

Colorado Nonprofit Development Center
Board of Directors Meeting – Minutes
August 23, 2023
3:00pm – 5:00pm
Meeting Held via Videoconference

Present Board Members: Maribel Cifuentes, Raymael Blackwell, Rich Martinez, Ann Hovland, Melissa Johnsen, Maria Montoya, Melanie Bartlett, Taryn Fort, Will Chan

Absent: Kaia Gallagher

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

I. Board Chair Maribel Cifuentes

A. Welcomes & Introductions

Cifuentes welcomed Board members.

B. Conflicts of Interest

There were no conflicts of interest.

II. Approval of May 24, 2023 Board Meeting Minutes

A. Board Action: Fort noted that she and Bartlett were not listed as attendees at the May Board meeting. Cifuentes recommended amending the May minutes to include this change and asked for a motion to approve the minutes as amended. Montoya moved, and Blackwell seconded to approve the August minutes, which were unanimously approved as amended.

III. Strategic Focus Areas

A. Metrics – OMNI Institute Report Melissa Johnsen, Melinda Higgs

Higgs thanked Johnsen and Gallagher for their work on the Metrics Committee. Higgs noted that the Board highlighted the need for evaluation as related to the overall strategic plan. Higgs shared that the work began in mid-2022 and OMNI was selected for their understanding of CNDC's business model. OMNI's initial report was delivered in March 2023 and Johnsen and Gallagher engaged OMNI for follow up discussions, resulting in the current report.

Johnsen shared findings from the report and summarized key takeaways. OMNI performed a snapshot of CNDC's history, evaluating organizational strengths and providing recommendations for improvement. In addition, OMNI also performed a cost-benefit analysis for CNDC's services. Johnsen noted that the evaluation of CNDC was a complicated undertaking to articulate the value that CNDC provides to partner projects. Johnsen noted that OMNI provided CNDC with a foundational report that can be built upon in future evaluations. CNDC is now equipped to communicate its

value collectively to funders, partners, and future clients. Board members thanked Johnsen and Gallagher for their work with OMNI in developing the report.

There was a discussion regarding the report's general recommendations. Fort asked whether CNDC utilizes Salesforce currently and whether it is being leveraged for maximum potential. Board members agreed on the need to prioritize OMNI's recommendations for increased efficiency. There was a discussion regarding surprises found in the report's recommendations, and Higgs noted that the complexity of the cost-benefit analysis was unexpected. The wide variety of partner projects' size, impact, and finances further complicated the analysis design and execution. Hovland noted surprise at some statistics listed in the report and there was a discussion regarding partner project closures.

There was a discussion regarding OMNI's recommendations related to CNDC's JEDI work initiatives. Montoya asked for an assessment of which recommendations can be prioritized as action items. Higgs noted that the report will be shared with staff at the September staff meeting. CNDC also plans to populate the annual satisfaction survey with recommendations to gauge feedback from partner projects. Higgs anticipates further conversation regarding the OMNI report at the November Board meeting. Cifuentes suggested extending the next Board meeting to four hours on Wednesday, November 29th from 1:00 – 5:00PM. This meeting would include lunch and an abbreviated Board meeting in advance of a longer strategic planning discussion for 2024 initiatives. Board members shared their availability and agreed to the plan for holding an extended meeting with a virtual option.

B. JEDI Committee

Melinda Higgs, Maribel Cifuentes

1. Revised Committee Charter

Higgs shared the revised JEDI Committee Charter, and Board members discussed the changes in detail. Higgs noted that the charter clarifies that the JEDI Committee is tasked with ensuring the continuation of CNDC's journey. There was a discussion regarding any necessary prework to be completed by the Committee and Board members in advance of long-term planning sessions.

2. Assessment Results

Higgs introduced the results from the JEDI Assessment and noted that the JEDI Committee reviewed the results in advance. Cifuentes noted that the amount of 'I don't know' responses from partner projects decreased in 2023. Bartlett asked which committee member would introduce JEDI initiatives to new staff and Board members after Angela Schreffler's departure in July.

IV. Fiscal Sponsor Program

A. Project Presentation: Families Forward Resource Center

Shawn Taylor

Higgs introduced Taylor to the Board and thanked her for joining the meeting. Board members welcomed Taylor and introduced themselves. Taylor provided background of her work with Families Forward Resource Center (FFRC) and answered questions from Board members.

