



History Colorado
Board of Directors Meeting
July 25, 2018
Minutes

The Board of Directors of History Colorado (a/k/a The Colorado Historical Society) (“HC”) met on July 25, 2018, at 8:00am, at History Colorado Center (Denver). Present were directors Cathy Carpenter Dea, Cathey Finlon, Bob Musgraves, Rick Pederson, Ann Pritzlaff, Alan Salazar, and Chris Tetzeli. History Colorado staff in attendance were Steve Turner, Kathi Grummel, Jason Hanson, Shannon Haltiwanger, Mark Rodman, Tim Stroh and Michelle Zale. Also attending was Volunteer Council President Judy Durzo and volunteers Mavis Kacena, Margaret Conable and Ed Ellis. Dianne Brown served as recording secretary.

Bob Musgraves, Board Chair, called the meeting to order at 8:08am and confirmed a quorum. The May minutes were approved.

New Board Members – Musgraves noted that the “Suggestion Committee” met and has proposed several names for potential new board members to fill the four new positions created by legislation and have been submitted to the Governor’s office for consideration.

Financial report – Zale presented an overview of Period 12 and year-end 2017-18; these results are still preliminary since the books have not yet been fully closed. Q4 admission revenue is up 33%; annual rental revenues are up 25%; education income is up 15%; Community Museum revenues surpassed budget by \$800,000; the Ute Museum store sales are over \$200,000 this fiscal year; Grant Humphreys rental revenues are up 30%; and finally, we expect a surplus of something in excess of \$550,000 in FY 18.

Attendance – History Colorado Center had its second highest visitor day ever for *Play Ball!* (highest single visitor day was during the 1968 exhibit). Turner noted that our internal team put this exhibit together for just \$175,000. The Board congratulated staff on this tremendous success.

Philanthropy Dashboard – Grummel reviewed the Philanthropy dashboard. She indicated that as of May 30, we had received \$1.9M total philanthropic income, which includes Community Museum donations and memberships. Two staff members worked hard to pull together in a short amount of time the proposals that generated a large portion of these donations. Grummel noted that the annual fund is down 36% primarily because we are not investing time and effort. There was some discussion around what was meant by “unrestricted donations.” Turner and Grummel will provide some clarification in the future so that it is clear what is included in that particular category.

Major Gifts Presentation – Grummel presented an overview of the current staffing situation in her area and the funding status year to date. As it stands today, there will not be adequate funding to do all the exhibits we want to do in the future. Philanthropy’s task is to raise those funds. Grummel estimates that Philanthropy will need to raise \$10M over the next 4 years through approximately 30-35 major gifts

requests. We need more outreach and more relationships with major donors if we are to hit these numbers, which translates into more staff. Grummel's proposal is to use some of our invested funds (the gaming funds over \$10 million not released into the operating budget) to support a new Major Gifts position for two years to focus on this area. Finlon remarked that this is about investing in our own work and we'd be foolish not to do this, as she believes Grummel has already proven herself capable of raising these sorts of monies. Finlon sees this proposal as solid, well thought out, and measurable. We can review progress in a year. Finlon noted that Tamra Ward is also in favor of this proposal. Finlon moved to approve the proposal; Pritzlaff seconded. Musgraves clarified that Grummel's proposal is actually to fund the position out of reserves for two years (rather than one year), at which time we would expect it to be self-funding. With this modification, the motion was approved.

Catalog and Invite for Colorado! Open House – Grummel presented the Philanthropy Catalog which has a wealth of HCC program information from which potential donors could choose what they were interested in supporting. She also mentioned that *Colorado!* members were invited to the August 20 *Play Ball* Open House, and asked people to invite a friend or two who might be potential members. Dick Monfort will be speaking, along with Marshall Fogel. In addition, the next *Colorado!* event will be this Fall with the Governor & First Lady hosting at the Governor's Mansion. Finlon hopes the Governor will speak about what he sees as important in what HC does. Musgraves asked if *Colorado!* is now fully integrated into our membership website, as it had not been previously. Grummel confirmed that it is.

