



**BGCCC Board Meeting**  
**Tuesday, October 25, 2022**

Meeting called to order at 5:31 pm.

- I. Members attending in Salida: Duncan Campbell (Board Chairman), Gwen Allen (Board Vice Chair) Jan Schmidt (Treasurer), Deb Payton (Secretary), Brian Beaulieu (Club Director), Mitch Wright, Kent Davidson, Chasadee Weaver, Felicia Hermosillo, Kiki Lathrop, Tessa  
Via GTM: Cara Larimer, Dustin Nichols, Barbara Pierce, Carlton Pierce
  
- II. Moment for Kids with Kiki— Kalen, aged 9, joined us. He is involved with the Drone Club and flies the drones. The kids 3-D print their drone badges which they have to earn. Irv Broudy, Becky Berry and Randy lead the club, with Troy and Jr staff helping out. Wednesday is drone day with the program starting at 4:30pm and continuing until students leave. Kalen takes classes where he does Telo, a free drone flying app, and programming. If the drone doesn't work, they must look back on the programming. They fly the drones inside and must react quickly to changes in the drone's movement through an obstacle course similar to a dog agility course. The battery dies quickly and must be recharged. He then listed the 3 Steps to flying;
  1. Safety check-The drone must be 5 miles from the airport. Make sure the area's clear.
  2. Settings- must connect via wifi, battery must installed.
  3. Propellor's must be tight.
  
- III. Review and approval of September Board Minutes. Gwen made a motion to approve, Marji seconded. Unanimously approved.
  
- IV. RD & Marketing converged plan – Marji, Duncan, Brian, Tessa and McKenzie are working with Karen Manconi of BGCA.
  - A. The RD club health assessment was done with nine metrics in all levels including board engagement, strategies, etc. The Case Statement was completed along with Resource and Marketing Plans.
  - B. Tessa indicated that the goal is to read the plan and provide feedback. They used BGCA plans and looked at other club plans.
    1. Strategies and goals were outlined.
    2. Gift metrics including numbers, amounts and retention rates were tracked.
    3. Objectives:

- a) Bring in new donors and keep current donors.
  - b) Create action plans and timelines. The created monthly calendar will help us to stay on track. The Marketing plan is to stay on mission while communicating goals effectively. The team is currently working on EoY and marketing.
4. The Stewardship Plan is critical for moving forward and recognition is very important. Brian involves the kids to personally to show donor's impact with flowers and hand written thank-you's. Donor perfect is a work in progress with software updates and on-line learning.
  5. For communication the club uses Constant Contact, the BGCCC website and advertising multimedia.
  6. BGCCC needs to recruit more volunteers and donors.
  7. The Gala and EoY marketing plan including monthly giving and R&D will assess this quarterly (Marji). Felicia indicated that monthly giving is an easier way to give without a big hit in finances. This plan should hold for several years. Duncan likes the calendar and the budgeting for each event. Moving forward, the stewardship plan will be finalized. Thank you handwritten notes are so important. Planned giving and the endowment needs some marketing plans.
- V. EoY Plans including stuffing party – (Brian). The EoY Budgeted amount is \$150K. The mailings go out to approximately 2000 people, with approximately 300 going out with personal notes.
- A. It's important for all Board Members to donate so that BGCA sees 100% Board contributions. Board participation also plays a role in decisions for grants.
  - B. EoY will be a direct mailing campaign ( Appeal letter and impact report included).
    1. Brian writes the first draft of the appeal letter, then it's edited by Tessa, Kiki, Duncan, Marji and Karen. McKenzie provided excellent photos.
    2. The impact report shows evidence of the Club's Impact on the community including a pie graph including a breakdown of donations, stats such as 24,000 snacks/year provided to area students, diversity in the club and over 900 different kids served. These letters should be out before Thanksgiving so that they are out before other mailings.
    3. The letter stuffing party will be held on November 9th. Brian works at the club the week between Christmas and New Years and is busy with cold calls from end of year donors. Colorado gives Day (12/6) and Giving Tuesday makes a significant amount for EoY. The CO Childcare Tax Credit; Taxpayers that make a qualifying monetary contribution to promote child care in Colorado may claim an income tax credit of 50% of the total qualifying contribution.
- VI. Finance update (see attachments) – (Jan reporting) The Finance Committee met last week. Austin prepared the Financial Statement which shows \$4.7M in assets and \$3M in investments. Two million has been raised for the BV Capital Campaign. For Salida, \$13K has been written off for the phase 1 CC. (See the Finance memo) Giving is coming in strong.
- A. The BV CC is going well, but the Finance Committee would like a contingency plan if the total amount is not raised. These options could include;

