



Boulder Dance Coalition

Music, Dance & Folk Culture

6185 Arapahoe Road

Boulder, CO 80303

BDC BOARD MEETING MINUTES – 10-07-21 via Zoom. Larry called the meeting to order at 7:04PM.

PRESENT: Dorothy Vernon, Larry Utter, Susan Smith, Jim Borzym, Chuck Palmer, Bob Warden, Heather McDonald, Caroline Stepanek, Steward Hartman

ABSENT: Susie Reisser

GUESTS: Nancy Ellinghaus, Constance Hardesty

APPROVAL OF MINUTES: 09-2-21 - MOTION: Chuck. Bob - 2nd. Approved.

STANDING REPORTS

TREASURER:

BDC has \$11937 in the bank account; Avalon has \$13021.

Finance Committee approved the financial statements for the 2nd quarter. We started using a new payroll system this quarter that provides more detail. BDC has sufficient funds to operate for the foreseeable future, losing \$3000-10,000/quarter (depends on groups getting back to dancing). Rental rates have not been raised for 6 or 7 years; rates will be reviewed for 2023 contracts.

AVALON MANAGEMENT COMMITTEE: See the attachment 1. We're getting busier with new groups, which is helpful, including some daytime slots; see attachment 2.

AVALON REPORT: Parking lot cameras are in place and providing better images. Other work is proceeding on the solar array. Chuck is working with an HVAC engineer for dehumidification and ducting. The design phase relies on Chuck and the engineer; a committee isn't helpful at this point.

GRANTS:

SFCD: Constance Hardesty sent us information about applying for a Scientific and Cultural Facilities District (SCFD) grant; see attachment 3. It relies in large part on our ability to track attendance—it's unclear whether we can do this. If we can track attendance and ZIP code, we can apply from more than one entity. They also require governing documents. We rent space; we don't hold events with attendees, so we may not be relevant for these. Constance will check. Some of our member groups have, or have had, SFCD grants.

NEA: National Endowment for the Arts sponsors projects. It could work for the International Festival, for example. A grant for that would be helpful. Constance will look for other organizations that offer project-based grants. In the past we've gotten some grants from the city.

Larry will send Constance the last couple of years of data from the festival; Jim notes that the amount is low because we only paid \$800 for audio and it really would be \$5,000 with a professional, as well as the full mission statement.

Chuck suggests that Constance investigate whether grants might be available to cover our proposed Outreach Coordinator Position.

Heather and Larry will begin to form a committee to work with Constance; Chuck will meet with the committee to help them understand the non-profit tax return the implications that are relevant for grants.

COVID POLICY: no changes needed at this point.

OUTREACH COORDINATOR: We should all review the Outreach Coordinator position description before the next meeting (attachment 4). The current description is two years old. This person could do the International Festival; it isn't clear yet whether we'll be able to hold the festival next year. If we are doing it, we would need to start now.

CHANGE TO REGULAR MEETING TIMES: Heather requests that we change the meeting time. We will try 5:30 pm.

NEXT MEETING: November 4, 2021, 5:30 pm

ADJOURNMENT: 8:35PM. MOTION - Heather. 2nd – Bob. Passed.

Respectfully submitted,

Dorothy Vernon, Vice President

Attachment 1:

**Assistant to the Avalon Manager
Hiring process and result
August-October 2021**

The Avalon Management Committee (AMC) met several times in late August to create a job description and poster for the position of the Assistant to the Avalon Manager position.

At the beginning of September we posted the job opening on the Avalon website and the Avalon Facebook page. (See 'Job Description 'and 'Job Poster 'for details.) We received 14 inquiries by the cut off date of September 10. (See 'Candidate Resumes 'for a list of all candidates and their resumes.) All candidates were notified their resumes were received and that we would inform them of further details by the beginning of October.

After September 10, the AMC met to discuss all applicants and narrowed the pool down to seven candidates. Interviews were held at the Avalon the week of September 13 and 20. During the interviews, the members of the AMC divided into two groups of three people each and held back-to-back 30 minute interviews (for a total of an hour) with each candidate. (See 'Interview questions 'for details.)

After interviewing all seven candidates, the members of the AMC met to discuss each candidate, ranking them on many qualities including: technical knowledge; knowledge of the BDC and dance community; engaging, warm personality; and the flexibility of their time to give to the position; and other skills.

Our chosen candidate: Kasia Snowhawk clearly outranked the other candidates when considering all the qualities necessary for the position. Kasia accepted the position on September 27, 2021 and started on October 1, 2021. All other candidates were thanked for their interest and told we had filled the position.

