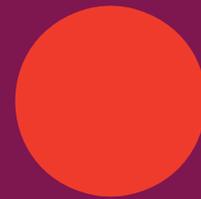


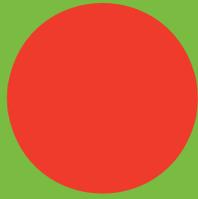
Advancing the Arts for Healdsburg: Working Alongside the Community

Request for Qualifications for Consulting Services
for an Arts and Culture Master Plan





Healdsburg



We view successful arts
planning as
fully understanding and
reflecting
a community's history,
values and vision.

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February 22, 2019

Dave Jahns, Recreation Manager
Community Services Department
1557 Healdsburg Avenue
Healdsburg, CA

CPG Managing Office
6878 Navajo Road #58
San Diego, CA 92119

Dear Dave:

On behalf of The Cultural Planning Group (CPG), headquartered in California, I am pleased to submit our qualifications to partner with the City of Healdsburg in developing its Arts and Culture Plan. We are excited about the possibility of working with City staff and the community on this project. Healdsburg is a recognized arts community rich with diverse cultural assets, and we understand the primary project goal is to develop a well-defined roadmap for the future, building upon the city's well recognized reputation for the arts.

Our team holds more than the requisite qualifications to lead a creative communitywide visioning and consensus-building process yielding a plan for Healdsburg's cultural aspirations. We believe in and practice the nation's most advanced and inclusive cultural planning process, with special attention to community engagement customized to each community. We have a strong track record of plans that are fully implemented, in part because we utilize the planning process to create the consensus and political will necessary for implementation. Our firm has a national reputation for our successful, small-, mid-, and large-scale arts and cultural plans, including projects in Sonoma County, Oceanside, Laguna Beach, Sacramento, and many other national destinations.

While all of the CPG partners are available as needed, the core team will be comprised of two partners, Jerry Allen who will serve as the lead consultant and Linda Flynn, Ph.D., who is the Director of Research and Civic Engagement. Jerry and Linda have worked together on numerous cultural planning projects in California and around the country.

We understand this project is a multifaceted undertaking with great promise to foster Healdsburg's arts and cultural life, enhance cultural opportunities for its residents, and build a foundation for arts leadership. We look forward to the opportunity of working with the City.

As partners of The Cultural Planning Group, both Linda and I are authorized to engage in negotiations and sign contracts.

Very best regards -

Jerry Allen, Partner

THE CULTURAL PLANNING GROUP

Project Interest

The Cultural Planning Group (CPG) is very interested in and excited about the possibility of working with the City of Healdsburg to create an arts and culture plan reflecting the aspirations of its residents. With the City taking a lead in advancing the arts and recognizing the importance of engaging its arts-rich community, and CPG providing unparalleled expertise in cultural planning, it presents an extraordinary opportunity to develop a roadmap for the future. Healdsburg offers much upon which to build a new cultural vision: a vibrant downtown with many high-quality art galleries and restaurants, a community of talented regional artists, established local arts nonprofits, a thriving tourist industry, and committed local government officials, among many other assets.

CPG has considerable experience and continued interest in developing cultural plans in the North Bay and Northern California. Working with the Sonoma County Economic Development Board, we completed the Creative Sonoma Arts Action Plan, and are currently finishing a cultural plan for Marin County. The City of Sacramento is now implementing Creative Edge, the cultural plan we completed last year, and we are concurrently developing a public art plan for the City of West Sacramento. CPG is also working with the California Arts Council to enhance its new statewide network of 14 diverse cultural districts.

One of our main interests in this project is the emphasis on the community. CPG believes the foundation for a good cultural plan is to reflect the community's vision and aspirations. In our experience, many of the best ideas come from the community and the planning process provides the seedbed for their fruition. In our approach, we craft a thoughtful, inclusive and efficient engagement design with multiple touchpoints for residents. We value working with clients who prioritize community input. The plan is after all, for the community.

THE CULTURAL PLANNING GROUP

Project Interest (cont'd)

Our team is well suited for this project. In addition to their extensive experience in cultural planning, each brings specialized expertise and a useful background to this work. Jerry Allen, our proposed lead consultant, is trained as an artist and was the director of cultural affairs for several cities across the United States. He was the founding Executive Director of the Yerba Buena Center for the Arts. He is regarded as one of the national leaders in the field of public art.

Linda Flynn, Ph.D., our proposed project manager, is a specialist in research and community engagement and has contributed to best and proven practices for civic engagement. She has extensive experience working with government entities.

David Plettner-Saunders, CPG's Managing Partner, who will advise on this project, is a nationally recognized expert in the area of arts education. He is a former professional dancer.

We understand the overarching goals for the planning process and the resulting plan are to: 1) conduct extensive engagement with the community 2) create an overall assessment of arts and cultural assets and programs 3) assess the local economic impact of the arts 4) examine the capacities of the City and the cultural community to advance arts and cultural development 5) explore possible collaborations and partnerships, and 6) to define the roles of the City and potential partner organizations.

Rigorous research and the community engagement will inform these goals and create a visionary arts and cultural plan for Healdsburg. CPG would be honored to guide this process.

THE CULTURAL PLANNING GROUP

Firm Overview

The Cultural Planning Group is a consulting firm serving the field of arts and culture. With the managing office based in San Diego, our six partners are in California, Pennsylvania, Florida and Hawaii. Every project we undertake has the active participation of at least two partners. This hands-on participation by the partners ensures project management and quality control that lends success to virtually every project we undertake. As a firm, we are selective about the projects we undertake and always endeavor to schedule our projects so that each project receives the time and attention it deserves.

CPG partners have prepared more than 85 arts master plans for communities throughout the nation. We have developed cultural plans for diverse communities, ranging from small communities, such as Los Alamos, Oceanside, and Santa Cruz, to major metropolitan regions, such as Sacramento, Houston, Boston and Washington, DC.

Our practice is grounded in the real-world experience of deep community engagement—a hallmark of our work— and a thorough knowledge of the local arts agency. While there are commonalities among arts plans, each community poses its own vision, politics, aspirations, history and potential.

OUR PHILOSOPHY

We believe that arts and culture are among a community's most powerful asset. They distinguish each community and allow residents to better understand and celebrate the uniqueness of their lives. A vibrant, visible arts environment is an invaluable advantage for cities and strengthens many elements of civic life. An increasing body of research documents how thoughtful cultural policy is essential to civic health. Cultural planning is a primary tool for organizing the best use of this critical asset.

WE BELIEVE THAT ARTS AND CULTURE ARE AMONG A COMMUNITY'S MOST POWERFUL ASSETS.



WE BELIEVE IN AND PRACTICE THE NATION'S MOST ADVANCED AND INCLUSIVE CULTURAL PLANNING PROCESS.

THE CULTURAL PLANNING GROUP

Firm Overview (cont'd)

As practitioners of the craft, CPG fundamentally views successful arts planning as fully understanding and reflecting a community's vision and values. We practice the nation's most advanced and inclusive arts planning process, emphasizing diverse community input, rigorous data collection, thoughtful team analysis of project issues, and substantial interaction with project leaders throughout the process.