1. Scaling back the project to correspond with funds raised.
  2. Taking out a loan which at current rates would translate to \$100K/yr for every \$1M borrowed.
  3. Build in phases per architects specifications with first priority being a functioning facility that houses the kids.
  4. Take more time to raise the money.
- B. An update on the timing of BGCCC BV for Finance Committee is needed so that they can invest it in T Bills etc. The Finance Committee estimated that \$400K will be needed for the next year and those funds should be readily available.
- C. Operating funds are un-invested, but the initial investment funds are quite diversified with 60% stocks and 40% bonds and they will continue to dollar cost average over the next 12 months.
- D. With the new Auditor, the review has gone well and we should have a draft audit next month.
- E. Duncan and Jan are meeting to discuss Financial acumen training for all board members.
- F. Policies and Procedures for the Finance Committee will be updated for fiscal year 22/23.
- G. Abe Hochman will be paid \$1500.00/month as our owner's rep.
- H. Key metrics will be included on the monthly dashboard and will include average daily attendance.
- I. The Performance Room bid was approved and construction will move forward for the Salida Club.
- J. Staffing issues remain an issue. Felicia commented that young people cannot afford to buy homes and can't live on the area salaries paid.

#### VII. Committee Reports:

- A. Facilities (B Dustin)—The plan moving forward includes pertinent needs now.
1. The team selected Lou Galletta Architects; The terms will include budgeting.
  2. The team is making sure that the town is on board so that they don't over/under build.
  3. The lease agreement is being refined with the town. Upon completion, Gwen will do the Title search. The town wants ground breaking to occur in the next 12 months, but Dustin feels it will be more like 36 months. The team met with the town and asked for help to offset an estimated \$2M shortfall. Gwen indicates that if the town would like input on the facility and would like to partner with BGCCC, additional funds would be needed. Joseph Tipple and Philip Puckett has been very helpful with this process. When the lease agreement is complete it will go before the trustees.
- B. RD including Gala summary (Marji)

1. The Autumn Color Run raised \$1000. This year and the RD staff opted to not do this in the future due to high staffing needs for the event. Our staff is already working extra to make up for staffing shortfalls.
2. The Gala was very successful with tickets sold out. Felicia tracked when guests departed and only 27 left before 8:30pm. At the Gala , \$39K was raised at the even and \$180,350.00 was raised through sponsorships and other donations. There was \$20,000 raised for in kind gifts. Next year's Gala will be at Mt Princeton on wed Oct 27th. Constant Contact will be used for marketing.
3. A \$114K grant will be awarded by Congressional Spending Grant this year. This grant was made because of our community impact. BGCCC is billing \$9500. /month for reimbursable funds via this grant.

C. Safety (Mitch)— No safety issues.

1. The signage is UTD. Fire drills are performed monthly in the club. Ladders for the second floor will be in place. All windows are labelled.
2. Follow-up with the SWAT team to arrange a time to come into the club is needed. Deb will contact Russ Johnson to arrange.
3. The Safety plan with BGA is moving forward.
4. The atrium door will at the entrance will go out to bid. The cost is estimated at \$25K. The double door will increase safety during lockdowns and cut down on debris and air flow into the building.

D. Capital Campaign (Cara)—Julie is on vacation. The CC team has decided to include the larger group in meetings. The CC has just begun and there are still a lot of people to approach. Most funds are currently unasked for.

