



R. 20681

ArtsKC

Proposal for Jackson County Arts Strategic Planning

Revised April 29, 2021

KU THE UNIVERSITY OF
KANSAS **Public Management Center**

Public service lies at the heart of democracy.



April 29, 2021

Ms. Dana Knapp
Executive Director
ArtsKC

Dear Ms. Knapp:

The KU Public Management Center (PMC) is pleased to provide this proposal to partner with ArtsKC to facilitate a community engagement process for Jackson County, Missouri designed to help the County reach its vision for a comprehensive arts initiative, the infrastructure to support it and economic and social outcome measures to drive policy and funding decisions.

As you will see from our proposal, we have the skills, qualifications and experience necessary to successfully partner with ArtsKC on this important regional endeavor.

I would be happy to provide additional information or answer any questions you might have about the PMC and/or our proposal. You may contact me at patty.gentrup@ku.edu or 816.217.9397.

Sincerely,

Patty Gentrup

Patty Gentrup
Consulting Services Program Manager
KU Public Management Center
School of Public Affairs and Administration

Project Understanding

In its 2021 budget, the Jackson County, Missouri Legislature allocated \$250,000 to craft the infrastructure necessary to support a vibrant arts community. The funds are allocated from the public health levy, putting Jackson County at the forefront of understanding the connection between health and the arts as is illustrated here.

In a study published in the *American Journal of Public Health*, Heather L. Stuckey, DEd and Jeremy Nobel, MD, concluded there's a direct link between creative arts and physical and mental health outcomes.¹

Engagement with creative activities has the potential to contribute toward reducing stress and depression and can serve as a vehicle for alleviating the burden of chronic disease," they said. "Through creativity and imagination, we find our identity and our reservoir of healing. The more we understand the relationship between creative expression and healing, the more we will discover the healing power of the arts.

The ultimate hope for this work is ambitious, including, but not limited to, supporting the arts in all its forms in incorporated city and unincorporated area of the county; collaborating with arts organizations to achieve common goals; ensuring diverse audiences participate in and have access to arts; building a greater appreciation for arts and arts education and identifying economic and social performance measures to illustrate what arts and culture really means for Jackson County and our region. Jackson County has partnered with ArtsKC to manage the process.

The following project approach describes how the Public Management Center's team would help ArtsKC and Jackson County achieve their goals.

¹ Stuckey, H.L. & Nobel, J. (2020). The Connection Between Art, Healing and Public Health: A Review of Current Literature, *American Journal of Public Health*. Retrieved from <https://www.ncbi.nlm.nih.gov>.

Project Approach

This work will be guided by active engagement, meeting people where they are, valuing the diversity and inclusiveness of Jackson County citizens and arts community stakeholders.

The process will be directed by *Cultural Arts Advisory Committee*, comprising nine to 15 people. The purpose of the committee will be to help craft the engagement approach and key messages; assist in garnering public input; and ultimately use the public input to develop the strategic plan and associated economic and social performance measures.

For these efforts to be successful, it is critical that the committee comprises diverse representation from throughout the county, reflects the interests of all cities and unincorporated areas, and represents the spectrum of arts. Further, the committee must mirror the demographics of Jackson County's population, including not only race and ethnicity but also considerations of socioeconomic differences; the committee's work must be informed by awareness of how these differences can affect access to the arts. Ultimately, having a committee that reflects the breadth of the differences across Jackson County ways helps the community trust the process as well as ensuring more inclusive and equitable outcomes.

While ArtsKC can offer advice and recommendations regarding membership on the Cultural Arts Advisory Committee, membership will be at the determination and invitation of Jackson County.

It should be noted that while certainly it is possible that members of the advisory committee ultimately are appointed to the arts commission, membership of the former does not determine membership on the latter.

Phase 1: Project Kick Off

This proposal assumes that a notice to proceed would be provided no later than May 1, at which time work could commence in full. Given ongoing issues regarding in-person meetings due to Covid-19, work on this project will be conducted virtually until it is safe to do otherwise.