We listen well to cultural stakeholders, assess the needs and aspirations of the community, research questions requiring new data, and develop solutions in consultation with project leaders. Working with the client, we identify cultural stakeholders and other community groups and leaders who will add to the depth of input shaping the collective cultural vision. We utilize surveys, interviews, online tools, social media, structured community conversations, charettes, artist-led workshops, community forums, and other local opportunities to engage residents. In Raleigh, a representative example, more than 4,000 people participated directly in the planning process. This included over 75 community conversations held in diverse, grassroots settings throughout all neighborhoods of the city. In Santa Monica, children's art workshops associated with community planning meetings provided artworks portraying their vision of art in the community. In Boston, we engaged local trusted influencers and neighborhood teams to co-lead our engagement process.

At the end of the process, the cultural plan reflects the community's diverse needs, aspirations, history, and capacities rather than merely adopting methods used in other communities, we forge new solutions. We have a mindset towards, and a track record of innovative solutions contributing to national best practices.

Virtually all of our plans are implemented or are currently in process. This is possible because each plan is derived from the community. We manage the planning process to generate community consensus, leadership, and support for the plan.

WE GROUND PLANNING IN RIGOROUS RESEARCH, DATA AND PROVEN PRACTICES.

•
ALL OUR PLANS ARE IMPLEMENTED OR ARE CURRENTLY IN PROCESS. THIS IS POSSIBLE BECAUSE EACH PLAN IS DERIVED FROM THE COMMUNITY.

CONSULTING TEAM

Qualifications, Roles, Responsibilities

We propose a core team of two consultants for this project. Jerry Allen, CPG Partner will be the lead consultant on the project. Linda Flynn, PhD., Director of Research and Civic Engagement, will serve as the civic engagement designer and project manager. David Plettner-Saunders, Managing Partner, will be available as needed for advisement. Allen, Flynn and Plettner-Saunders have developed many of the firm's cultural plans throughout the S, including Sacramento's Creative Edge Plan, Laguna Beach's Arts Evolution Plan, and Marin County's Arts Culture Action Plan.

Our firm holds significant experience in the advancement of arts and culture to build vibrant communities with the development of arts and cultural master plans. CPG dedicates partner-level team members to all cultural planning projects and the team holds extensive work experience in arts and cultural planning, public art planning and programming, civic engagement practices, strategic planning, organizational planning, and arts administration.

We believe detailed planning and comprehensive communications are key to success. At the onset of the project the CPG team, working with the client, will develop a detailed project work plan and schedule based on the defined approach and scope of work. The work plan clarifies roles and responsibilities in the planning process, defines project goals and identifies any planning issues.

We build relationships with clients, constituents, communities, and partners. We do not do cookie cutter work and have a track record of effective innovation. Our team has worked extensively for and with city and county government, especially in California, and we understand the realities of getting things done in the municipal context.

We love what we do. We enjoy the process of dialogue with our clients and the community, and help create the conditions for success, creativity and fun along the way.

EACH COMMUNITY POSES ITS OWN VISION, POLITICS, ASPIRATIONS, HISTORY AND POTENTIAL. WE EMBRACE THE WORK OF IDENTIFYING WHAT EACH COMMUNITY SEEKS TO BECOME AND CREATING THE BEST PLAN TO ACHIEVE THEIR GOALS.

SELECT CLIENT LIST

GOVERNMENT AGENCIES

Broward County, Florida
California Arts Council
City of Boston
City of Boulder, Colorado
City and County of Denver
City of Chandler, Arizona
City of Dallas
City of Fort Lauderdale, Florida
City of Kansas City, Missouri
City of Laguna Beach, California
City of Los Angeles
Cultural Affairs Division
City of Minneapolis, Minnesota
City of Oceanside, California
City of Pasadena, California
City of Philadelphia, Office of Arts,
Culture and the Creative Economy
City of Reno, Nevada
City of Riverside, California
City of Roseville, California
City of Sacramento, California
City of San Antonio, Texas
City of San Diego, California
City of San José, California
City of Santa Clarita, California
City of Santa Monica, California
City of Thousand Oaks, California
City of Tempe, Arizona
City of Upland, California
City of Ventura, California
County of Maui Office of Economic
Development/lao Theatre Restoration
Initiatives Task Force, Hawai'i
DC Commission on the
Arts and Humanities
Los Alamos County, New Mexico
Los Angeles County Arts Commission
Monroe County Council on the Arts,
Florida
National Endowment for the Arts
Washington, DC
New Jersey State Council on the Arts

Ohio Arts Council
Port of San Diego, California
Salt Lake County, Center for the Arts
Salt Lake County, ZAP (Zoo, Arts & Parks)
Program
San Francisco Redevelopment Agency

ARTS AND CULTURAL ORGANIZATIONS

African American Museum of Philadelphia
Amador County Arts Council, California
American Revolution Center, Philadelphia
Americans for the Arts, Washington, DC
Art Sanctuary, Philadelphia
Arts and Business Council of
Greater Philadelphia
Chamber Music Hawai'i, Honolulu
Dallas Arts District Management
Association and Arts Foundation
Dance/USA Philadelphia
Ennis House Foundation
(Frank Lloyd Wright), Los Angeles
Exploratorium, San Francisco
Grand Canyon Music Festival, Arizona
Hawai'i Arts Ensemble (Halau Hula Ka
No'eau), Honolulu and Waimea
Hawai'i Capital Cultural District, Honolulu
Historic Hawai'i Foundation, Honolulu
Humboldt Arts Council, California
IONA Contemporary Dance Theatre,
Honolulu
L.A. Stage Alliance
LEONARDO/The International Society
for the Arts, Sciences and Technology
Music Center of Los Angeles,
Center Dance Association
Painted Bride Arts Center, Philadelphia
People's Light & Theatre Company,
Malvern, Pennsylvania
PennPraxis, School of Design,
University of Pennsylvania
The Philadelphia Singers
Raices Culturales Latino Americanas,
Philadelphia
Scottsdale Public Art, Arizona

Side Street Projects
Pasadena, California
The Smithsonian Institution
Southwest Chamber Music
Pasadena, California
Taller Puertorriqueño, Philadelphia
Wyck Association
Germantown, Pennsylvania
Yerba Buena Center for the Arts
Yuba Sutter Regional Arts Council
Marysville, California

FOUNDATIONS AND HIGHER EDUCATION

Hawai'i Community Foundation, Honolulu
Pew Center for Arts & Heritage,
Philadelphia Cultural Management
Initiative
The Community Foundation Serving
Riverside and San Bernardino Counties,
California
The Emily Hall Tremain Foundation
Connecticut
The James Irvine Foundation
San Francisco
The San Diego Foundation
Terasaki Foundation, Los Angeles
The Montgomery County Foundation,
Pennsylvania

URBAN DESIGN AND ARCHITECTURE FIRMS

AECOM, Raleigh
DCE Design Community Environment,
Berkeley
HR&A, Los Angeles
KPMG
LMN Architects, Seattle

JERRY ALLEN
PARTNER

Jerry Allen, based in San Francisco, brings 35 years of experience in the local arts agency and cultural planning fields. Beginning as a studio artist, he did graduate studies at the University of Washington, concentrating on studio art and public administration. He was the Visual Arts Coordinator for the King County Arts Commission (Seattle) in the mid-seventies. King County had one of the earliest percent for art programs in the nation and the first county program ever established. In that capacity, he conceived and administered King County's acclaimed EARTHWORKS: Land Reclamation as Sculpture Symposium, widely regarded as one of the seminal projects in the history of contemporary public art.