E. Governance (Duncan)—No meeting this month.

1. Diversity/ Equity/Inclusion: Duncan has approached Wendell Pryor to teach this class for Board Members. He is a former BGCCC director, EDC head, and professor and will do a training on DEI / date TBD.
2. Board Assessment and Finance training are future topics.
3. The dashboard needs to be implemented.

F. Programs (Brian)—The drone program is in full swing. The club just received a \$3K first time programming grant from Walden to help with the music program. The Minute podcast at KHEN is creating excitement in the club. The new town administrator in BV wanted to slow down on the BV Club, but Dustin pushed forward. Felicia and Bryant have coordinated teaching with an autistic child who is becoming notably more verbal.

Meeting adjourned at 7:12 pm.

The next Board meeting will be held on Tuesday, November 29 in BV

Deb Payton- Secretary



BGCCC Executive Committee Meeting  
 Monday, October 24, 2022  
 Meeting called to order at 6pm

- I. Members attending via GTM: Duncan Campbell (Board Chair), Jan Schmidt (Treasurer), Deborah Payton (Secretary), Brian Beaulieu (Club Director)
- II. Board members contributions MIA and impact on Grants – (Brian to share.) BGCA tracks overall Board Performance and pledges. Quarterly, Mid-year and Annual grants are submitted and some Board Members have not donated at all for 2022. Fiscal year 2021 was amazing, but does not carry forward to the following fiscal year. Now we are looking forward to fiscal year 2023. Some grants will not be approved based on lack of giving from Board Members. The amount is not critical, but all Board members should try to make an end of year gift.
- III. BV meeting debrief with the treasurer, city planner and the town administrator – (Brian). Dustin did a great job as facilities director with help from committee members Scott, Cara and Abe. The LOI is about to become a formal ground lease. The Finance Committee asked where we are on the CC and Irv wanted to know what our fall back position is if we have a significant shortfall. Philip Puckett is in charge of the financial component with the Trustees and was informed of a projected \$2M shortfall at this point with \$2M raised and grants expected. The town will work with the committee to prep the Trustees. The town hall and police station are also competing for community funds. Joseph Teigel is the City Planner and is very supportive. Dustin will present to the Trustees. October 15th is the statutory deadline for budgets and we did not have the budget prepared for the town staff. It's possible to do the building in phases or potentially scaling the project back or constructing the structure with rooms to be completed. We could also prolong the fundraising. We're hoping for \$500k from the town to fill some of the shortfall. With TABCR, there is a non-appropriation clause that could allow the town to withdraw from the project.
- IV. October Board meeting agenda: Salida Club with GTM link
  1. Moment for kids
  2. Vote on the September notes
  3. EO Q&A
  4. RD/Marketing plan
  5. EOY plans
  6. Finance (might be good to give finance more time this month)
  7. Committee Report Outs:
    - a) Facilities;
    - b) Finance;
    - c) RD (including Gala debrief & results, 20');
    - d) Safety;
    - e) Capital Campaign;
    - f) Governance and Programs (Wendell Pytor, professor and former BGCCC Director to come in and do training on ethics and policy and actions moving forward

## Resource Development Plan



**BOYS & GIRLS CLUBS  
 OF CHAFFEE COUNTY**

**Summary:**  
 BGCCC needs consistent, robust funding to carry out our mission. Fundraising revenue has increased in recent years, and this trend bodes well for club sustainability. However, this year presents unique challenges for reaching our fundraising goals with the Buena Vista capital campaign tapping into our donor pool and stock market volatility threatening donors' capacity to give. An RD plan is a key component of a successful RD program. This plan outlines strategies and responsibilities to guide our staff and board to ensure we meet our revenue goals. RD staff will lead many of the specific activities, board members will primarily support this plan through their stewardship responsibilities. This plan will be reviewed quarterly in RD committee meetings to make sure of its implementation.



## BGCCC Board Meeting

**Tuesday, September 26, 2022**

Meeting called to order at 5:38 pm.