To ensure a common understanding of the scope and the process to be used, the project team will facilitate a discussion with the ArtsKC executive director and others as appropriate. The focus of the discussion will be to:

- Review and ensure clarity on the proposed scope and timeline for this initiative;
- Discuss sources of additional material to be reviewed by the project team;
- Identify membership for the Cultural Arts Advisory Committee;
- Confirm the communication protocol among ArtsKC, Jackson County and the project team; and
- Determine appropriate times at which the project team should brief the Jackson County Legislature and the ArtsKC board, with a recommendation that this should be done twice throughout the process and prior to its consideration of the plan.

Cultural Arts Advisory Committee Meeting No.1

June

The initial meeting of the Committee will be designed to orient members to the process and their roles; develop guiding principles of the work; and review the preliminary engagement plan.

Phase 2: State of the Arts

Before determining where we want to go, we have to understand where we are. The Kansas City arts and entertainment industry is our third-largest employer. The industry contributes hundreds of millions in household income annually. It's a leading factor driving our multibillion-dollar tourism draw.² To that end, our team will work in tandem with ArtsKC to develop an environmental scan that considers the OneArtsKC Regional Cultural Plan.

² Civic Council of Greater Kansas City (2014). KC Rising Initiative. Retrieved from <https://kcrising.com/>.

ArtsKC will develop a cultural arts inventory to identify just what Jackson County's assets are, including artists of all kinds, teachers, venues, museums, arts organizations and community theaters. And it is our understanding that determination of the economic value of arts to Jackson County is anticipated to be completed separate from and later than this proposed process.

The PMC team will:

- Research *best practices* in metropolitan arts initiatives. As Jackson County works to become a premiere arts and culture destination, it can certainly learn from other communities known for having a vibrant cultural experience. To that end, we will determine what is working – or not- across the United States, comparing the use of Jackson County resources to other similar sized jurisdictions with similar resources set aside for art and culture.
- Conduct four *focus groups* of no more than 10 people. In a small group setting, we can explore issues using either cross sections of stakeholders for balanced perspectives or a set of stakeholders representing varied segments of the population. A specific set of questions would be designed to gather desired information. The advantage of focus groups is that it allows greater participation in the process.

While an agenda and companion questions are prepared for each focus group, we understand that each session is unique, depending on the participants. We will work to ensure through appropriate techniques that the environment is a comfortable one in which all voices are heard.

Cultural Arts Advisory Committee Meeting No. 2:

July

The second meeting of the committee will occur following the conclusion of the State of the Arts process. At this meeting, the committee will use that report and discuss community outreach.

Phase 3: Stakeholder Engagement

As previously outlined, the intent would be to reach people where they already are to learn how Jackson Countians currently think about, engage with and access the arts as well as their hopes for the arts in Jackson County. Further, this phase offers an important opportunity to learn about how the arts enhances physical and mental health, a sense of belonging and being connective, satisfaction, and personal growth.

Our Tomorrows: We will engage the Jackson County community in a deliberative way using a continuous community narrative capture tool called Our Tomorrows. The Our Tomorrows survey will provide a periodic snapshot of community experiences captured in the form of shared stories thematically coded by participants themselves, and includes interesting data, outliers, and observations on the experiences of local residents. The Jackson County team and local stakeholders can use these insights to stay informed of County-specific trends and emergent needs, and to prompt further exploration into the larger shared Story Bank.

By capturing how Jackson County stakeholders experience arts and culture, Our Tomorrows presents a critical opportunity to engage the community to determine how citizens define arts and culture, what is important to them, and, ultimately, how the economic and social effects of these activities can be measured.

Using existing networks and relationships, CPPR will work with the ArtsKC team and partners to administer the Our Tomorrows survey to community members across the county from a broad range of backgrounds, cultures, languages, and experiences. Analysis will occur over the time period allocated for story collection, with emerging pattern reports and feedback from community sensemaking sessions available to inform the strategic planning process.

The expected outcomes from the implementation of Our Tomorrows in Jackson County include the emergence of social trends and experiences, collaborative data analysis and visualization, and the elevation of community voice.

CPPR will provide a custom url to be used for story collection. The story collection survey can be completed online, via computer or mobile device. CPPR will provide introductory text, as well as technical assistance to support organizations in collecting stories.

Jackson County, ArtsKC, and other project partners will promote story collection via social media, list serves, and personal invitation.