Taylor shared that FFRC believes that strong families are the key to strong communities and gave an overview of their services provided throughout northeast Denver. FFRC is committed to reducing disparities in maternal & infant health for people of color. Some of their programs include administrative support assistance and outreach support coordinators, along with supervised visitation staff, navigating programs such as adult medical care, food and financial assistance, child support services, and resource navigation. ; Taylor noted that FFRC hopes to restart its youth development program known as Kathy's Camp in 2024. Taylor also highlighted their work with migrant families in the Montbello neighborhood. FFRC serves 300 pregnant people, 300 non-pregnant parents, and 100 fathers in the early childcare space per year. Higgs thanked Taylor for her work on behalf of Families Forward Resource Center.

B. Fiscal Sponsor Report

Higgs encouraged Board members to review the fiscal sponsor report at their convenience and noted the uptick in new partner projects. Higgs asked Board members to highlight what information they find useful in this report. Board members noted that it would be insightful to know the number of applicants that are declined by CNDC. Martinez noted it would be interesting to know the reasons why an applicant was not moved forward in the process.

V. President's Report

Melinda Higgs

A. Communication/Website Update

Higgs shared that the new website is seeing approximately 500-1,000 visits per month, and most visitors are navigating to the staff and Board page, along with the application page. A smaller number of repeat visitors are visiting the partner portal. Higgs shared the need to drive more partner projects to the portal for finding self-service resources. Higgs noted that a Google Analytics report will be shared with Board members in advance of the November meeting. There was a discussion regarding a guided training session for partner projects on accessing the partner portal during regular check-in meetings.

B. Funder Outreach Strategy

Higgs shared an update on CNDC's outreach to entities that would consider funding CNDC directly. There was a discussion regarding reaching out to known contacts employed by Colorado funders, as well as funders who have a demonstrated history of funding fiscal sponsors specifically. Board members would have the opportunity to participate in 1on1 meetings and larger lunch-and-learn sessions. Cifuentes noted that the Board anticipates more conversations regarding the overall strategy for

communicating CNDC's value to members of the funding community. Montoya noted the benefits of timing these outreach conversations to be held after the Board has discussed the findings of the OMNI report in detail.

C. Staffing Update & Succession Planning

Higgs reminded Board members that Schreffler was part-time for the last few years, and that the bulk of her focus was spent on special projects that have since been wrapped up. Higgs also announced the formation of the Leadership team comprised of executives and managers. CNDC is still not at a point financially to explore hiring another executive position; the role of this position would still need to be finalized.

Higgs noted an update to CNDC's Emergency Succession Plan. Van Vleet would step in as President & CEO in the absence of Higgs, and Elizabeth Orare currently serves as CNDC's Controller. Higgs noted that CNDC has added additional signers on staff for when urgent financial needs arise.

VI. Finance Committee

Rich Martinez

A. June 2023 Financial Report

Martinez presented the June 2023 financial report and noted that the Finance Committee reviewed the reports in advance. Martinez reviewed the CNDC-only financials and Board members reviewed and discussed the report in detail. Martinez shared that Cash is down \$342k and that the increase in Other Receivables of \$22k is the amount due to CNDC from Paycom due to double payroll tax remittance mistake on their behalf. Total assets equal \$1.8M and net assets totaled \$1.7M, down \$222k from the same period in 2022.

Martinez reminded Board members that 'Shared Administrative Contribution' is the new terminology for Project Fee. Martinez noted that Interest income is already up 14% and does not yet include earnings from CNDC's new ICS account that was approved in the May Board meeting. Total Revenue was \$1.4M, and the decrease in Personnel expenses was offset by increases in Contract Labor. CNDC's Occupancy expenses are under budget due to the office move, and Van Vleet anticipates additional savings. Expenses totaled \$1.4M, or \$37k over budget.

Martinez reviewed the CNDC-only financials and Board members reviewed and discussed the report in detail. Cash is down as partner projects spend down prior-year grants. Contract Receivables are up, primarily due to government grant spending before a June 30th end date. Martinez noted that Right of Use assets reference partner projects' lease obligations. There was an increase in Accounts Payable related to unspent funds that are due back to The Colorado Trust (TCT). Net assets are down \$2.2M, with a decrease in Cash of \$1.7M.

Martinez highlight partner project activity related to several line items, including Marshall Fire Family Relief Fund's impact on prior year Corporate & Individual

contributions, Colorado Inclusive Economy's Contracting and Consulting revenues, and a decrease in Instruction and Tuition fees related to the spinoff of Center for Bright Kids. Revenue is down \$1.8M, and expenses are down \$2.7M. Cifuentes thanked Martinez for presenting the financial reports.

VII. Other Business

There was no other business.

VIII. Adjourn

Cifuentes adjourned the meeting at 5:00pm.

Will Chan, Secretary
