



Community Webinar

Sept. 22, 2025

As a Reminder: The Imperative

We need to recalibrate Chautauqua's financial framework to ensure that Chautauqua thrives for another 150 years.

1. Focus on the Nine-Week Summer Assembly.
2. Invest approximately \$4.2M in annual capital preservation, funded by annual earned and contributed revenue.
3. Maintain an adequate cash balance.
4. Position Chautauqua to attract and retain the best talent, including our next president.

Decisions were made following thoughtful, detailed analysis of data and community and staff input.

Updated: Three areas of financial improvement

Personnel

Personnel Expense Reductions

\$3M

(Current Confirmed \$3.3M)

From:

- Retirements
- Unfilled positions
- Staff reductions and area reorganizations

Operations

Non-direct program-related
expense/loss reductions

\$2M

(Current Confirmed \$1.628M)

From:

- Reduce & change staff housing use
- Eliminate Grounds Access Pass (GAP)
- Rethink or eliminate services and initiatives to achieve break-even performance
- Improve Hotel financial performance

Programming

Modifications within Four Pillars;
Align investments with demand
and philanthropic funding

\$1M

(Current Confirmed \$685K)

From:

- Reduce investments in targeted areas
- Solicit endowment and annual philanthropy to support

Current Goal: \$5.7 M (\$5.606 Current Confirmed)

Short-Term Strategic Areas of Priority

1. Narrow our focus to the Nine-Week Summer Assembly with few exceptions
 - Shoulder Season Work – Mostly Hotel Conferences, Groups, Weddings and Concerts when we can book them around these events (like Bonnie Raitt)
 - Proven initiatives (Chautauqua Travels)
 - Narrowing the focus helps with staff bandwidth
2. Further enhance the patron experience
 - The greatest short-term growth potential lies in reducing the 78% churn rate among new patrons and activating infrequent visitors — 20% attend every other year, 20% come two years in a row, 15% convert into returning Chautauquans, while the rest lapse or attend only once every three or four years.
3. Solve for housing
 - Between 2015 and 2025, the rental capacity declined, with 27% fewer units available for rent.
 - Move more staff to off-grounds housing to free-up accommodations for patrons and test hypothesis that this is limiting attendance growth (Exploring use of JCC residence halls.)
 - Expand “Chautauqua On a Budget” (all-inclusive program at Greene Family Commons)
 - Longer term: Create new patron housing (condo-style)

Personnel Plan and Reorganization

- **We reduced overall payroll by \$3.3M (~20% of total payroll)**
- **These decisions affected 33 positions colleagues**, including 23 involuntary separations
- **Each individual is eligible for a severance of 6-12 weeks, including pay, benefits and transition support according to length of service or executive status.**
- **Reducing from 14 positions at Associate Vice President+ to 7**
 - Resized two roles from VP+ to a lower level
 - Will make the team more manageable for the next President
 - Should increase agility of Exec Team
 - Has the potential to reduce siloing
- *These steps ensure we can continue investing in our patrons and our mission.*

Personnel Plan & Reorganization: Area Impacts

Area	Positions Reduced (Includes retirements; resignations; vacant roles that won't be filled and involuntary separations)	Positions Changed (*Or resulting positions following reorg)
Marketing, Communications & Enterprise	6	1
Advancement (Reorg) Program	Reorg 3	*6 4
IT	2	
HR	1	
B&G	2	
Project Management	1	
Executive	5	2

Personnel Plan and Reorganization: Additional Impacts

- Performance Management Process has been moved to First Quarter of 2026.
- Retirement contribution moves from 10% to 6%. Members of the Executive Team will take salary reductions, stratified by role.
- In this first year of reorganization, the Board will be cautious on commitments as we learn where there may be weaknesses in our plan. We are evaluating a bonus based on financial results and NPS scores.

Top-Level Recap of Personnel Changes

- We move forward with 124 year-round staff — fewer than 2025, but still more than the 111 in 2018.
- Changes represent a 20% reduction in our workforce.
- Leadership positions at the Associate Vice President level and above were reduced by 50%, from 14 to 7.
- 20 fewer FT-YR; 3 PT-YR positions in 2026 compared to 2025

Personnel Plan and Reorganization: New Organization

September 2025

Interim Chief Executive

Executive Assistant to the President

Chief Program Officer

Arts
Education
Religion
Arts Education
Climate Change
Special Studies
Youth Programs
Production

**Head of
Advancement**

Chautauqua Fund
Stewardship
Events
Planned Giving
Major Gifts
Research

Chief Financial Officer

Budget and Finance
Legal
Safety and Security

**Executive Vice
President**

Recreation
Hotel
Marketing &
Communications
Human Resources
Community &
Belonging
IT
Enterprise Data &
Research

**VP Campus
Planning &
Operations**

Capital
Preservation
Capital Projects

Proposed Operations Changes

Operations	Net Reduction	Notes
1. Eliminate GAP pass	\$450,000	
2. Housing Savings for all CHQ	\$573,040	
3. Improved Hotel Performance	\$200,000	
4. Chautauqua Lecture Channel	\$134,000	Housing savings reflected above
5. Reduce <i>Daily</i> subsidy	\$168,000	Housing savings reflected above
6. Facility Fee, all single tickets	\$ 40,000	
7. B&G operating efficiencies	\$ 63,000	
	\$1,628,000	\$372K to be identified (See Slide 14 for options under consideration)

Housing Changes Detail

Breakdown of \$573,040 in Housing Reductions

✓ Housing Savings	\$765,490
– JCC Costs including transport	(192,450)
✓ Total Savings w/JCC Offset	\$573,040
Savings Goal	400,000
Variance	173,040

CI will no longer rent 45 on-grounds and 11 off-grounds houses,
increasing available rental inventory for patrons.