Job description

<https://docs.google.com/document/d/1c1wQy7CirlumdUk4Xnl8iLwkGj5Ajfdr/edit?usp=sharing&oid=111170891501153829563&rtpof=true&sd=true>

Job poster

<https://docs.google.com/document/d/1992YXmIYH7XgynhI5BjB3pyFK-XjC4tssuD4JoH6ohY/edit?usp=sharing>

Candidate resumes

<https://www.dropbox.com/sh/487vm7dp8ysxepy/AAB4EAoeDu1j6q4J37iv4bTxa?dl=0>

Interview questions

https://docs.google.com/document/d/1I9JgED--HOESihKxed2-q8CheCu08fR_3t8p3UDLwXA/edit?usp=sharing

Attachment 2:

A summary of the past five months:

Attached are two screen shots to help people understand what a tsunami of work engulfed the Avalon office when the County went to Code Clear in June.

The two screen shots show the number of regular renters for 2019 to be 27 and the number of regular renters for 2021-22 to be 47. Several of the folders on this list have more than one agreement so the total is closer to 55-60 new contracts to issue in rapid succession. The 2019 renters came in little by little, renewing contracts for the previous year as I could work them in around the other business of the Avalon. During 2020 all regular renter contracts expired and had to be re-issued. Two of the 47 renters in 2021 were on board earlier in the year. The other 45 (or so) all came in at once beginning Jun 15 and as you are aware some of them came in contentious – wanting individual attention and a guaranteed sterile environment and agitating board members to, inappropriately, chime in with their personal opinions on the situation. Making not only a lot of additional work but an oppressive work environment with a serious erosion of staff morale. A number of the agreements had to be re-issued more than once as renters corrected or changed things one at a time.

Once groups had contracts there was the issue of scheduling, with a number of groups putting events on the calendar then cancelling, then putting some of them back then cancelling them.

There were also special events, many of which were scheduled into an empty calendar then fell into conflict with returning regular renters who thought they could on short notice resume without thought for a momentum already in place. There were regular renters who in the spring agreed to yield to a fall special event and then in the fall began advertising the event they had cancelled.

During this time there was also the regular day to day operations: sending invoices (and re-issuing updated ones), making deposits, bills to pay, accounts to reconcile, supplies to purchase, Chuck, Steward, Donna, showing the building, scouting and hiring Tim and Taylor to staff special events, and responding to a larger than usual volume of inquiries by phone and email. There were impatient people who, unhappy with the response time, hunted down my home phone number to cut in line. In addition I served as on-site manager for six special events from Aug 2 to Oct 2 five of which were 12+ hour shifts. The other was 9 hours.

During this time we started a new payroll system, new master calendar/booking system, and went thru an arduous hiring process for an assistant to the manager, adding learning curve and encumbered time to the mix.

On Aug 4 I put signs around the building advertising for a helper. At that time we thought we could solve the problem of managing the Quinceaneras by having a Spanish speaking event manager who could be more directly in touch with the clientele of the events. There was a quinceanera on Aug 2 and Donna suggested it would be a good time to be in touch with bilingual people. That next Monday the decision went down that we would no longer do private parties and the need for bi-lingual became less important. However! Kasia Snowhawk saw the flyer and called me expressing interest. I met with her on Aug 14 and afterward told Chuck I had a dandy candidate for a helper and wanted to proceed. He told me there was now a committee and a “process.” It took six weeks for the “process” to ratify my choice and we began working together on Tuesday with a 4.5 hour session at my house side by side answering emails and phone calls. She is now the first contact at the Avalon office and we have frequent texts and calls as we develop our system for working together and handling the business of the Avalon.

Meanwhile, the big wave seems to have passed. We had four emails yesterday and three phone calls. There is one contract waiting to be issued and the beginnings of a new one that Kasia began working with yesterday. The past week has had greatly reduced phone and email traffic. So it's a good time to train a new person.