The Cultural Arts Advisory Committee and other designated stakeholders, if desired, will participate in a sensemaking session to identify patterns in the stories collected, reflect on bright spots and challenges, and inform ongoing actions. Session participants will have

the opportunity to understand the experiences of the citizenry through the anonymous stories, and will engage in a process of using the data to track impact over the project period.

CPPR will provide comprehensive services of this tool: developing the framework and testing of it; collecting the stories and data; facilitating the analysis; and providing data to contribute to the overall action plan.

Cultural Arts Advisory Committee Meeting No. 3

September.

The advisory committee's third meeting is anticipated to be conducted in a workshop format.

Using the feedback from the outreach, the committee would gather to:

- Craft an initial vision
- Conduct a strengths-weaknesses-opportunities and threats assessment
- Identify Key Performance Areas, which are those categories in which Jackson County will need to be successful to achieve the vision
- Consider the plan for the next outreach initiative

This work would serve as the foundation for continued community outreach, the purpose of which is to develop specific goals for each of the Key Performance Areas.

Community Outreach

This proposal anticipates four virtual collaborative town hall meetings.

The Virtual Collaborative Town Hall Meeting methodology uses a combination of Zoom video conferencing and the *Covision* engagement platform. During the online meetings, participants will be put in facilitated small group breakouts to discuss specific questions. Their responses will be recorded in *Covision* and sent to a *Theme Team*. That team then identifies themes from across all of the conversations and prepares a concise summary that is presented back to the whole group. Participants are then asked to vote on the ideas they have just collectively generated. This process can be repeated on a number of topics throughout the meeting.

This process can be conducted with hundreds of participants and will allow for a very inclusive and engaging experience that is civil, fair and transparent. We will make reasonable accommodations as necessary to encourage broad participation. All input from the breakout conversations is recorded as are the themes and priorities.

It will be the responsibility of ArtsKC to publicize these meetings.

Phase 4: Develop Strategic Plan

Cultural Arts Advisory Committee Meeting No. 4

October

The advisory committee, using the community feedback, will define and refine the goals. In addition, they will begin discussions regarding what structure should be developed for a future Jackson County Arts Commission.

Cultural Arts Advisory Committee Meeting No. 5 and 6

November and December

The purpose of these meetings will be to finalize the strategic plan and recommendations for the structure of the Jackson County Arts Commission.

Phase 5: Plan Adoption

In December 2021, the plan will be presented to the Jackson County Legislature for consideration.

Tentative Schedule

Pending notice to proceed by May 1, the process can be complete by year's end as is illustrated in the following schedule. *This is an aggressive timeline that will necessitate strict adherence to deadlines.*

	May	June	July	August	September	October	November	December
Project Kick Off								
Cultural Arts Advisory Committee								
Meetings								
The State of the Arts								
Cultural Arts Inventory (ArtsKC)								
Collective Learning (Best Practices)								
Focus Groups (Four)								
Stakeholder Engagement								
Our Tomorrows								
Community meetings (4)								
Draft Plan								
Legislature Consideration								

Introduction of the Project Team and Personnel

The University of Kansas Public Management Center (PMC) will be the lead consultant for this project. The PMC is the professional development division for KU's School of Public Affairs and Administration. Our staff provides training and consulting services for skills enhancement for leaders, managers, staff, and teams and to support organizational development in public organizations. We have worked with hundreds of government entities at the local, state and federal levels.

- **Our philosophy:** Our work is rooted in the belief that public service and community engagement is at the heart of democracy. Rather than adapt general processes that can be used for any organization or community, we create experiences specifically designed to address the unique opportunities and challenges that are inherent in local government and the communities they serve.

- **Our expertise:** Our staff has backgrounds working as government practitioners, in public service organizations and/or serving as public officials. We bring this experience into each engagement, adapting content and the process as appropriate.
- **Our approach:** Our processes are highly interactive. We encourage individuals to bring their experiences with the topics into the conversation, allowing all participants to learn from one another and have voice. In this way we model the inclusive, supportive and collaborative approach that we see as crucial to confronting today's challenges.

KU PMC staff will be involved in this project are:

Patty Gentrup, consulting services manager, will be the project manager for the duration of the engagement. She brings nearly 30 years of experience with direct service to local government as well as a consultant to them. She is a skilled facilitator who is able to craft a process that allows all voices to be heard. Her clients have included the cities of Kansas City, Mo; Lee's Summit; Independence; Blue Springs; Raytown and Raymore in Missouri as well as the Kansas City Streetcar Authority, and numerous programs associated with the Mid-America Regional Council.