After serving three years as Executive Director of the King County Arts Commission, Jerry became the Director of Cultural Affairs for the City of Dallas, Texas from 1984 to 1989. While there, he assisted with the formation of the Dallas Arts District and the Arts District Foundation. In that position, he developed the City's first cultural plan and policy and directed the first public art master plan ever completed by any city. Jerry went on to develop the Yerba Buena Arts Center in San Francisco, California, and recently retired as the Director of the Office of Cultural Affairs in San Jose, CA, where he was responsible for a general fund budget of \$7 million and a public art budget of \$18 million. Jerry is regarded as one of the nation's foremost experts in the field of public art.

Jerry's practice has included providing organizational development, strategic planning, meeting facilitation, and leadership development assistance to dozens of nonprofit cultural organizations. He has participated in the development of community cultural plans and public art master plans for more than 50 city, county and state agencies.

PARTIAL CLIENT LIST

ARTS & CULTURAL CLIENTS

- | | |
|--------------------------|------------------------------|
| City of Sacramento, CA | Broward County, FL |
| City of Laguna Beach, CA | Denver International Airport |
| Marin County, CA | Kansas City, MO |
| City of East Point, GA | Port of San Diego, CA |
| City of Greensboro, NC | Salt Lake City/ County, UT |
| City of Houston, T | San Bernardino County, CA |
| City of Raleigh, NC | Scottsdale Public Art, AZ |
| City of San Antonio, T | |
| City of San Diego, CA | |
| City of Santa Ana, CA | |



EXPERIENCE

35 years

EDUCATION

MFA, Sculpture
University of Washington
BFA, University of Puget
Sound

MEMBERSHIPS

Americans for the Arts,
past Board Member
American
Planning Association,
Member

LINDA FLYNN, PH.D.
PARTNER AND RESEARCH DIRECTOR

Linda Flynn is a partner and director of research for The Cultural Planning Group. She is a planner who has contributed nationally to best practices in research, civic learning and engagement for the arts and cultural sector. Linda designs innovative, customized research processes for master and strategic planning efforts, as well as targeted economic development and organizational assessments and urban planning initiatives. Her design process for community-based research is based on a foundation of quantitative community data, community public and private partnerships, inclusivity, and collaboration. She has demonstrated experience in leading large-scale research projects, facilitating civic engagement programs, and translating data to focused, action-oriented planning initiatives. Linda works with creative workers and artists to infuse the research process with creativity and user experience insights.

Prior to her work with CPG, Linda's experience and relationships cross many industries and sectors, working with all levels in organizations including conducting behavioral research with transportation firms, urban planners, other government agencies, nonprofit organizations, and private sector corporations. Linda holds a doctorate in organizational management with a concentration in conflict management, and various certificates in qualitative and quantitative research. She is a published author of her research with organizations and volunteers her time at several local nonprofit organizations focused on the improvement of youth educational experiences.

PARTIAL CLIENT LIST

ARTS & CULTURAL CLIENTS

City of Sacramento, CA
City of Laguna Beach, CA
Marin County, CA
Broward County, FL
City of Fort Lauderdale, FL
City of Orlando, FL
City of Greensboro, NC
City of Raleigh, NC
City of San Antonio, TX
Salt Lake City & County, UT
San Bernardino County, CA

OTHER CLIENTS

Broward College, FL
Emily Tremaine Foundation
Florida International University
Florida's Turnpike Enterprise
KPMG of Orlando
Ohio Arts Council
San Diego Foundation
The Smithsonian Institution
Washington DC Commission on the Arts and Humanities



EXPERIENCE
20 years

EDUCATION
PhD., Social Sciences/
Conflict Resolution
Nova Southeastern University

Bachelor of Science,
Psychology
Florida Atlantic University

MEMBERSHIPS
Leadership Broward,
Member and previous
Board Member
Americans for the Arts,
Member

American Planning
Association, Member

DAVID PLETTNER-SAUNDERS
MANAGING PARTNER

David Plettner-Saunders is Co-Founder of The Cultural Planning Group. A consultant for 25 years, David has prepared arts and cultural plans for more than 40 communities. His arts and cultural planning work reflect many of the pressing and complex issues facing communities, such as supporting tourism, economic revitalization, and the creative industries. In addition, his plans often address funding the arts, defining public/private partnerships, and identifying appropriate roles for local government. David is a leader in the field of creative economy planning, incorporating this work into his cultural planning practice since 2005 with the adoption of the City of San Antonio's The Cultural Collaborative, which was the first citywide arts plan in the US to embrace the creative economy. In 2018 the City of Sacramento adopted Creative Edge, a bold new plan for the city's arts, culture and creative economy developed by CPG. In 2017, San Bernardino County (CA) commissioned CPG to develop the Morongo Basin Strategic Plan for Culture and the Arts, designed to leverage the Joshua Tree region's extraordinary arts community for greater economic, tourism, and community impact. In 2014, Sonoma County established a new creative economy agency based on CPG's plan for Creative Sonoma, housed at the county's Economic Development Board. David has also developed national and regional studies on individual artists as well as plans focusing on arts education. He has prepared assessments and strategic plans for arts and cultural organizations of virtually all disciplines and sizes, and in a great variety of communities.

A retired modern dancer, he is co-founder with his wife, Victoria Plettner-Saunders, of the former San Diego Alliance for Arts Education, responsible for successfully preserving and advancing arts education in the San Diego Unified School District, one of the nation's largest school districts, during the Recession. He is the past Chair of the Southern California Dance Futures Fund and the Dance Resource Center of Greater Los Angeles.