Jim

Accounting	AVD Jim Borzym	Barbara R...altz 2019
Show items as icons, in a list, in columns, or with Cover Flow	Boulder A...ing 2019	Belly Dance Divas
	Boulder Contact LAB	BIFD
Avalon Info	Boulder F...ds of Jazz	Body Mantra
Budget	Center fo...Movement	Boulder I...li Dancers
CONTRACTS & Rates	CFOOTMAD	Boulder S...n Dancers
Contracts 2013	CO Tibet...ssociation	Boulder Scottish
Contracts 2014	Dancing Divas	Flamenco...th Monica
Contracts 2015	Dryad Dance	FLOW MOVEMENT
Contracts 2016	Golden Bridge	Kevin Kim...es Dance
Contracts 2017	Kramp Stamp Tap	Martine Hendry
Contracts 2018	Loco Tango	Petso Dre...ing Show
Contracts 2019	Snowhaw...roductions	Watch Your Step
Contracts 2020	Sodal Hall Renters	Zumba G...ith Donna
Contracts 2021		
Contracts 2022		
Contracts...ular 2013		
Contracts...ular 2014		
Contracts...ular 2015		
Contracts...ular 2016		
Contracts...ular 2017		
Contracts...ular 2018		
Contracts...ular 2019		
Contracts...ular 2020		
Contracts...2021-22		
Coorespondence		
DPR_Isur...ement.pdf		
Equipment Manuals		
Event Services		
International Festival		
Janitorial		
Manager docs		
Photos		
PSS curre...Aug 2013		
QB CO UI...Q2 2020		
recycling..._2012.pdf		
single-str...guide.pdf		
Square -...\$1080.pdf		
Transition...list 2014		
VAC_Isur...rement.pdf		
Western...Agreement		

Accounting		3rd Law Dance		Bachata with Lamar	
Advertising		AVD Jim Borzym		BIFD	
Archive		Barb Roach Waltz		Boulder L...l Dancers	
Avalon Info		Beledi		Boulder S...n Dancers	
Budget		Body Mantra		Boulder S...h Dancers	
CONTRACTS & Rates		Boulder A...l Housing		BoulderCoHula	
Contracts 2013		Boulder Contact Lab		Flamenco Class	
Contracts 2014		Boulder F...ds of Jazz		Zumba Donna	
Contracts 2015		Boulder Irish Session			
Contracts 2016		Boulder Newcomers			
Contracts 2017		Boulder Swing Dance			
Contracts 2018		Boulder Tango			
Contracts 2019		Bragg, Art and Becky			
Contracts 2020		CFOOTMAD			
Contracts 2021		Co Tibetan Assoc			
Contracts 2022		Colorado...tive 2021			
Contracts...ular 2013		Dance of the Heart			
Contracts...ular 2014		Dance To Be Free			
Contracts...ular 2015		Dancing Divas			
Contracts...ular 2016		Democrat...er County			
Contracts...ular 2017		Etz Hayim Temple Inc			
Contracts...ular 2018		Golden Bridge			
Contracts...ular 2019		Heritage Workshops			
Contracts...ular 2020		Hertzberg Glendi			
Contracts...2021-22		Irish Dance at CU			
Coorespondence		Kramp Stamp Tap			
DPR_isur...ement.pdf		Loco Tan...ulder, LLC			
Equipment Manuals		Na'ama S...ha-DeVivo			
Event Services		Non Renter Vax Items			
International Festival		One Big Y...tions LLC			
Janitorial		Phillip, Ross and Amy			
Manager docs		Salsaville			
Photos		Snowhaw...ductions			
PSS curre...Aug 2013		SODAL RENTERS			
QB CO UI...Q2 2020		Tom Stermitz			
recycling..._2012.pdf		Zesty CFOOTMAD			
single-str...guide.pdf		Zouk High			
Square -...\$1080.pdf					
Transition...list 2014					
VAC_isur...rement.pdf					
Western...Agreement					

Attachment 3:
Dear Heather,

I checked into the SCFD, which you mentioned in a previous message. BDC meets the initial qualifications listed on the SCFD website. The website provides step-by-step instructions for apply for funding. The next step is to call the SCFD to discuss going forward. A board member can do that, or I can call on behalf of the board and report back.

As you probably already know, SCFD provides general funding, not project-based, and the amount is based the organization's mission, activity, and reach.

It is too late to apply for 2022 funding, but this is exactly the right time to start preparing for the 2023 grant app (which will be due by early September of next year). There are a few things to check now:

Basis of decision to grant funding

First, BDC must align with SCFD's goals to "enlighten and entertain" the public; this is judged based on BDC's mission statement and an additional written explanation of how BDC enacts its mission.

Second, programs must be accessible (more on that later), with direct and measurable impact and must principally benefit the residents of the SCFD District. Program impact is determined based on BDC's documented activities, attendance, etc. Record-keeping matters.

Finally, BDC has to prove it operates competently, as evidenced by proper governing documents, board minutes, and financials.

Has BDC been denied or disqualified for funding in the past?

If so, that requires a written explanation. Might be good to start on that early, so there's time to polish it.

Board minutes

You will need to submit minutes of the past 12 months of board meetings. If BDC doesn't keep formal minutes, now is the time to start.

