



CITY OF KIRKLAND

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MEMORANDUM

To: Kurt Triplett, City Manager
From: Ellen Miller-Wolfe, Economic Development Manager
Date: October 6, 2011
Subject: 2011-12 Cultural Council Work Plan

RECOMMENDATION:

That the City Council approves the Cultural Council Work Plan for 2011-12.

Background:

The City Council met on July 19, 2011 to consider options for the future of the Kirkland Cultural Council (KCC). The KCC had been eliminated from the City 2010-11 budget and as a result, has relied upon an \$8000 grant from 4Culture and some money that it has raised to cover the costs of limited staffing (4hrs. per week on average) and incidental costs associated with events and programs. At the July 19, 2011 meeting, the City Council approved one-time funding from its special projects reserve totaling \$25,000 to fund the KCC through December, 2012. The Council indicated that there should be no increase in KCC programs, that the minimum level of staffing be maintained, that there be no City-affiliated fundraising, and that an evaluation would be undertaken to determine the best option for providing arts programs for the City. The Council asked that staff return with a work plan in October that outlined the evaluation.

Staff prepared a work plan and has since revised it to incorporate input from the KCC meeting of September 21, 2011 and the Economic Development Committee (EDC) meeting of September 26, 2011. Also attached (Attachment A) are recommended changes to the work plan proposed by the KCC.

Staff Recommendation:

That the City Council adopts the work plan and authorizes the Economic Development Committee to oversee the evaluation and receive input from the Kirkland Cultural Council. The Economic Development Manager will prepare a reading item in January, 2012 briefing City Council on the progress of the evaluation and return in May, 2012 with recommendations for future arts programming.

Cultural Council Work Plan and Budget Estimate October 6, 2011

Work Plan Objectives

- Analyze the Cultural Council's founding resolution, current mission, vision and scope of work including goals outlined in the Vision 2020 Plan
- Recommend options for functions that should remain within a City advisory board, what functions might be jettisoned and those that might be taken on by an organization outside the purview of the City.
- Develop an estimate (staffing, operations, etc.) for cultural, arts and heritage programs and services
 - Develop a cost estimate if the City was to retain all or some of these functions and include the cost of possible outsourcing of staffing.
 - Develop an estimate for outside organization or agency assumption of functions and consider what if any contribution the City would make in support
- Take initial steps to explain and implement the model for cultural, arts and heritage services to the community. (Options could include those presented to City Council in July, 2011 and variations).

Information Gathering

Staff, with assistance from an outside consultant, members of the Cultural Council, and other volunteers will conduct research about other cities and agencies to answer questions posed by City Council members. Outside consultant will conduct interviews and meetings with key stakeholders, and facilitate discussions. Research questions may include but not be limited to the following:

- What other cities in King County have arts councils? Provide general demographics of these cities along with arts data.
- What is their mission and scope and how does it compare to the current Kirkland model?
- What level of funding (dollar amount) is allocated to the arts council and other arts-related activities?
- What level of staffing (FTE) supports the arts council and other arts-related activities?
- What City department(s) oversee arts programs?
- What are the sources of funding for the arts? (admissions tax, lodging taxes, general fund...) Differentiate between direct funds to arts agencies versus funds for an advisory board

- Do any arts councils raise funds for their activities?
- Do any arts councils partner with other agencies? If so, what agencies?

Analysis

Research and analysis will aim to answer these questions:

- What is the current involvement of the City in arts programs and services?
- What is the City government role in supporting the arts in this community?
- What benefits come from having an arts council?
- How can we optimize the work of the Cultural Council to enhance benefits to the community? What does the framework for optimizing arts services to the community look like?
- How much financial or staff support is the City willing to provide and what can be accomplished with those resources?
- What are the benefits and challenges of services being provided by the City versus an outside organization or agency?
- How would we measure performance going forward?

Process

The City Council has allotted a little over a year to come up with a plan for arts, culture and heritage for Kirkland. The suggested calendar allows time for analysis as well as for implementing whatever model or models are decided upon.

- Review video of City Council consideration of options for KCC (September, 2011) and letters to the City Council
- Prepare work plan for review by KCC and EDC (September, 2011)
- Bring work plan to City Council for review and approval (October, 2011)
- Determine scope of work and retain consultant for interview, facilitation and other duties as required (October-November, 2011)
- Gather background information from other cities and agencies (October-November, 2011)
- Interview KCC, EDC, staff and others (November-January, 2012)
- Reading file item on progress for City Council (January, 2012)
- Present findings and explore **Analysis** questions with KCC and EDC possibly in a one-day workshop retreat (February, 2012)
- Generate a report of workshop outcomes for general consumption (KCC, EDC, Council reading file (March, 2012)
- Prepare recommendations for future arts model (February-March, 2012)
- Share recommendations and gather input from KCC and EDC (April, 2012)
- Bring recommendations forward to City Council (May, 2012)

- Implement decision (Possible budget revisions, partnership agreements, nonprofit development...) (June-December, 2012)

Budget Estimate

• KCC Staffing	\$ 15,800
• Incidental Costs	
○ CACHET (collaboration with local arts groups)	\$ 4,000
○ Artwalk (monthly activity)	
○ Public/Private art consultation	
○ Other	
• Consultant Services	<u>\$ 6,200</u>
	\$ 25,000

*Does not include anticipated 2012 grant from 4Culture or any carryover of 2011 4Culture funds and fundraising proceeds

Attachment A

September 21, 2011

TO: Kirkland Cultural Council Members, Ellen Miller-Wolfe, Julie Huffman, GG Getz, Kathy Page Feek

FROM: Leah Kliger, Cultural Council Member and Past Chair

RE: Cultural Council Workplan Discussion Draft 09 16 11

Ellen's draft workplan is a good starting point as the City of Kirkland, current and former Cultural Council Members, City staff, the City Manager, and City Council members ponder the future of the Kirkland Cultural Council. My comments on the workplan itself are shown in bold, beginning on page 2.