EXPERIENCE
25 years

EDUCATION
J.D., University of
North Carolina School of Law,
Chapel Hill

B.A., Wesleyan University,
Middletown, Connecticut

Special Student in Dance,
University of North Carolina
School of the Arts,
Winston-Salem

MEMBERSHIPS
American for the Arts

Arts Action Fund,
Americans for the Arts

American Planning
Association

California for the Arts

San Diego Regional Arts &
Culture Coalition

PARTIAL CLIENT LIST

ARTS & CULTURAL CLIENTS

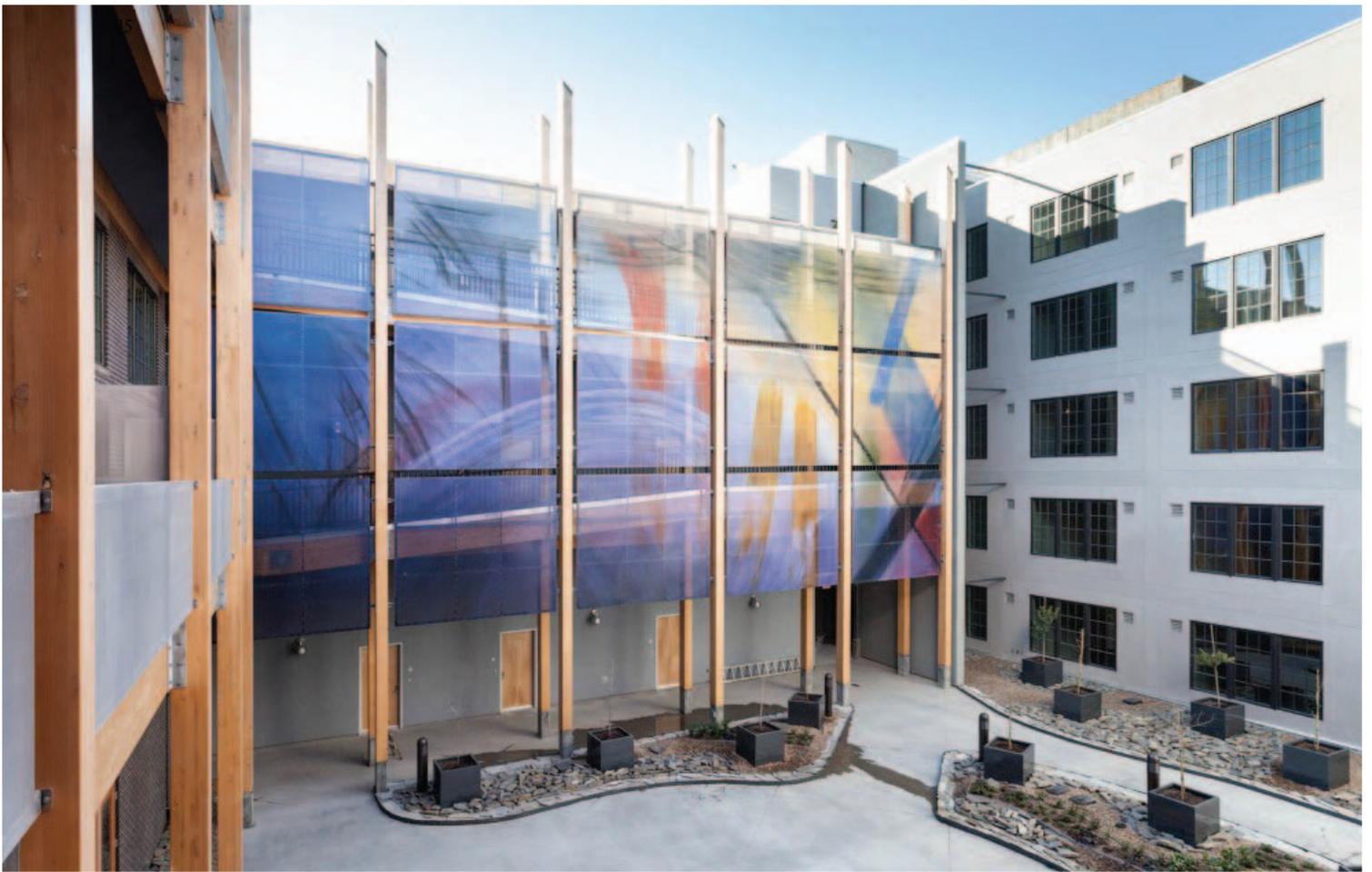
City of Sacramento, CA
City of Laguna Beach, CA
Marin County, CA
Broward County Cultural Division
City of Raleigh, NC
City of San Antonio, T
City of San Jose, CA
Florida Keys Council on the Arts
Kansas City
Salt Lake City & County

OTHER CLIENTS

California Arts Council
California Community Foundation
Emily Hall Tremaine Foundation
Ennis House Foundation
(Frank Lloyd Wright), Los Angeles
James Irvine Foundation
National Endowment for the Arts
Ohio Arts Council
San Diego Foundation

SIMILAR PROJECT EXPERIENCE

The following projects illustrate our team's successful experience in projects relevant to the Healdsburg Arts and Culture Plan. They include cultural plans, creative engagement strategies, arts market research, identifying funding sources, and defining a role for local government in arts leadership.



CREATIVE EDGE
Sacramento's Arts, Culture & Creative Economy Plan

Perhaps overshadowed by California's coastal cities, this capital city is reclaiming its story and celebrating its unique character. It is on the "creative edge" of its next iteration. This citywide plan leverages the community's creativity in multiple ways for enhanced cultural development, greater equity, economic growth, and authentic placemaking/placekeeping. One priority is arts education and the plan has already led to the formation of an ambitious countywide initiative to assure arts education for every student supported by the mayor and educational leaders. The plan has generated significant new dollars for the arts and public/private partnerships, aligned with the goals of the plan.

This project is included as a work sample.

CLIENT
City of Sacramento, California

SCOPE OF WORK
Arts, Culture & Creative Economy Plan

YEAR COMPLETE
2018

FOR MORE DETAIL
<http://www.sacmetroarts.org/creative-edge-plan>



CREATIVE SONOMA ARTS ACTION PLAN

Creative Sonoma is the name of a new creative economy agency, formed in 2014 as the direct result of our planning project. The county's Arts Commission had dissolved two years prior and the County Board of Commissioners charged its Economic Development Board to explore new leadership for the arts, cultural and creative economic sectors. The planning process revealed the opportunity to create an agency from a "clean sheet of paper" that would encompass Sonoma's inclusive definition of culture and creativity. Incubated in the Economic Development Board, *Creative Sonoma* supports individual artists, nonprofit arts and cultural organizations, creative entrepreneurs and the county's growing creative clusters, such as digital media, artisan foodstuffs and a makers' community. It also actively partners with Visit Sonoma to promote arts and culture to tourists and visitors. *Creative Sonoma* illustrates the potential for better integration of the functions and mindset of an arts commission with economic development for the creative industries. There are often "cultural differences" between these two types of agencies but there is great potential for alignment of strategies.

This project is included as a work sample.

CLIENT
Sonoma County
Economic Development
Board, California

SCOPE OF WORK
Arts Action Plan

YEAR COMPLETE
2014

FOR MORE DETAIL
<http://edb.sonoma-county.org/documents/Creative-Sonoma-Arts-Action-Plan.pdf>



MORONGO BASIN STRATEGIC PLAN FOR CULTURE AND THE ARTS

The Joshua Tree area of San Bernardino County has evolved as home to an international community of artists who have chosen to live and work in the inspirational desert environment. While the nine rural communities of the region have little infrastructure for the arts, there is great potential for leveraging this well-kept-secret of artists and cultural assets. The County sought through this plan to empower and equip the arts community, and its partners, to generate greater cultural tourism, economic growth, and community benefits. A core value was to promote and preserve the desert qualities that make these communities so attractive to creative people. Developed in part by the artists themselves, the plan focuses on four goals: tourism marketing, the arts market, arts education and cultural equity.