Members attending in Salida: Duncan Campbell (Board Chairman), Brian Beaulieu (Club Director), Deb Payton (Secretary), and remotely via GTM: Gwen Allen (Board Vice Chair), Dustin Nichols, Felicia Hermosillo, Marjorie Ackerman, Gwen Allen,

- I. Moment for Kids—Kiki presented Mae who is active in teen programming. She is a 7th grader in Salida Middle School and recently participated in JA Economics for Success. She found the information to be difficult, but she learned a lot. The best lesson was on budgeting where you had to figure out the priorities. Where you rent or buy, which clothes can you afford to buy and what you can afford to spend on food and spending vs savings. The teens are starting a podcast at the Club that will be called The Salida Minute—for one minute they talk about an issue in Salida. The next topic is on the environment and animals and their habitats; ie Antarctica. They will partner with KHEN to promote their hot topics. Flyers could be made to promote the podcast. The Teen Club has run with the project.
- II. Vote on August Board Minutes— Marji made a motion, Gwen seconded. Unanimously approved.
- III. Executive Committee Minutes Q&A. See minutes and note the contract with Abe Hochman and approval of the Performance Center flooring are both Action Items that will go to the Finance Committee, Brian will schedule with Pip on direction from the EC.
- IV. Gala Event (Marji and Brian)—There are 93 sponsors this year with \$135,200 collected which places the BGCCC well over the budgeted amount of \$110,000. Karen, Cara and Scott worked hard in BV and Salida did well as did Marji, Tessa and McKenzie. At this point, the event is sold out with 185 tickets sold with seventy tickets sold for cash. There is a wait list in place. Three staff members will handle check-in and they will get individual names for marketing and each person will receive a paddle for the auction. Board members should be there by 5:30pm and should circulate. Order of events: At 5:30pm appetizers/ 6pm buffet dinner with Mt Princeton serving/ 7pm Duncan welcomes participants/ then a video of club kids thanking lead sponsors/club highlights/BV & Salida club heroes/live auction/leadership video by the kids/fund a future auction.

Austin provided highlights of the financial statements for the month of September 2022. Expenses exceeded revenue for ongoing operations by \$57,081. BV Capital Campaign revenue was \$263,940 for the year-to-date. See Austin's financial highlights memo for more information.

Funds raised at the Gala exceeded the budget and Brian recently learned of a \$114k federal grant awarded for the period October 22 – September 23 (the largest federal grant ever).

#### 5. Capital Campaign Reports

- Salida close-out – Bids were received for completion of the performance room (see award of contract below); two pledges will be written off as uncollectible (and a reserve booked as of the June 30, 2022 year end).
- Buena Vista fundraising & cost estimates – Austin is not including this report on the shared Google drive for confidentiality purposes, but he is tracking all contributions

#### 6. Gala Update

Over \$40,000 was raised at the event (as discussed during the financial report). Duncan provided more detail about the actual event that was very successful all around (well attended, entertaining, funds raised exceeded expectation).

#### 7. Quarterly Burn Rate

Austin spoke to the report he generated that showed total cash generated and expended. Cash flow is positive.

#### 8. Audit update

Austin said the audit went very well. He said working with a new audit firm was a lot more work, but he was very happy with the new firm. He also said that the former auditor, Lyman Hamblin, was very helpful in the transition and provided all the requested information in a timely manner. A draft of the year end financial statements is expected by the end of next week. Kristin asked if the Form 990 would be delivered at the same time and Austin said it would come later.

#### 9. Financial Acumen Training by BGCA (follow up from board assessment)

Jan and Duncan briefly updated the committee about the action item generated from the recent board assessment. They have a meeting scheduled next Thursday with Lauren Hackney of BGCA to plan the training session.

#### 10. Policies & Procedures Update

This agenda item was continued in the interest of time.

#### 11. Finance Department update

### Boys & Girls Club of Chaffee County (BGCCC) Minutes of the Finance Committee October 19, 2022

Attendees: Board Chairperson Duncan Campbell, Finance Committee Chair Jan Schmidt, Committee Members Gloria Broudy, Irv Broudy, JoAnn Guattery, Kristen Hussey, Chas Weaver and Staff Members Brian Beaulieu and Austin Taylor.

