



# 2017-2024 STRATEGIC PLAN

Museum Management Consultants, Inc.  
San Francisco, California

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# FOREWORD

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Located in the former 1910 Beaux-Arts residence of Robert Alexander Long—one of Kansas City’s foremost business and civic leaders—the Kansas City Museum sits proud and with tremendous potential on a bluff overlooking the Missouri River Valley, and adjacent to Cliff Drive and Kessler Park. Surrounded by these iconic natural landmarks, in one of Kansas City’s oldest and most culturally diverse neighborhoods, the Kansas City Museum has served as a beloved public institution for 75 years and has amassed an impressive collection. In doing so, the Museum continues to serve as a monument to the Long family, an anchor for the Historic Northeast, and a home to Kansas City’s history.

When the Kansas City Museum opened in 1940, the dream of creating a public museum from a private estate was born. For decades thereafter, the Museum thrived with programs and exhibitions on local history, natural history, and science. In particular, it served as a staple for school field trips, serving thousands of students and teachers, and it was an important part of the City’s cultural landscape. In the early 2000s, after the Kansas City Museum Association merged with the Union Station Assistance Corporation, and Science City opened to the public, the Museum’s primary focus shifted to history, and its renovation and future planning became a priority. From

2005-2012, previous leadership completed much-needed exterior restoration to Corinthian Hall, built essential infrastructure (HVAC and elevator), and created an interpretive plan. In 2014, the City of Kansas City, Missouri Parks and Recreation Department took over the management and operation of the Museum with the goal of immediately continuing design and institutional planning.

Today, there is a team of dedicated professionals in the midst of planning for major renovations and expansions to create a nationally recognized history museum, complete with the necessary form and functionality for first-rate programs, exhibitions, and collections facilities. Moreover, the Kansas City Museum is being designed and designated as the City’s “residence,” to accommodate official signature events and gatherings.

Overall, the Kansas City Museum aims to become an innovative hub for learning about the City’s history. It will be a dynamic educational environment that shares the stories of Kansas City—its founding and development, individuals and families, neighborhoods and businesses, organizations and international relations, traditions and legacies, and much more. The Museum will explore Kansas City’s evolution and

spirit, with content that is relevant and responsive to contemporary issues and viewpoints. The Museum will embrace arts and culture as an important interpretive tool for learning about history and welcome community participation in program development. Academic research will be a high priority with quality access to collections, museum staff, historians, and other scholars.

Through a multidisciplinary and multicultural approach—infused with the values of the Long family (bold entrepreneurship, conservation, humanitarianism, public involvement, etc.)—the Museum will create an inclusive educational and civic environment where diverse individuals and communities come together to understand and appreciate history. The Museum will serve the community and inspire people to connect, collaborate, and engage in thoughtful citizenship that will bolster Kansas City’s transformation and growth.

To ensure the realization of such an ambitious, aspirational vision, the Museum needs solid and sustainable strategic priorities and goals. On behalf of the Board of the Parks and Recreation Commissioners, I am proud to present this Strategic Plan that bears the commitment to transition the

Kansas City Museum from a “hidden jewel” to a thriving local and regional resource, and a national destination.

Essential to this planning process was hiring Museum Management Consultants, Inc. (MMC) of San Francisco that brings 30 years of experience in helping museums and cultural organizations. From museum best practices and standards, to facilitating the process of strategic planning, the firm ensured the participation of museum staff, colleagues, residents, stakeholders, and the leadership of the City of Kansas City, Missouri Parks and Recreation Department, the City of Kansas City, Missouri, and the Kansas City Museum Foundation.

Together, the team has created a living document and roadmap that will guide programs and educational activities for years to come. The Board of Parks and Recreation Commissioners and the Board of the Kansas City Museum Foundation have adopted this plan and are dedicated to working with staff and the community to ensure its successful implementation.

Mark McHenry, Director  
Parks and Recreation Department

# INTRODUCTION

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This Strategic Plan is the result of a comprehensive process undertaken by the Kansas City Museum during fiscal year 2017. Museum Management Consultants, Inc. (MMC) worked with staff and leadership from the City of Kansas City, Missouri Parks and Recreation Department, the City of Kansas City, Missouri, the Kansas City Museum Foundation, and other stakeholders to address priorities for the future.

The first phase of the planning process consisted of confidential interviews with a representative sample of the Museum staff and leadership, colleagues, residents of the Historic Northeast, and other community members to learn of their perceptions of the Kansas City Museum and their thoughts about future directions. The second phase of planning included a visioning workshop and brainstorming sessions. (See Appendix for a list of participants.)