State Historic Fund – Pritzlaff provided an overview of major grants (over \$35K) proposed to be awarded. These grants are reviewed by staff, which scores and ranks the grant applications. That information is then reviewed by a separate citizen advisory group and the results of that group's work is submitted to the HC Board for approval. She asked that Board members review the proposed grants and abstain from voting with respect to any grants for which they have a conflict of interest. Pritzlaff noted that there were no archeological grants submitted this round. She recommends funding the grants as proposed. Salazar moved to approve the grant requests; Finlon seconded; motion passed (Pritzlaff and Musgraves abstained from voting with respect to the grants to Preserve America and Colorado Preservation, Inc., respectively, because of their conflicts of interest). Finally, Pritzlaff noted that the Preservation Tax Credit passed due to staff hard work and thanked Rodman for his leadership on that.

Community Outreach – Marissa Volpe provided an overview of the "*Somos Colorado*" ("We Are Colorado" program. She is asked how leadership is engaging community? She reported that she is training staff in order to bring attention to various facets of the program, including object collection days and community-based memories and oral history projects. She is starting with the Latino community and will gauge what works best before turning to additional communities. She believes we need to develop a competency to understand the differing needs of various communities. We are having monthly staff "lunch and learn" gatherings to help the staff develop these competencies. Musgraves noted there is always a risk that all of this might incorrectly be viewed as window dressing to the outside—how do we avoid that risk? Volpe responded that the more people we involve in the process, the less it will look like window dressing. This model has worked for other organizations. Carpenter Dea

commented that the Latino community needs to have a big involvement in the upcoming Horse exhibit. Pritzlaff agrees we need to tell the stories of all Coloradans; it gets personal as you collect those stories. Volpe sees the message coming out as one of “History as healing.” Musgraves commented that many of these communities do not have a tradition of visiting museums, so we will need to explore and discover new ways to engage with them beyond simply hoping that they will visit our exhibits.

Deaccessions – There were two items for approval. Finlon moves to approve the deaccession of items presented, Pritzlaff seconded; motion passed.

Strategic Planning Update – Turner discussed the strategic planning process. He noted that Dan Ritchie has expressed a willingness to chair the outside advisory panel, which is great news. Turner wants to get Ritchie intimately familiar with our facility in Denver and our Community Museums. In the next couple months, Ritchie should be up to speed and will then be in a better position to provide some input on advisory committee members. Ritchie wants to work very closely with the Board to make this process meaningful and beneficial and to make sure that the Board and the outside panel are in lockstep.

Slalom Consulting made a presentation on how we might make the strategic plan more actionable and not simply a document that collects dust sitting on a shelf somewhere. Finlon asked if Ritchie knows about this presentation. Turner replied that he is meeting with Ritchie next week and will review this with him. Finlon noted that because of Ritchie’s influence, having him involved in this process could be a great boost to the organization. We should treat the process with utmost importance.

Colorado Music Hall of Fame (CMHF) – Turner provided an update on CMHF. He recently met with CMHF and is hopeful of being able to present something concrete at the September meeting. The concept looks like a joint exhibit that would focus on music of Colorado more broadly than we had intended with Colorado Sound. The basement would house the exhibit, which would likely run for five years or so with an annual refresh tied to each year’s new inductions to the Hall of Fame. CMHF will assume the lead in fundraising, while HC will lead in the creative content. Carpenter Dea likes this notion and thanked Turner for reaching out to CMHF again. Finlon asked if we will we continue with the Colorado Sound exhibit? Turner replied that Colorado Sound would likely evolve into covering a broader spectrum of music beyond just the 60s-80s, as originally intended. Finlon thinks it would need to be clear that History Colorado owns the curation of this exhibit, otherwise we could find ourselves at odds with CMHF as the primary funder. Hanson commented that the expectation is that we would have full editorial control on any content.

State Historians Council – The new State Historians Council will be unveiled on August 1.

