completed the assessment phase and is currently in phase two involving the development of evaluation framework. CNDC aims to assess the effectiveness of services offered, refine the scope of services offered, and provide a cost-benefit analysis of those services. Murillo noted the growth of new Project partners, both in small and large-dollar organizations. OMNI took into account the results of CNDC's annual Project Satisfaction Survey, highlighting CNDC's consistently high marks in respectfulness and comfortability with staff. While overall responses were satisfactory, Projects' satisfaction with the value of CNDC services ranked lowest. OMNI also conducted direct feedback sessions with Project leaders. Bayless noted

the cost-benefit analysis component is still ongoing and highlighted the complexities of this kind of study. OMNI will develop high-level snapshots for typical Project profiles and support CNDC in communicating the value that they provide. There was a discussion regarding the unique backgrounds, financial outlooks, and goals of various Projects – regardless of size – and how these factors may influence Projects’ decisions to either stay with or spin off from CNDC. OMNI’s final report will be delivered in the next month and will include recommendations for continual analysis and evaluation. Hovland thanked Murillo and Bayless for presenting their progress to the Board.

B. Communications Update Melinda Higgs

Higgs notified Board members that she would share a communications update via email after the meeting is adjourned.

C. JEDI Committee Melinda Higgs & Ann Hovland

Higgs notified CNDC Board members she would share an update on the JEDI Committee’s 2023 work plan via email after the meeting is adjourned.

IV. Finance Committee Rich Martinez

A. December 2022 Financial Report

Martinez presented the consolidated and CNDC-only financials.

On a consolidated basis, Martinez noted that Project fee receivable is down. Total net assets decreased by \$3M, and corporate and individual donations were up \$700k, largely related to Marshall Fire Family Relief Fund. Prior-year foundation revenue was down \$690k, and Martinez noted that the finance committee discussed that this was due to large funds received last year that were not repeated in 2022. The decrease in government contracts of \$4.4M was related to Covid relief funding in 2021 that did not continue in 2022. Other revenues includes activity related to the spinoff of Social Venture Partners Denver, as well as refunds that were sent back to The Colorado Trust totaling approximately \$700k. Special Event revenues increased significantly after multiple Projects hosted successful events. Personnel expenses were down \$473k, and this was offset by an increase in Contract Labor of \$390k. There was a variance in the Boards & Committees line of \$192k related to a large convening held by The Attainment Network. Overall, total expenses were down \$1.6M.

On a CNDC-only basis, Martinez noted that there was a decrease in Cash of \$400k, and the decrease in Project Fee Receivables continued to be the result of a timing difference. Net assets totaled \$481k, and the \$300k variance in Project Fee revenue was related to the sunseting of the partnership with The Colorado Trust. CNDC was awarded an offramp grant totaling \$500k that will be booked in 2023. The decrease in Personnel expenses was also offset by contract labor, and the variance in Program expenses was related to the closing out of the VISTA program. CNDC had budgeted for a net loss of \$341k, with an actual net loss of \$436k. Martinez noted that when

factoring in the off-ramp grant from The Colorado Trust, CNDC-only finances are slightly positive.

Higgs detailed the situation with The Colorado Trust for new Board members and shared that 10-12 Project communities were closed in advance of CNDC's 5-year plan. Martinez highlighted the strategic plan work as critical to bringing stability to overall finances.

There was a discussion regarding accessing CNDC's reserves, and Van Vleet replied that nothing on the horizon leads him to believe that accessing the reserves would be necessary. Higgs noted that the off-ramp grant from the Trust has been received already. There was a discussion regarding increasing the number of grants that CNDC applies for in 2023. Higgs noted that the results from the strategic plan process will aid in grant applications.

V. Fiscal Sponsor Program Angela Schreffler

A. Project Presentation: Mara Mintzer, Growing Up Boulder

Mintzer detailed the work of Growing Up Boulder, Boulder's child and youth-friendly city initiative. Growing Up Boulder's vision is to lead a global movement in child-friendly cities, resulting in more equitable, healthier, and more sustainable communities for all. Founded by Mintzer and mentors and professors in 2009, Growing Up Boulder has engaged with over 7,500 local youth using a working model that is based on the U.N. Convention on the rights of children. The child-friendly city initiative is active in 3,000 municipalities and over 40 countries and includes areas of focus such as policing and safety, transportation, housing, and parks and nature. Growing Up Boulder believes their impact comes from giving children a voice in community decisions that affect them. Chan asked Mintzer about the demographics of the children served by Growing Up Boulder, and Mintzer replied that the projects they undertake are directed by the City of Boulder. Cifuentes asked whether Growing Up Boulder has received interest from other cities, and Mintzer noted that current staff size and funding hinders their ability to respond to the high volume of requests they receive. Higgs thanked Mintzer for her presentation.

B. Fiscal Sponsor Report

Schreffler provided an overview of the results of the 2022 Year-End Survey, highlighting different populations that Projects served. There was an increase in the number of Projects onboarded to CNDC, and the majority of closures were Project communities under The Colorado Trust. There was a discussion regarding the spike of the number of volunteers in 2021 and Schreffler confirmed this increase was an unexpected anomaly compared to prior years.

VI. President's Report Melinda Higgs

A. Organizational Development Consulting

Higgs shared updates on plans to look at fees and services, staffing structure, and systems workflows. CNDC is looking to create efficiencies in all processes and will receive recommendations from the consultants. Board involvement will be required for some decision-making processes related to these recommendations. Higgs shared that this work could result in significant changes to CNDC operations and that the review dovetails nicely with CNDC's ongoing metrics, communications, and JEDI work. There was a discussion regarding technology and software upgrades in relation to boosting organizational return on investment. There was a discussion regarding incorporating equity into CNDC's fee-for-service model, and Higgs provided details on CNDC's vision of an equitable fee structure.

VII. Other Business

There was no other business.

VIII. Executive Session

Motion to enter executive session – Board members entered executive session at 4:48pm.

Motion to exit executive session – Board members exited executive session at 5:00pm.

IX. Adjourn

Hovland adjourned the meeting at 5:00pm.

Raymael Blackwell, Secretary

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