#### 1. Greetings / Call to Order

The meeting was held at the Salida club and started at approximately 1:00 pm.

#### 2. Approval of Minutes from August meeting

Gloria made a motion to approve the minutes and Duncan seconded the motion. Minutes were unanimously approved. (There was no September meeting of the finance committee.)

#### 3. Buena Vista Facilities Update (Dustin Nichols)

Board member and facilities chairperson Dustin Nichols attended the meeting to answer questions about timing and funding that arose during the August meeting and to request the finance committee's approval of the selection of Lou Galletta for architectural services following a competitive selection process.

Discussion took place regarding several aspects of the project, such as the amount of the Town's financial contribution, priority projects, budget timeline and process for requesting funds; the proposed land-lease and timing to execute the draft agreement currently being reviewed; plans for a groundbreaking at the end of 2023 and the estimated 18-month construction period. Contingency plans discussed should full funding not be secured in cash include phasing of the project, scaling back certain aspects of the building, and/or a bank loan. A rough estimate for annual debt service of \$100k per \$1 million financed was calculated at current interest rates.

With respect to the selection process for the architect, Dustin said Lou Galletta had laid out the best process, was the lowest bid and expressed a willingness to work with the BGCCC's owners rep. Total estimated design fees were \$387,610 with an additional \$129,000 for LEED gold certification (not recommended).

Timing of expenditures was also discussed for cash flow planning. Based on the recommendation of the investment committee, capital campaign funds are being invested in treasury instruments and laddered CDs to generate interest on the money; however, the duration for such investments has not been clear because the project timing was not known. Dustin was reassured that any invested funds are in low-risk interest-bearing instruments; the investment policy does not allow this money to be invested in mutual funds or other securities. Other cash outflows expected prior to breaking ground include some engineering costs and the monthly retainer (approved later) for Abe Hachman. So, most of the capital campaign funds are available to invest for one year.

Duncan made a motion to approve the selection of Lou Galletta as the architect (phase two through construction) and engage in contract negotiations to bring an agreement back for approval. Jo Ann seconded the motion and it was approved unanimously.

#### 4. September Financials compared to Budget

Page | 2

Page | 1

Austin provided an update about implementation of a process for booking an allowance for doubtful accounts. He said that of the various accepted methods, he felt that a specific identification was most appropriate for BGCCC. An allowance for two pledges totaling \$ \_\_\_ will be included in the June financial statements and he will write off those amounts this month.

#### 12. Updates / Follow Up / Old Business

- Abe Hachman agreement with scope of work and timeline – information requested during the August committee meeting was passed around by Brian. Following discussion of the value of services provided by Mr. Hachman, Irv made a motion to approve a services agreement and \$1,500 monthly retainer. Gloria seconded the motion. It was approved unanimously.
- Allowance for Doubtful Accounts (methodology, amount) – see agenda item #11 above
- Management of investments – Jan said the investment committee is meeting the following Friday to discuss the proposals received for having professional management of the endowment/quasi-endowment and capital campaign funds. Minutes from August investment committee meeting were included in the meeting materials as an update.
- Key Metrics / Dashboard implementation – Austin said he has implemented this in the monthly financial memo; he will follow up to also add it to the board area of the website.
- Endowment Marketing – Duncan said that Tessa has jumped on this and is working to develop a plan
- Long-range capital needs / upgrades – Brian reported that he is getting another roofing repair estimate; the bids he currently has are for \$1,200 and \$5,000, which is a large difference. The estimate for a total replacement is \$30k to \$40k but he said this would not be necessary. (Currently a reserve for all ongoing Salida capital improvements of \$30k is on the books.)
- Approval of a bid for performance room project – Brian said he received a total of five bids, three of which were from First Street Flooring. Gloria made a motion to accept the low bid from First Street Flooring, which Brian recommended. Duncan seconded the motion and it was approved unanimously.
- Staffing shortage – Brian brought up this topic and said it is an issue that is not going away anytime soon. Duncan reminded him of the suggestion from Amy Dennis to pursue internships through CMC.

