

SCFD BOARD PLANNING SESSION

MINUTES / APRIL 8, 2011

ATTENDEES

Board members present – James Harrington (Chair), Joseph Arcese (Vice Chair), Bob Grant (Treasurer), Kathleen Stapleton (Secretary), Marcia Johnson, Kathy Kucsan, Jim Martin, David Montez, Shepard Nevel, and Kathryn Spuhler

Members absent – Khadija Haynes

Staff – Peg Long (Executive Director), Jessica Clare (Program Manager), Nancy McCamey (Program Manager), Sheila Meiger (Office Administrator), and Cassiope Sydoriak (Program Assistant)

Guest Speakers – Deborah Jordy (Colorado Business Committee for the Arts), Antonette DeLauro Smith (Galloway Group), Floyd Ciruli (Ciruli & Associates), Cathey Finlon (Denver Art Museum), John Hayes (former SCFD Board Chairman), and Melanie Layton (Colorado Legislative Services)

Facilitator – Karla Raines (Corona Insights)

MINUTES

OPENING

At approximately 8:00 a.m. James Harrington, Chair, welcomed the board to its annual planning session. After determining that attendance was sufficient for a quorum, the board voted to approve the 2010 planning session minutes, but noted that Bob Grant was present and Kathryn Spuhler's name should be corrected.

James then turned the retreat over to Karla Raines, facilitator. Karla stated that the session was designed to further the board's understanding of the overall reauthorization process, with a particular focus on the changing landscape for 2018 and beyond. She asked the board to consider that their work as leaders is to lay the groundwork for successful reauthorization to be carried out by the board of tomorrow.

The board will be asked to identify questions for the panel's consideration at the end of the three presentations.

THE STATE OF THE ARTS

Deborah Jordy and Peg Long presented a set of trends and factors to be considered as we plan for 2018-2030. It was noted that many of Denver's arts, cultural and science organizations have begun shifting from the old paradigm, one focused on organizational growth, fixed programs and physical assets, to the new paradigm defined by more nimble organizations that engage their audiences and visitors, staff and boards differently. For example, boards will serve as champions of change rather than stewards of the past. Success measures will also be different and left some participants wondering how we will define and evaluate excellence in the future.

The Denver metro area population of 2018-2030 is expected to have a larger percentage (23%) of the population that is Hispanic or over 60 (1 in 4 residents), and one with commuting times more than double today's travel time to downtown. As such, populations that have historically had issues accessing the arts may experience the same barriers to an even greater extent in the future.

Board members expressed concerns about how the new paradigm could impact the evaluation process, the ability of some organizations to make the necessary changes, how these changes could impact the SCFD model, and how the data regarding transit time could be a significant barrier for the engagement of specific populations in cultural programming.

SHARING SCFD'S GOOD NEWS

Antonette DeLauro gave a briefing on the importance of brand for building trust and expanding your circle. Brand image and brand experience ultimately lead to enhanced reputation. She cautioned that the public's perception of the SCFD brand may be quite different from the SCFD board's or other insiders' perceptions. A challenge will be to determine what one or two key facts the public will need to know to vote in favor of reauthorization. SCFD has reputational and brand capital that could be maximized. A conversation with the board revealed concerns that the community's awareness of SCFD is likely to be good among a relatively small number of people. There is agreement among the board that awareness of SCFD needs to improve, and branding will be essential in that effort, especially given the shift in voter sentiment from being generally supportive of tax increases to voting against something if they don't really understand it. The importance of messaging was noted, especially the need for one (or just a few) common messages for all SCFD brand ambassadors and the use of both traditional and non-traditional marketing strategies.

REAUTHORIZATION PROCESS

Floyd Ciruli provided an overview of the policy and political considerations for SCFD in the 21st century. He noted that SCFD has been known for being ethical, non-controversial, transparent and accountable. These are important traits to maintain in planning a political campaign in an era of distrust. He also gave an overview of the 1994 and 2004 timelines, as well as the six phases of the reauthorization process.

Q&A WITH THE PANEL

Panel members Floyd Ciruli, Cathey Finlon, John Hayes and Melanie Layton engaged in a dialogue with the board around the eight questions that emerged from the earlier presentations and discussions. Those questions were:

1. Learning from the 2004 Reauthorization
 - a. What elements of success should we repeat?
 - b. What needs to change?
2. How might the date of reauthorization impact our strategy?
 - a. Brand / awareness raising
 - b. Fund raising
 - c. Policy making (engaging with elected officials, etc.)
3. What is the awareness of SCFD today?
4. How should we address opponents? Directly? Not address opposition?
5. How can we engage more fully with the county cultural councils?
6. What are the pros and cons of strengthening our linkage with education (K-12 in particular)?
7. What would we have to do (and consider) to make SCFD permanent?
8. How should we approach the distribution formula between tiers?

The interactive conversation with the panel led the board to a few key takeaways.

- It is important to keep the cultural community together.
- Begin building and executing on a communications and outreach strategy now. Engage all SCFD key stakeholders in implementing it so we are well positioned for reauthorization.
 - o Start planting seeds of support now so they are ready when we need them.
 - o We need to be of one voice before going to the legislature
- We will need to be nimble as we won't be able to predict the voting climate during the reauthorization year.
- We need two timelines – one for public awareness and brand building and the other for the election-related activities.

PUBLIC COMMENT

During the public comment period several individuals spoke about the data and information presented. Some urged the board to seek an increase in the administrative percentage or to review the distribution or tier structures.

ROAD MAP TO REAUTHORIZATION

2011

- Leverage existing marketing efforts by SCFD organizations. Be inclusive of all three tiers and focus on raising community awareness. David Montez will lead this effort for the SCFD board with a small sub-committee.
- Design a process to obtain input from each tier, beginning with Tier 3. Reprise the 2009 Tier 3 survey with a few changes, such as asking for their input on community awareness of SCFD and election years. Leverage the cultural councils in this effort.
- Increase visibility of SCFD.

2012

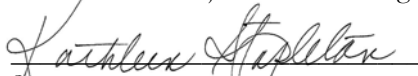
- Make decision on election date at the 2012 board planning session.
 - o Peg and staff to frame options using criteria and data. Consider the contextual elements that may inform the decision – political, economic, etc.

2013 and Beyond

- Make decision(s) on changes to the statute.

ADJOURNMENT

Motion to adjourn the meeting was passed and the meeting was adjourned at 12:30 p.m.


Secretary