CLIENT
San Bernardino County,
California

SCOPE OF WORK
Strategic Plan for
Culture and the Arts

YEAR COMPLETE
2018

FOR MORE DETAIL
<http://joshuatreelivingarts.org>



ARTS EVOLUTION: CITY OF LAGUNA BEACH CULTURAL ARTS PLAN

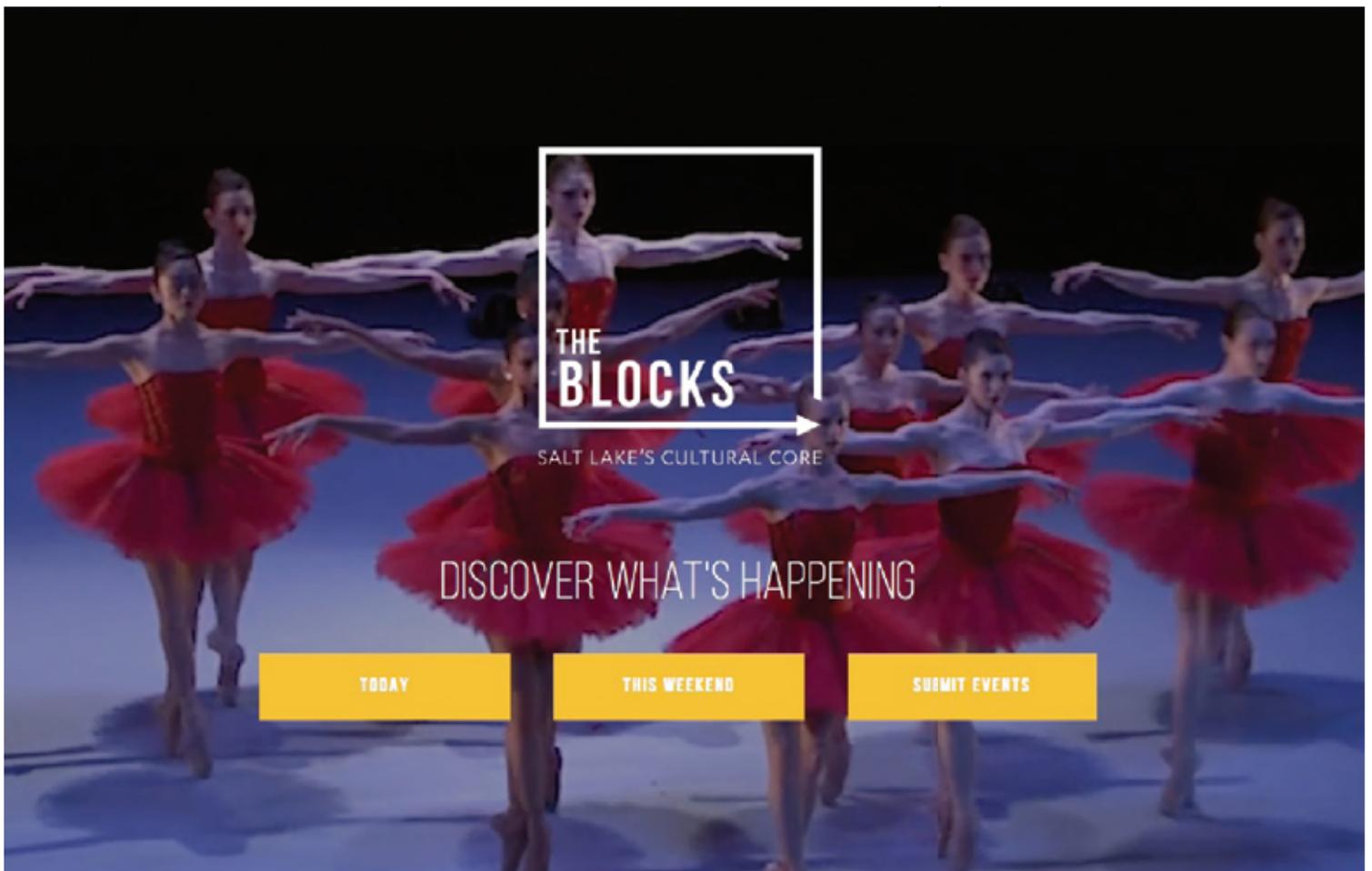
Arts Evolution, Laguna Beach's citywide arts plan, sets forth a framework to strengthen and enhance the artistic life of this rare, century-old coastal arts city in southern California. The plan addresses challenges that include dramatically rising real estate pressures, limitations on growth, and changes in the arts community. One important goal is to retain Laguna Beach's artistic vitality by retaining and attracting the presence of working artists and utilizing their civic leadership in new ways. The plan assessed the community's cultural facilities and made recommendations for future development. The plan led to increased city investment as well as new private sector dollars for the arts.

CLIENT
City of Laguna Beach,
California

SCOPE OF WORK
Cultural Arts Plan

YEAR COMPLETE
2016

FOR MORE DETAIL
<http://www.lagunabeachcity.net/civicax/filebank/blobd-load.aspx?BlobID=16126>



CULTURAL CORE / THE BLOCKS

This is a comprehensive plan for Salt Lake City and County's joint downtown cultural district, now branded as THE BLOCKS (<https://theblockssl.com/about/>). While Salt Lake has a strong tourism brand, it seeks now to strengthen its reputation for creative vitality among visitors and residents. Salt Lake in fact has a remarkable concentration of cultural venues and people and extraordinarily high arts participation. For example, its beautiful new Broadway venue, the Eccles Theater, has a waiting list of 9,000 for its season tickets. Major new works of permanent and temporary public art are underway. Based on market research and stakeholder engagement, the plan calls for coordinated creative placemaking, marketing and audience development, management, financing and success metrics. The Cultural Core plan is in its second year of successful implementation under the management of Downtown Salt Lake Presents. addressing challenges in image, connectivity and vitality.

CLIENT
Salt Lake City and County

SCOPE OF WORK
Master Plan for the Joint
Downtown Cultural District

YEAR COMPLETE
2016

FOR MORE DETAIL
<https://www.planning.org/knowledgebase/resource/9146990/>



CREATIVE 517

A Cultural Economic Development Plan for the Tri-County Area of the Capital Region

The Arts Council of Greater Lansing served as the facilitator of a coalition of organizations and agencies from across a region encompassing Lansing, MI and the cities and towns within the three counties around Lansing. Creative 517 (the region's area code) builds on extensive efforts in creative economic development over the past several years through a collaboration of arts, economic development and municipal leadership agencies. The plan was developed with extensive stakeholder input from over 130 individuals through individual interviews and discussion groups. As stated on the Arts Council's webpage: "The primary goal of this plan is to articulate an actionable set of strategies to support Tri-County Region artists, non-profit organizations and institutions, creative workers and industries for the purpose of fully integrating the creative sector in regional planning and economic development." The plan was presented at Lansing's Creative Placemaking Summit in early October 2018.