#### 13. Wrap Up / Next Meetings

Jan asked if there were conflicts with the regularly scheduled meetings on the third Wednesday of each month from 1:00 to 2:30 other than in the month of December when the meeting will be moved to the second Wednesday. There was some discussion of committee members who will be in Mexico for part of the winter / early spring, but the same schedule will remain in place for 2023.

The next meeting will be Wednesday, November 16 from 1:00 to 2:30. Austin will be gone part of the week before the meeting. Materials will either be provided earlier than usual (if feasible) or on the Monday before the meeting.

The meeting concluded at approximately 3:30pm.

Page | 3

Accrual Basis

		Sep 30, 22	Sep 30, 21	\$ Change	% Change
<b>ASSETS</b>					
Current Assets					
Checking/Savings					
	0000 · Cash	1,334,858	959,007	375,851	39%
	1019 · Restricted or Board Designated	367,284	366,233	1,051	0%
	1035 · Fidelity MM	136,050		136,050	100%
	1057 · Operating Reserve Fidelity	319,000		319,000	100%
	<b>Total Checking/Savings</b>	<b>2,157,192</b>	<b>1,325,240</b>	<b>831,952</b>	<b>63%</b>
Accounts Receivable					
	1089 · Pledges Receivable	136,783	470,824	-334,041	-71%
	1092 · Salida Pledges	3,827		3,827	100%
	1093 · BV Pledges	5,000		5,000	100%
	1101 · Sponsors Receivable	24,450		24,450	100%
	1110 · Grants Receivable	11,211	18,325	-7,114	-39%
	<b>Total Accounts Receivable</b>	<b>181,271</b>	<b>489,149</b>	<b>-307,878</b>	<b>-63%</b>
Other Current Assets					
	1040 · Petty Cash	85	83	2	2%
	1056 · CC Investments	661,494	88,925	572,569	644%
	1059 · Endowment Investments	170,425		170,425	100%
	1060 · Donated Auction Items		700	-700	-100%
	1061 · Operating Reserve Investments	81,382		81,382	100%
	1150 · Utility Deposit	1,216	2,827	-1,611	-57%
	12000 · Undeposited Funds	37,521	57,388	-19,867	-35%
	<b>Total Other Current Assets</b>	<b>952,123</b>	<b>149,923</b>	<b>802,200</b>	<b>535%</b>
	<b>Total Current Assets</b>	<b>3,290,586</b>	<b>1,964,312</b>	<b>1,326,274</b>	<b>68%</b>
Fixed Assets					
	1600 · Salida Club 709 Palmer	1,202,936	872,136	330,800	38%
	1602 · Land	267,272	267,272		
	1699 · Accumulated Depreciation	-94,640	-41,256	-53,384	-129%
	<b>Total Fixed Assets</b>	<b>1,375,568</b>	<b>1,098,152</b>	<b>277,416</b>	<b>25%</b>
Other Assets					
	1160 · Pre-Paid Expense		50,000	-50,000	-100%
	<b>Total Other Assets</b>		<b>50,000</b>	<b>-50,000</b>	<b>-100%</b>
	<b>TOTAL ASSETS</b>	<b>4,666,154</b>	<b>3,112,464</b>	<b>1,553,690</b>	<b>50%</b>
<b>LIABILITIES &amp; EQUITY</b>					
Liabilities					
Current Liabilities					
Accounts Payable					
	2010 · Accounts Payable	10,488	20,845	-10,357	-50%
	<b>Total Accounts Payable</b>	<b>10,488</b>	<b>20,845</b>	<b>-10,357</b>	<b>-50%</b>
Credit Cards					
	2050 · Credit Card	11,649	7,017	4,632	66%
	<b>Total Credit Cards</b>	<b>11,649</b>	<b>7,017</b>	<b>4,632</b>	<b>66%</b>
Other Current Liabilities					
	2100 · Payroll Liabilities	3,427	1,022	2,405	235%