Activities and attendance

You will be asked to provide meticulous accounting of all activities and attendance at each. The data must be reported on the SCFD form. To reduce effort later, you could start using the form now. It must be created in Excel. See attached template. Here's an example

Example Activities and Attendance Attachment

Date(s)	Name of Activity(ies)	Location of Activity(ies)	COUNTY	# Activities/ Occurrences	Was this virtual/online? Y/N	Total Attendance
01/15/2020	Outreach Performance – collaboration with Colorado Ballet – free performance for Title I schools.	W Middle School, Aurora	Arapahoe	2	Y	123
04/20/2020	Kids Hour Sing-along	Canceled	Broomfield	0	N	0

Mission statement

The SCFD asks applicants to:

Please state in your own words how your organization meets SCFD’s statutory requirement that the organization’s primary purpose is “enlightening and entertaining of the public through the production, presentation, exhibition, advancement or preservation of visual arts, performing arts, cultural history, natural history or natural sciences....” Include one or more examples of how the organization meets these criteria. Do not use the language in the statute verbatim.

It would be smart to compare the BDC mission statement to similar groups that are funded by SCFD, to be sure that your mission statement aligns with others. I can check on that next week.

Is this BDC’s current mission statement?

Our mission is to promote public participation in dance, music and other folk arts in the Front Range of Colorado, to encourage expansion of these activities in the larger community, to develop facilities for these activities, and to provide services for other organizations and individuals that share these goals.

Finances, Tax Status, etc.

Now is the time to be sure that you track P&L and budgets in the way that SCFD requires. This is a bit complicated, so I won’t go into it here. Just know it’s required.

Nondiscrimination policy

The BDC must have a board-approved nondiscrimination policy that is at least as inclusive as SCFD’s nondiscrimination statement (see below):

The Scientific & Cultural Facilities District does not discriminate against any person or organization based on age, race, sex, color, creed, religion, national origin, sexual orientation, transgender status, gender identity, gender expression, ancestry, marital status, gender, veteran status, military status, political service, affiliation or disability.

Attachment 4

Community Outreach Coordinator Job Description

About the Boulder Dance Coalition

The Boulder Dance Coalition mission is to promote public enjoyment and participation in social dance and music. We are a coalition of groups and individuals that owns and operates The Avalon Ballroom, where Coalition members conduct events such as dances, parties, and fitness classes. At The Avalon, participants can learn and enjoy dance and music from many cultures, including tango, swing, salsa, waltz, contra dance, Ghanaian drumming, Zumba, and many more. Visit our web site: <https://boulderdance.org>

Responsibilities:

- Design and carry out an outreach program, including success measurement criteria and metrics collection strategies, that will result in:
 - Better space utilization
 - More member groups and individual members
 - Increased attendance at member-held events that are open to the public
 - A greater feeling of ownership in the Avalon building among attendees at events
 - Increased participation in Avalon work parties
 - Increased volunteerism in the building between work parties
 - Increased community knowledge about the Boulder Dance Coalition and The Avalon
 - Increased financial donations, including legacy giving
- Prepare accurate records and reports on the results of the outreach plan.
- Maintain a calendar of outreach activities, including community events, workshops, appearances and other communication opportunities.
- Prepare an annual budget for community outreach activities.
- Participate in several fun Avalon dance events each week, alternating between organizations.
- Maintain the coalition web site and social media presence.

- Plan and execute the annual International Festival on the Pearl St. Mall.
- Coordinate closely with the Communications Committee, the Avalon Manager, and the Avalon Management Committee, who will provide assistance, guidance, and encouragement.
- Learn about and understand the Boulder Dance Coalition history, mission and purpose, and current operations.

Job Requirements:

- Bachelor's degree or equivalent experience in communications, marketing, business or related fields.
- Preferred experience of 3–5 years within non-profit fundraising or outreach activities.
- Outstanding written communication and presentation skills.
- Comfortable with public speaking.
- Strong experience with analyzing data, evaluating success, preparing reports, and using results to guide future efforts.
- Friendly, enthusiastic and positive attitude.
- Strong knowledge of social media and other basic marketing platforms; WordPress experience preferred.
- Ability to work varied hours, including evenings and weekends, but largely on your own schedule, and sometimes from home.
- This is a new position. We are looking for someone who will take our ideas, and develop a structure and metrics to fulfill our vision for the role. This role will require creativity, perseverance, the ability to work independently, and the ability to work well with the rest of our Avalon team, including employees, volunteers, and the Board of Directors.

NOTE: it is not necessary to be a dance enthusiast to fulfill this role, but you will get hooked.