A note on the workplan. Ellen's draft indicates current members of the Cultural Council would be **unable** to participate in the information gathering and/or the analysis phase of this project. As a Kirkland citizen and member of a City Board (as opposed to being a paid City staff member), I have a 1st amendment right to gather and contribute information to the City of Kirkland for this project. In fact, I have been asked to do so by City Council members. Other members of the Cultural Council have also expressed interest in helping with this project.

Cultural Council members have a wealth of knowledge about the arts, have previously been instrumental in the development and implementation of the recommendations called for in the Vision 20/20 plan for the arts, culture and heritage, and have worked tirelessly to assure that one of the City's main 'brands' is alive and well. We have previously gathered and provided same/similar, reliable and accurate information as is being asked for in both the information gathering and analysis phase of this project. We would save precious City tax dollars payers if we limited the use of an outside consultant.

Estimated breakdown of current funds:

• City Council Funds allocated in July	\$25,000
• 4Culture (remainder of 2011 allocation)	4,000
• 4Culture 2012 allocation	8,500
• ARTisan Gourmet fund raising,	1,800
• Miscellaneous (charm sales, carry forward funds)	<u>5,000</u>
Total	\$ 44,300 ESTIMATED

Managing and using these funds wisely is imperative. Hence, rather than hiring an outside consultant for this project, I propose that the City contract with a professional arts and culture administrator at an hourly rate for the remainder of the budget year (July, 2012). The arts administrator, working with volunteers, could gather the information required for this project.

S/he would also direct, manage, and implement Cultural Council goals and related arts/culture/heritage projects. This would not only save money but would enable our very busy current city staff Ellen and Julie to concentrate on their other roles and responsibilities.

Leah Kliger's comments are in bold:

Cultural Council Workplan

Discussion Draft 091611

Workplan Objectives

- Analyze the Cultural Council's **current mission, vision, current goals, scope of work, and the responsibilities and objectives and goals outlined in the Vision 20/20 Plan reviewed by former City Council members and adopted by the Cultural Council at several Cultural Council retreats.**
- **What are the recommended options for Cultural Council functions?**
 - **What functions should remain within a city advisory board?**
 - **What functions should be jettisoned?**
 - **What functions could be appropriately taken on by an organization or agency outside the purview of the City?**
- Develop an estimate of **bi-ennial dollar support for F.T.E. staff and/or a contractual professional arts administrator to support for city-retained functions,**
- Develop a **dollar estimate of what it would take (i.e. operations, staff, fund raising, etc.) for an outside organization or agency to assume Cultural Council functions. What role and future dollar support from the City would be necessary in this scenario?**
- Take initial steps to **explain and implement the model for cultural, arts and heritage services to the community.** (Options could include those presented to City Council in July, 2011 and variations).

Information Gathering

Staff, with assistance from an outside consultant and volunteers, **including those** currently serving on the Cultural Council, will conduct research about other cities and agencies to answer questions posed by City Council members. Research questions may include but not be limited to the following:

- What other cities in King County have arts councils? Provide general demographics of these cities along with arts data.
- What is their mission and scope (**including % for arts programs**) and how does it compare to the Kirkland model?

- What level of funding (dollar amount) is allocated to the arts council and other arts-related activities?
- **What City department(s) staff/manage the arts council?**
- What level of staffing (FTE) supports the arts council and other arts-related activities ?
- What are the sources of funding for the arts? (admissions tax, lodging taxes, general fund, **grants, 4Culture**), **etc.** Differentiate between direct funds to arts agencies versus funds for an advisory board
- Do any arts councils raise funds for their activities?
- **How effective do they judge their activities to be?**

Analysis*

Research and analysis will aim to answer these questions:

- What is the City government role in supporting the arts in this community?
- What benefits come from having an arts council?
- How can we optimize the work of the Cultural Council to enhance benefits to the community? What does the framework for optimizing arts services to the community look like?
- How much financial or staff support is the City willing to provide and what can be accomplished with those resources?
- What are the benefits and challenges of services being provided by the City versus an outside **organization** or agency?
- How would we measure performance going forward?

*Note that analysis does not include the existing Cultural Council structure because it is not necessary to analyze maintaining the status quo.

Process

The City Council has allotted a little over a year to come up with a plan for arts, culture and heritage for Kirkland. The suggested calendar allows time for analysis as well as for implementing whatever model or models are decided upon.

- Review video of City Council consideration of options for KCC (September, 2011) and letters to the City Council
- Prepare workplan for review by KCC and EDC (September, 2011)
- Bring workplan to City Council for review and approval (October, 2011)
- **Determine scope of work and retain consultant and/or professional arts administrator** for interview, facilitation and other duties as required (October-November, 2011)

- Gather background information from other cities and agencies (October-November, 2011). **Much of this information can be gathered by volunteers.**
- Interview KCC, EDC, staff and others (November-December, 2011)
- Present findings and explore **Analysis** questions with KCC and EDC possibly in a one-day workshop retreat (January, 2012)
- Generate a report of workshop outcomes for general consumption (KCC, EDC, Council reading file (February, 2012)
- **Obtain input and brainstorm recommendations for future arts model from current Cultural Council members**
- Prepare recommendations for future arts model (February-March, 2012)
- Share **draft** recommendations with KCC and EDC (April, 2012) **and make changes as necessary.**
- Bring recommendations forward to City Council (May, 2012)
- Implement decision (Possible budget revisions, partnership agreements, nonprofit development...) (May-December, 2012)