CLIENT

Arts Council of
Greater Lansing, Michigan

SCOPE OF WORK

Cultural Economic
Development Plan for
the Tri-County Area of
the Capital Region

YEAR COMPLETE

2018

FOR MORE DETAIL

<http://lansingarts.org/post/arts-council-launches-creative-517-ced-plan>

ADDITIONAL RELEVANT PROJECTS

CLIENT

Greensboro, North Carolina

SCOPE OF WORK

Creative Greensboro Cultural Arts Master Plan

A comprehensive arts master plan founded on significant community engagement with residents, artists, and business leaders.

YEAR COMPLETE

2018

FOR MORE DETAIL

<https://www.greensboro-nc.gov/government/greensboro-cultural-arts-master-plan-gcamp>

CLIENT

City of Raleigh, North Carolina

SCOPE OF WORK

Creative Life: Raleigh Arts Plan, a Community Cultural Plan

A citywide cultural plan based on the vision of allowing each citizen to lead a creative life of their own choosing.

YEAR COMPLETE

2016

FOR MORE DETAIL

<https://www.raleighnc.gov/parks/content/ParksRec/Articles/Projects/ArtsPlan.html>

CLIENT

City of Oceanside, California

SCOPE OF WORK

O'Arts Master Plan for the Arts

The City's first arts master plan, defining a role for the City and leveraging its limited resources for arts and economic development through partnerships and new funding.

YEAR COMPLETE

2018

FOR MORE DETAIL

https://www.ci.oceanside.ca.us/gov/lib/about/arts_commission.asp

WORK SAMPLES

WE are providing multiple work samples for review. These three projects illustrate relevant work done by The Cultural Planning Group in different cities with different priorities. Please see project descriptions. The work samples are provided in the Dropbox folder.

Sonoma Arts Action Plan:
Creative Economy and Arts Plan (2015)

Creative Greensboro:
Cultural Arts Master Plan (2018)

Creative Edge: Sacramento
Arts and Cultural Master Plan (2017)

ADDITIONAL INFORMATION

Our Planning Approach



For this plan, the process includes significant community and stakeholder engagement plus primary and secondary quantitative data.

The CPG approach to arts and cultural planning has evolved in the past decade and uses the most comprehensive and advanced methodology for the arts and cultural sector. We elicit a comprehensive profile of the creative sector ecosystem, the community’s vision and aspirations, and opportunities for the future of the arts and cultural sector of a community through the arts. What are we building on? What is the ideal future for Healdsburg? How can we get there?

We have an excellent track record of creative and effective community engagement that yields information, consensus and momentum for implementation of the plan. Our approach includes a menu of services and tools to be customized, in consultation with the client, to form the most appropriate, imaginative, and useful scope of work.

We use a mixed method, triangulated approach to data collection and analysis. This recognizes that no single method of community input or data collection is, by itself, a fully reliable gauge of a community. Each method of data collection—whether it be surveys, discussion groups, or interviews—has strengths and limitations. Triangulation of the findings seeks to identify common themes that are confirmed by more than one source of information. This approach is essential in communitywide visioning.

We employ the community’s vision as the foundation for development of goals and strategies. We also listen carefully for suggestions during the community engagement to be incorporated in the plan. We find time and again that great ideas are already present in the community and sometimes only require the platform of a cultural planning process to be reconsidered and adopted. In addition to the community’s ideas, we bring our own national experience and cultural planning toolkit. This includes best practices and adapting solutions from other communities.

CLIENT REFERENCES

5

CREATIVE SONOMA ARTS ACTION PLAN

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MARIN COUNTY ARTS AND CULTURAL PLAN (in process)

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CREATIVE GREENSBORO CULTURAL ARTS MASTER PLAN

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CITY OF LAGUNA BEACH ARTS EVOLUTION PLAN

Sian Poeschl

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Additional California-based and nationally-based references upon request.

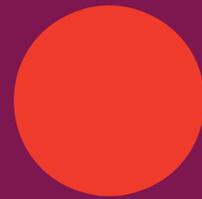


THANK YOU

The Cultural Planning Group

Advancing the Arts for Healdsburg: Working Alongside the Community

Request for Proposal for Consulting Services for an
Arts and Culture Master Plan



The Cultural Planning Group



We believe
every person and community
has the right to choose their
own creative life.



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April 29, 2019

Dave Jahns, Recreation Manager
Community Services Department
1557 Healdsburg Avenue
Healdsburg, CA

Dear Dave:

On behalf of The Cultural Planning Group (CPG), we are excited to submit our proposal to develop the Healdsburg Arts and Culture Plan, in partnership with the community. We understand the city wants to fully engage the community in the planning process to accomplish the following:

- Understand the current state of the arts in Healdsburg
- Discover the community vision for arts and culture through comprehensive and inclusive community engagement
- Inventory current arts and cultural assets
- Learn from the efforts of comparable cities
- Conduct an economic impact analysis with city comparisons
- Explore collaboration opportunities with the City, businesses, and organizations
- Define roles for different organizations and sectors for arts advancement

As outlined in the CPG Qualifications response, our team holds more than the requisite qualifications to lead a creative communitywide visioning and consensus-building process yielding a plan for Healdsburg's cultural aspirations. Our philosophy is based on the community being an integral part of the planning process.

We look forward to the opportunity of working with the City. As partners of The Cultural Planning Group, both Jerry and I are authorized to engage in negotiations and sign contracts.

Very best regards -

Linda T. Flynn, Partner

Very best regards -

Jerry Allen, Partner

Project Management and Approach

Project Expertise

Please refer to the CPG response to Request for Qualifications document.

Project Management CPG Management Approach

Successful project management is critical to a planning process – building trust and consensus. While we understand there is a need to adhere to and fulfill a contract, the CPG team goes above and beyond to exceed expectations. This is accomplished by:

- Establishing detailed project work plans and communications plans at the onset of the project. We have found clear expectations and effective client communications are top indicators of great client service.
- Practicing respect for community members and project stakeholders in the community engagement process. By understanding different people engage in different ways and providing opportunities for engagement based on those preferences, we respect each and every resident – even those who do not want to be part of the process.
- By listening well, reflecting back participants' observations and suggestions, and leaving our biases at the door.
- The majority of the work being performed by principals in our firms and reputable and accomplished sub-contractors. If project administration is performed by an assistant to the project, we practice consistent and frequent oversight.
- Ensuring an open, transparent planning process with the client and with the community.
- Supporting the client in plan implementation. We provide an implementation workshop, 6 months of consultation after the final plan is approved, and schedule check-ins at 12 and 18 months. In summary, we continue to support the client relationship long after the plan is approved.

Project Leadership

At the onset of the project, CPG will work with the City's project manager to define and establish the Project Leadership Team (PLT) and the Creative Leadership Team (CLT). In partnership with the City, CPG will work with both teams, providing regular progress updates and sharing learnings from the community engagement and other research initiatives. CPG will lead the PLT group and will provide assistance to the City leading the CLT group to engage, solicit, and manage feedback for successful outcomes.