We will offer support to property owners we have previously rented from to
help them rent their properties to patrons if they wish.

Program: What is Important to our Patrons?

Chautauqua's program constantly evolving

- ? Can we retain the magic of the mix by rethinking the schedule of offerings?
- ? Can we imagine a bi-annual rhythm for some program elements?
- ? Can we be open to experimentation?

<u>Program Area</u>	<u>Patron Enjoy Most Score</u>
Chautauqua Lecture Series (10:45 a.m.)	22.0%
Chautauqua Symphony Orchestra Performances	15.0%
Ambiance/Sense of Community	13.9%
Morning Worship	8.1%
Interfaith Lectures (2 p.m.)	5.5%
Popular Entertainment Concerts	5.2%
Chautauqua Theater Company Performances	4.9%
Accommodations	4.5%
Other	3.7%
Chamber Music Performances	3.3%
Special Studies Classes	2.7%
Recreational Offerings	2.7%
Chautauqua Literary and Scientific Circle Lectures	1.9%
Masterclasses	1.9%
Chautauqua Opera Company Performances	1.6%
Youth Activities	1.4%
Customer Service	1.1%
Dining Options	0.8%

Proposed Programming Changes, p. 1

Area	Financial improvement	Details
Music School Festival Orchestra	\$ 50,000	Cut one week
CHQ on a Budget	\$ 40,000	Add one week
CI Scholarships to zero	\$ 150,000	Either we reduce the CI Payout or donors pick up CI part
Chautauqua Theater Company	\$ -	Net savings from dropping one main stage performance are negated by increasing costs (total budget 100K lower than 2025)
Schools in the Amp	\$ 40,000	
Chautauqua Symphony Orchestra Fellows reduce by two	\$ 45,000	
Chautauqua Visual Arts	\$ 40,000	
Climate Change Initiative	\$ 103,000	
Abrahamic Program for Young Adults	\$ 37,000	(38K also reduced in housing)
Interfaith Lecture Series	\$ 18,000	Reduce lectures by 1 per week and substitute lit arts lecture
Travel & Performing & Visual Arts Support	\$ 54,000	
Battle of the books	\$ 8,000	Pause for one year while we pursue funding
Young adult dances	\$ 1,200	discontinue
Amp Sound System	\$ -	200k net of 100k sinking fund so could be \$100k

Proposed Programming Changes, p. 2

Area	Financial improvement	Details
Morning Worship	\$ 6,300	
Community Venue blackouts	\$ 10,000	
CHQ Journals	\$ 15,000	discontinue
Writer residence x Chautauqua Literary & Scientific Circle	\$ 5,000	
New Philanthropy for Symphony Fellow	\$ 15,000	
Adult Piano classes revenue	\$ 6,000	
School of Music Faculty recitals charge	\$ 3,000	
Blackbox Late night revenue	\$ 5,000	conservative estimate of net for 10 events
Mini broadway boot camp	\$ 2,000	20 students @200 less \$2k in teacher fees
Practice Cabin Rentals	\$ 4,000	
New endowments not in payout number	\$ 150,000	At least 150,000
TOTAL	\$ 685,500	

Examples of additional revenue improvement options we are still considering:

- Subletting D.C. Office until lease runs out in 2028. (Several parties interested)
- Passing ticketing credit card fees onto patrons
- Adjusting to market-rate pricing/raising prices more than currently planned for recreation (e.g., golf, tennis, fitness), Youth Programs (e.g., B&G Club; Children's school) and enterprise (e.g., waterfront, long term parking)

Moving Forward

2026 Forecast

- **Early indicators** show great enthusiasm for the 2026 experience
 - Hotel bookings higher than ever
 - Road Scholar bookings strong
- **Areas of Risk**
 - Strong weeks like Week 6 can create an unevenness to attendance that does not support overall goal achievement

Areas of Opportunity

- **Demand is not our biggest constraint**
 - Housing availability on and near the grounds = increased opportunity for growth
 - Collaboration with JCC
- **Cross-functional collaboration**