Media Strategy--We hired an outside media consultant (Philosophy) to help better message our direction and strategy. Musgraves thinks we have to do this in response to recent negative publicity with a view toward getting our name and the positive things we are doing more into the public eye. Pritzlaff and Salazar support this. Finlon thinks it’s our job to share this next direction we are taking. History Colorado came out of a difficult time and are now putting foundational things into place. We

need to let people know that. Turner requested the ability to access up to \$150,000 of reserve funds to carry this publicity effort through December. Pritzlaff moved to approve the funding, Salazar seconded and the motion passed.

Volunteers – Judy Durzo presented an overview on the Service Enterprise Program. This program was designed to help better integrate volunteers into what we do here. The plan gets them involved in virtually everything we do. There will be a final walk through of the museum prior to certification. Turner and Board members acknowledged Musgraves and thanked him for serving as chair. Finlon will assume the role of chair with the November 2018 meeting.

Atrium presentation – Hanson reviewed the Z21/Falcon proposal on the atrium redesign. Pritzlaff loves the “people, places and promises” theme, but asked Hanson to elaborate on “library of home” concept. Hanson stated that it's an operating metaphor similar to *Zoom In* – identify objects that resonate with people. Pritzlaff likes the term “portal” instead. Finlon likes portal, too, and believes that the words chosen to describe the concept are important.

Mike Wallace with Falcon Creative Group walked through some ideas -- a photo collage, with vivid colors, a digital canvas to allow expansion on that individual experience. Tetzeli is fascinated with the notion of the space as a portal for individuals to experience. Finlon asked how the visual presentations make that happen? Turner replied that you will see something in the videos that develops into more once you get into the exhibits. There was a long-standing presumption that we cannot have artifacts in the atrium because of various concerns; however, we are going to re-evaluate that position. There is an interesting notion of integrating collection pieces physically present in the atrium into the visuals. Tetzeli asked if there are any places doing similar sorts of things for us to compare? Darren Morgan mentioned an exhibit in Scotland, and Turner mentioned the lobby of the LAX International terminal. Pritzlaff asked what kind of staffing the concept would require. Turner responded that we would have to create a digital technician position that would work with the providers of the technology both on the technology and the content. Pederson thinks this is great work; he is personally sold on the screens for cost effectiveness at this time; he likes having ability to shift content and move theme/change theme; however, he is not sold on the proposed kinetic sculptures because that sort of thing can become old quick. Screens provide a wonderful portal to create what we want to show with the flexibility to change things up down the road.

Finlon asked if we need to darken the atrium lighting to accommodate the visuals? Darren Morgan indicated that the screens have some ability to adjust to ambient lighting, but there is a notion of adding shades to the skylights. Finlon supports shading the space. Musgraves asked if we see the time machines continuing? Turner replied that we have certain things in the museum that people just seem to love and the time machines are one of those things. The time machines will be back in place this Fall. Musgraves noted that there appears to be no seating in the renderings—will people stand for all of this? Turner replied that seating will be available at the digital timeline on the north wall. Mike Wallace said there might be some sort of activity-producing apparatus such as a bicycle that powers a screen that could also be used for other events (weddings). We need to create initial experiences that prompt guests to want to visit other spaces in the museum.

Turner sought Board feedback on this concept so he can explore further. By the end of August, we hope to develop more definitive pricing estimates. Finlon suggested that we will have plenty of time to evolve and refine the concepts as raising the funds necessary to do this will take some time. Pederson is

anxious to get going and be sure we do it right. Need to get the right product. He feels \$5M is a good ballpark starting point. We can shape it from there. Carpenter Dea asked whether this is going to be more than a screen--will the person feel it/experience it other than visually? Haltiwanger responded that we will have the team present an animation piece for the Board so they might get a better sense. Maintenance, acoustics and editing is factored into package pricing. Salazar commented that virtual reality technology is being explored in certain City facilities--maybe we can collaborate with others. Turner confirmed that the Board was in general agreement with this preliminary plan indicated that he would continue to proceed ahead with it. He will work with consultants to refine concept and have preliminary price information by September.

There being no further business to come to the board, the meeting was adjourned.