Project Team Communications

One essential component of a successful planning process is the creation of a **project communications plan**. This ensures effective internal and external communications among the CPG team, the City, the PLT and CLT groups, stakeholders, media, and the community. A communications plan will be developed at the onset of the project ensuring frequent updates from the team and process documentation protocols.

We recommend weekly or bi-weekly updates with the PLT, and monthly meetings for the CLT. We will work to accommodate the City's requests of:

- Weekly PLT meetings on Wednesday mornings
- In-person monthly CLT meetings for the afternoon or evening of the first Thursday of each month. If the budget does not allow for CPG to attend all monthly meetings in-person, the CPG team will set-up and manage video meetings. CPG regularly uses the Zoom platform for video meetings.

Project Approach



The CPG approach to arts and cultural planning has evolved in the past decade and uses the most comprehensive and advanced methodology for the arts and cultural sector. We elicit a comprehensive profile of the creative sector ecosystem, the community’s vision and aspirations, and opportunities for the future of the arts and cultural sector of a community through the arts. Current state: *What are we building on?* Desired State: *What is the ideal future for Healdsburg?* The Plan: *How do we get there?*

We use a mixed method, triangulated approach to data collection and analysis. This recognizes that no single method of community input or data collection is, by itself, a fully reliable gauge of a community. Each method of data collection—whether it be surveys, discussion groups, or interviews—has strengths and limitations. Triangulation of the findings seeks to identify common themes that are confirmed by more than one source of information. This approach is essential in communitywide visioning.

We have learned over the years the most important success indicator for the plan is the community. Each research plan must be customized to the culture and engagement habits of the community, and we work with the client to ensure we design the right approach.

We employ the community’s vision as the foundation for development of goals and strategies. We also listen carefully for suggestions during the community engagement to be incorporated in the plan. We find time and again that great ideas are already present in the community and sometimes only require the platform of a cultural planning process to be reconsidered and adopted. In addition to the community’s ideas, we bring our own national experience and cultural planning toolkit. This includes best practices and adapting solutions from other communities.

Project Initiation

At the onset of the project the CPG team, working with City staff and the PLT will develop a **detailed project work plan and schedule** based on the final approach and scope of work. The work plan clarifies roles and responsibilities in the planning process, defines project goals and identifies any planning issues. The work plan will be based on the schedule provided in the RFP.

The team will conduct a thorough initial **document review** examining relevant plans and documents and other background information. In partnership with staff, the team will finalize the overall proposed **community engagement design**. As described above, the team will finalize an **internal communications plan**, and an **external communications plan** ensuring community awareness and participation in the project, and distribution of the survey.

The CPG team will participate in a **Healdsburg familiarization tour** of key cultural assets, places, and venues. The tour will provide context for the planning process and allow the team to understand existing cultural assets, political geography, favorite places, and community landmarks.

Deliverables: Project Work Plan; Project Schedule; Project Communications Plan; Document Review Summary; Community Engagement Plan.

Complementary Research

The CPG team will build an **inventory of arts and cultural assets for Healdsburg**. This inventory will be sourced from analysis of data from existing secondary sources such as NCCS, IRS and other sources; and through primary sources such as interviews with arts organizations, businesses, artists and community leaders. The community survey and community discussion groups will provide data sources of those assets considered *off the radar* of formal lists and all methods will assist with identifying and describing interdependent patterns. We will work with the City's GIS mapping (if available) to provide a categorized, visual asset map.

The Creative Vitality Suite is a data-informed platform through which we can view the creative vitality index values (CVI) for the Healdsburg MSA and Sonoma County, including top creative industries and occupations in Healdsburg. With the ability to customize NAICS and SOC codes, we can create a unique, focused profile of the creative community of Healdsburg and compare to other similar communities.

Study of Comparable Cities: In consult with the City, CPG will identify a cohort of relevant cities and/or programs for a study comparing agreed-upon criteria. The independent comparative study can take the form of benchmarking or best practices/model programs. It can focus on issues of special relevance in Healdsburg, such as levels and types of arts funding, arts programming, audience development, approaches to cultural equity, neighborhood arts, arts education, and other topics.

Deliverables: Asset Inventory; CVI Report and Summary; Comparable Cities Case Studies with CVI Comparisons

Stakeholder and Community Engagement

Every one of CPG's plans is derived from the community. **Broad stakeholder and community engagement are a hallmark of our planning efforts.** In consultation with the City and PLT, we will design and manage the planning process to generate community consensus, leadership and support for the plan. Genuine, comprehensive engagement tailored to target community members will:

- Allow the leadership and residents of Healdsburg to build their vision for their arts and cultural future;
- Identify arts opportunities for an enhanced creative life of residents and visitors;
- Create legitimacy and a sense of shared responsibility and ownership for the plan;
- Stimulate broad awareness and momentum for implementation of the plan; and
- Empower and enable local people to realize the vision.

Stakeholder Discussions

The CPG team will conduct a comprehensive series of interviews and conversations, with City leadership, civic leaders, artists, creative sector and cultural sector leaders, and other stakeholders. These in-person conversations allow for an in-depth exploration of the challenges and opportunities for the planning effort. During the project preparation, the CPG team, the City, the PLT, and the CLT will develop a master list of individual stakeholders. Our primary engagement with stakeholders will be interviews and discussion groups, conducted concurrently with the broader community engagement.

- Artists, Creatives, Arts and Cultural Organizations, Creative Organizations
 - We will interview artists and conduct discussion groups with artists and creatives in the community.
 - We will conduct discussion groups with staff and board members from arts and cultural organizations.
- Other Nonprofit Organizations; Schools; Business Owners; Community Advocates and Leaders
 - We will identify and conduct interviews and discussion groups with relevant nonprofit organizations, business owners and others on issue-specific topics.
 - We will meet with leaders and arts educators to explore educational opportunities.
- City Leadership
 - Meetings with community public officials provide an invaluable political basis for planning and facilitate the desired alignment of the cultural plan with other policies and plans.

Community Activities and Discussions

The CPG Team will ensure **planning discussions** are accessible to all Healdsburg residents. These activities and discussions are intended to encourage broad participation and can be tailored as needed. Typically, we schedule a town hall style event at the beginning of the process. For community discussions, we prefer they be conducted *in the community*, at local gathering places and community establishments where people feel comfortable to share and participate in their own environments, rather than city meeting spaces. We will work with the City and the PLT to determine the number of meetings appropriate for Healdsburg – ensuring all have an opportunity to participate. The CPG team can accommodate as many meetings as needed when onsite.

A creative kick-off event provides the community an overview of the planning process, highlights the project vision, identifies goals and outcomes, and elicits opinions and ideas from community participants. This event may be modeled as an On the Table event (centered around mealtime conversations), a storytelling event in partnership with a local artist, or a combination of different creative activities.

Place-based community workshops and pop-ups will be scheduled, providing unique and stimulating opportunities for participants. These visioning workshops are a simple and effective tool allowing community residents, neighbors, decision makers, and all other stakeholders to brainstorm and create plans, ideas, and solutions. The process brings residents, friends, family and neighbors together to interact to create a sense of place and long-term vision. The convergence of these ideas makes community visioning efficient, productive, transformative, meaningful, and fun.