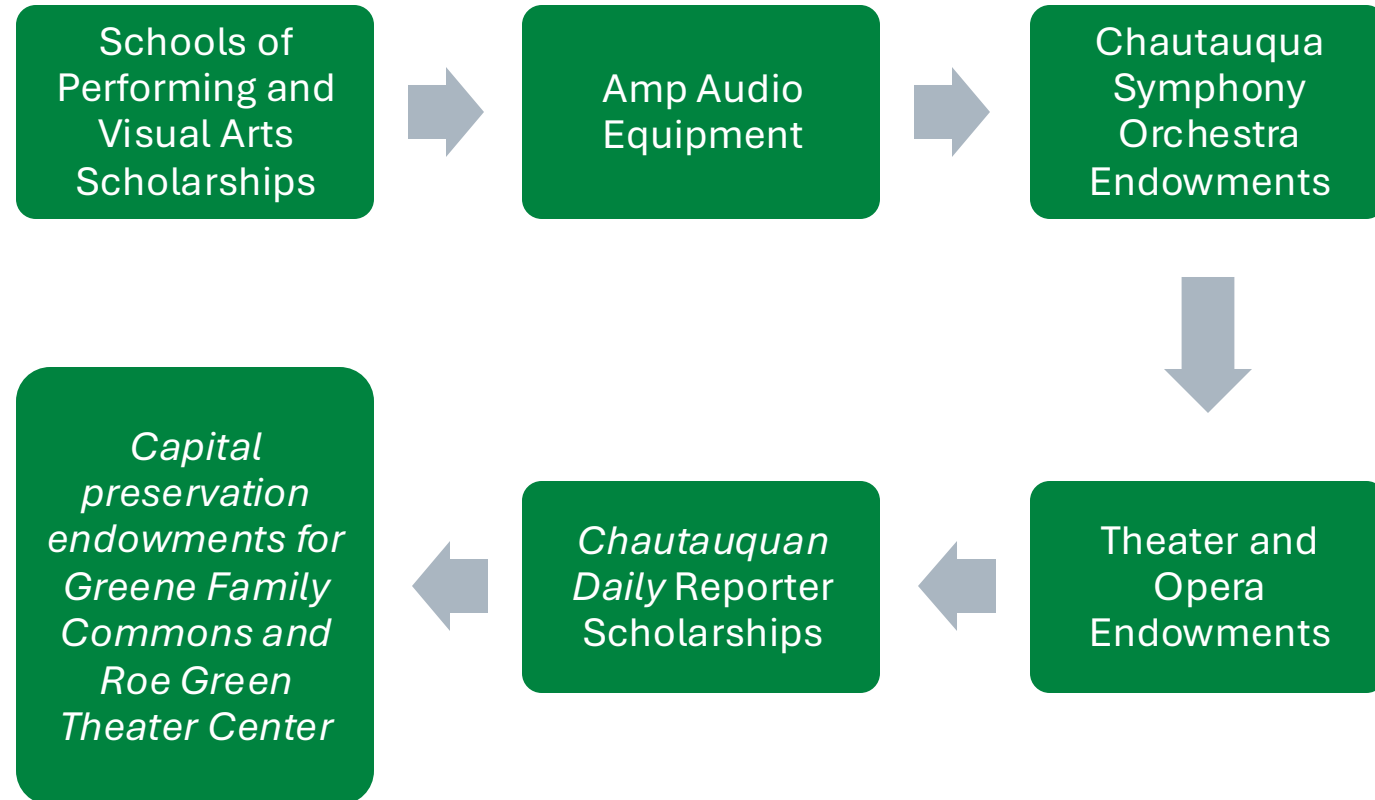
Our Commitments

- **Transparency, Engagement, Improvement**
- We openly share analysis, options, and decisions
- We invite and create opportunities for input and collaborative problem solving
- We continuously strive to improve

New Major Philanthropy in 2025 To Date

- \$1M Anonymous Gift for Athenaeum Hotel Rehabilitation
- \$1.5M bequest for grounds
- \$250K for CSO endowment – Harp
- New \$125K Chautauqua Fund gift and an increased number of annual donors at the \$5 and \$10K levels.
 - We expect Chautauqua Fund to outperform last year by \$200-\$300K based on gifts received this summer.

Example Philanthropy Opportunities



How Can You Help Chautauqua?



Donate annually to the Chautauqua Fund – unrestricted gifts provide the most flexibility to direct funds to the areas of greatest need.

<https://giving.chq.org>



Give to an existing endowment or create one of your own – a forever gift to ensure that Chautauqua and the programs that are meaningful to you and your family continue to thrive for generations



Consider a multi-year pledge to an area or initiative that you love (e.g., CSO, Theater, Popular Entertainment, Religion, CHQ Assembly)



Support the iconic buildings that are cornerstones of the Chautauqua experience (e.g., Athenaeum Hotel, Smith Memorial Library)

Contact the Office of Advancement:
advancement@chq.org or 716.357.6404

Next Steps

Post 9/22

Engage staff more deeply to achieve greater cross-functional collaboration and plan for 2026 and beyond.

Webinars every 30-60 days as we prepare for the 2026 Summer Assembly.

November 8

Board of Trustees Meeting – 2026 Preliminary Budget Presented

December

Special Board of Trustees Meeting to approve final 2026 Budget



Questions and Conversation