Hannes Zacharias, is the current Robert A. Kipp, Professor of Practice in Public Administration at the University of Kansas. Hannes, who currently serves on the ArtsKC Advocacy Committee, began his public service career as assistant director and chief grants officer for the Kansas Arts Commission. He has more than 35 years of experience in city and county government. Most recently, Hannes was county manager for Johnson County, Kansas, where he lead a work force of nearly 4,000 employees across 30 department and managed a budget of more than \$1.1 billion.

Noel Rasor, assistant director, has been with the Public Management Center since 2009 and serves as the assistant director. In her role, Noel directs the PMC's Emerging Leaders Academy, serves as part of the consulting team, and contributes to strategic initiatives at the Center. In the classroom she most often teaches on topics related to communication skills, organizational change, and leveraging strengths in the workplace.

Our team also includes:

- **KU Edwards Campus** brings high-quality education programs to serve diverse workforce, economic and community needs with particular focus on the KC region. We provide lifelong education programs, research activities, and entrepreneurial initiatives that address present and future workforce needs and important community and state-wide problems.

Carolyn McKnight, director of community engagement, has worked for the University of Kansas for six years providing strategic direction on external relationships. Her role includes coordinating six campus and program boards, managing all external relationships and participating in projects that further the prosperity of the workforce and community. Prior to her role at KU Edwards Campus, Carolyn served for 14 years as the director of the University of Central Missouri - Summit Center, located in Lee's Summit, Missouri. Dr. McKnight holds a doctoral degree in Educational Leadership and Policy Analysis from the University of Missouri – Columbia.

- **Center for Public Partnerships and Research (CPPR)** is a 70+ member multidisciplinary team that assists partners in addressing complex social issues across the life course. KU-CPPR provides infrastructure support to over 40 federal grants and initiatives, and has conducted applied research and rigorous local, state, and national comprehensive evaluations. KU-CPPR has experience developing, designing, and using innovative technology solutions built to enhance social services and collaboration. KU-CPPR has extensive experience working with tribal communities to ensure services are culturally appropriate and accessible to families.

Rebecca Gillam, CPPR's associate director, has nearly 20 years of social service experience, including direct services, project management, and evaluation. She has facilitated and evaluated interagency collaboration at both the state and local levels, primarily in the area of child and family services. She has conducted both qualitative and quantitative evaluations designed to support ongoing quality improvements in service delivery, with an emphasis on effective interagency partnerships. Since 2017 she has facilitated CPPR's work using SenseMaker®, an innovative mixed methods approach to hearing unique perspectives across communities to inform decision making and promote collaborative change.

- **Mid-America Regional Council (MARC)** is a nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. Governed by a Board of Directors made up of local elected officials, it serves nine counties and 119 cities, providing a forum for the region to work together to advance social, economic and environmental progress.

Lauren Palmer, MARC's director of local government services, oversees the Government Training Institute and local government programs including the First Suburbs Coalition, CORE4, Managers Roundtable, KC Regional Purchasing Cooperative, and the regional shared services initiative. Lauren is an ICMA Credentialed Manager with 15 years of experience in local government management. Prior to MARC, she served as an assistant city manager in Independence, MO.

- **Todd Erickson, Principal at Collaboration Arts**, brings a mindset that is about creating possibilities. He's a weaver and a connector. Listening for what the next right question is. He's inclusive and engaging and bring this lens and skills to support effective collaborative action. He's understanding and accepting of people's differences and difficulties. We're all differently informed these days which can make it more difficult to come to a shared understanding. And we all have different experience and expertise to bring to the table.

Todd has more than 25 years of experience working at the intersection of collaborative technologies and organizational development. He's supported well over 2,000 critical collaborative meetings and conferences for a variety of government, corporate, non-profit, and community organizations. As a partner at Covision, he helped create and refine the AmericaSpeaks "21st Century Town Hall Meeting" model in collaboration with Carolyn Lukensmeyer and others.

Fee Estimate

The fee estimate for the process described in this proposal is \$147,000.