Diversity and youth engagement are a priority in our planning. We are committed to an inclusive process that draws people who typically do not engage in public planning efforts and/or are underserved. Incorporating all into the visioning is vital to provide a wholesome representation of the community and to bring new voices to the process. Those of different backgrounds and of different ages add tremendous value to the process. Our team is well prepared to engage these groups and tap into their creativity to inspire participation and investment in the process. We will work closely with any established groups and organizations working with youth and residents to engage them in the process.

Community Survey

An **open sourced online survey** will be distributed through the city's lists and other partner distribution channels, allowing all residents a chance to express their aspirations and opinions.

Additional Online Engagement Opportunities (Optional)

To get people involved beyond face-to-face meetings for generating ideas and vetting priorities, we often augment the on-the-ground discussions with a **robust online engagement** tool such as Bang The Table (bangthetable.com). The goal for our community engagement is to encourage all to participate and contribute stories of *the current state*, and *what could be* (desired state), and to allow the community

to respond to various ideas and strategies. This may be an option to consider as resources are allocated or re-allocated and with input from staff deciding that online tools are appropriate (and affordable) for this planning process. The online tools may include **a mapping tool** where residents can identify creative assets in their communities for the arts and cultural inventory and highlight areas of need; and/or an **online ideas board** and **discussion forum**, to gather and prioritize ideas and encourage conversation and storytelling. Additionally, the plan goals and strategies can be web-based for community resident feedback. Additional opportunities for engagement drive inclusive, transparent, and measurable community engagement processes and empowers collaborative learning, discussion, and debate.

Upon concluding the engagement and research process, we do a thorough review, analysis, and synthesize of all the findings. The **triangulation research methodology** allows us to identify commonalities among all of the data collection results. With the summary findings report as a guide, **priorities and opportunities** emerge through in-depth, collaborative discussions with the CPG team, the City, the PLT, and the CLT.

Results Analysis and Reporting

Effectively measuring both qualitative and quantitative data is intrinsic to CPG's research methodology. We must analyze both forms of impact information, identify main themes and commonalities, and translate findings into actionable strategies for planning.

For qualitative data – including data gathered through the community, open-ended data from the survey, and other data sources – we typically use Dedoose, which is a cross-platform software package for analyzing narrative and mixed methods research.

For quantitative data – survey data, market data, etc. – we use a well-known quantitative analysis tool, IBM's Statistical Package for Social Sciences (SPSS),

The final results are presented in an integrated results report used for discussion and available to the community.

Deliverables: Stakeholder and community comprehensive findings report; Survey report.

Plan Strategy Development

Following the review of the findings report, the CPG team will develop **a set of goals and strategies**, grounded in the research. We approach this task with a **preliminary outline**, shared with the full team (City, PLT, CLT) at multiple check-in points, and eventually develop into a full plan outline.

To ensure the strategies are objective, prioritized, and achievable, the CPG team will develop **assessment criteria** and a **matrix to facilitate evaluation** of the strategies. We have prepared a variety of such matrices for client and community review of draft strategies and have a toolkit of approaches. In

Boston, our matrix included six numerical ratings and several other factors, intended for use by highly qualified stakeholders. In other projects, we have employed a simpler, more intuitive matrix allowing for broader participation in rating. This informs the presentation of the draft plan, its messaging, and early wins for the transition from planning to implementation.

Deliverables: Preliminary Plan Outline, Strategy Evaluation Results

Preparation of Draft and Final Culture and Arts Master Plan

The CPG team will reconvene to outline the draft plan, integrating the key findings of the existing conditions, the asset inventory, strategy assessment and other elements. The draft plan will make specific choices about length, tone, key messages, the order of presentation of materials, and other factors that affect the way in which the document is reviewed and received by stakeholders and the public.

The final plan will include a vision and mission statement, strategies for cultural development, organizational development, key programs and projects, potential resources and regulatory tools. It is likely that the draft plan will include three elements, to facilitate broader review and consideration by stakeholders and the public: 1) an executive summary, 2) a concise but comprehensive version of the plan, and 3) a research appendix. With thoughtful definition of these elements, the plan can be most useful in promoting support for the plan and its implementation.

Based on experience, it is possible that private funders and other resources will become interested in some of the priorities identified in the cultural plan. We will look for these opportunities during the planning process and seek ways to leverage them as the draft and final plan are developed and communicated. To complete the plan, we will incorporate feedback into the second and final drafts of the plan.

As outlined in the RFP, the plan will include the following. This list may be revised or expanded as themes and priorities emerge from the stakeholders and the community.

- Executive summary
- Context
- Research and engagement methodology
- Research and engagement findings
- Arts and cultural assets
- Creative economy profile and impact
- Comparable city case studies
- Goals and strategies for:
 - Public art
 - Healdsburg arts promotion
 - Arts and cultural programming
 - Government/stewardship for the arts
 - Partnerships and collaborations
 - Funding and distribution recommendations
 - City and cultural sector roles
 - City department arts integration
- Success Metrics

Presentations

The final plan will include the elements described above, as refined through vetting and feedback. At the last site visit, the CPG team will make presentations to approving bodies and the community, as defined with the staff including presentations to the PLT, the CLT, the Parks and Recreation Department, the City Council, and others as needed.

Final Implementation Workshop

As final steps in the planning process, the CPG Team will work with the City to finalize a practical and achievable implementation work plan, including tasks, assignments of responsibility, timeline, resources needed, potential available resources, partners, and other tools, such as information and contacts arising from the planning process. We will also conduct an implementation workshop with the relevant people and organizations, to confirm their commitments, roles, and next steps.

Deliverables: Draft Arts and Cultural Plan, Revised Final Draft Plan (for presentation and adoption), Executive Summary, PowerPoint Presentation; Implementation Workshop.

Metrics

Measuring the outcomes of the plan and the community impact of the arts is an integral part of our arts and cultural planning. We will provide a success metrics framework, based on the goals and strategies of the plan, through which the City can monitor progress, demonstrate success, and refine their implementation efforts. Following are some examples of the indicators that may be used:

- Creative economy: change in CVI indicators (Creative Vitality Index, a data source measuring the performance and characteristics of the local creative economy), such as an increase in the total index, as well as employment and outputs in targeted sectors of the creative economy.
- Cultural assets: change in the availability of arts and cultural assets in areas of the City that currently have fewer such resources.
- Cultural equity: indicators of equitable and transparent decision-making regarding arts resources and more equitable representation among decision-makers.
- Arts funding: change in the amount and type of financial supports for the arts community; funding targeted at individuals and smaller organizations.

Deliverables: Recommendations for success metrics and indicators.

Spanish Translation

CPG works with a reputable Spanish translator for all of our plans. We will work with the City to translate the final Executive Summary and full plan (if desired). The costs of the translation are contingent upon the length of the document. Our translator will provide a cost estimate to the City when the document is finalized. The translator's rate is \$30.00 per hour. This cost will be a pass-thru to the City with no additional CPG charges.

Project Timeline





THANK YOU.