Institutional goals and objectives have been established as a result of the planning sessions. Goals emphasize restoring Corinthian Hall and the larger Museum campus; presenting an exciting and participatory visitor experience; clarifying collections scope and further defining ownership; developing greater regional and national awareness of the

Kansas City Museum; ensuring long-term financial stability; and, increasing the Museum Foundation's capacity to govern. Accountabilities, timelines, and proposed resources accompany each goal and will facilitate their realization by fiscal year 2024.

This Strategic Plan is a living document and is intended as an ongoing guide for the work and decisions of Museum staff and leadership. Thus, it will be important to track progress and update the goals and objectives as necessary to reflect internal changes at the Kansas City Museum and in the external environment.

This Strategic Plan will strengthen the ability of the Kansas City Museum to effectively and resourcefully serve local, regional, and national audiences by building on past achievements and identifying areas for further work. The plan also embraces the commitment to excellence in all aspects of operations and activities, and it strategically positions the Museum to thrive in the coming years.

Adrienne Horn, President  
Museum Management Consultants, Inc.

# EXECUTIVE SUMMARY

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This Strategic Plan sets a course for the Kansas City Museum through fiscal year 2024. The following is an overview of what is envisioned for the Kansas City Museum:

## **Corinthian Hall and the Larger Museum Campus**

A design Master Plan to rehabilitate, renovate, and expand Museum facilities projects four stages of construction, beginning in FY2017 and proceeding beyond FY2024. This Strategic Plan covers the *completion* of Stages I - III Construction. Stage IV Construction includes the completion of a new building by FY2026, which is beyond the scope of this Strategic Plan. Each stage of construction will incrementally increase and improve exhibitions, collections, and program spaces as well as amenities, and each stage will open to the public a new face of the Museum upon its completion.

## **Visitor Experience**

A museum exhibit design firm has been retained to develop a dynamic and unique Visitor Experience Plan for the renovated Museum. In parallel, the changing exhibition and program schedule will expand with the capacity of the Museum, and it will reflect the history, vibrancy, and interests of the community.

## **Collections**

Ownership of the collections will be further defined, and the collections will be refined through a careful and ethical deaccessioning process. Storage will be consolidated, freeing space and saving operating dollars. The collections will be thoughtfully incorporated into exhibitions and programming.

## **Marketing and Community Relations**

A Marketing Plan will be implemented that engages the community and raises visibility and awareness of the Museum. Audience evaluations will be utilized to analyze and improve programming.

## **Finance and Fundraising**

Financing will be secured in advance of beginning Stage I Construction of the Master Plan. A Fundraising Development Plan and subsequent Capital Campaign will be completed in support of the Museum renovation. Public funding and increasing the Museum's dedicated annual mill levy will be pursued. To financially sustain operations of the renovated Museum, both earned and contributed income will be maximized as construction stages are completed.

**Governance**

The Kansas City Museum Foundation Board will be developed with the addition of new Trustees who have a demonstrated interest in the Museum's mission and who have the desired skills and resources. A new Memorandum of Agreement between the Kansas City Museum Foundation and the Parks and Recreation Department will be put in place, which clearly delineates a cooperative agreement between them.

## MISSION & VISION

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### **MISSION:**

**The Kansas City Museum preserves, interprets, and celebrates Kansas City through collections, exhibitions, and bold programs that reflect the City's evolution and spirit, and engage visitors in unfolding stories about Kansas City's vibrant history, cultural heritage, and pride.**

### **VISION:**

**The Kansas City Museum is a hub of learning, creativity, and collaboration where individuals and communities innovate and inspire engagement and civic unity.**

# CORE VALUES

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## The Kansas City Museum values:

- **Community engagement**
- **Collaboration**
- **Historic preservation**
- **Educational impact**
- **Inclusiveness**
- **Inspiration to creative action**
- **Integrity**
- **Fiscal responsibility**

# GOALS

# GOAL 1

## Restore and enhance Corinthian Hall and the larger Museum campus

### CONTEXT

The Kansas City Museum is located on three acres in the Historic Northeast on the former estate of R.A. Long. The property includes Corinthian Hall—a Beaux-Arts mansion completed in 1910—and four additional, original, buildings. All are owned by the City of Kansas City, Missouri (City) and operated and managed by the City of Kansas City, Missouri Parks and Recreation Department (Parks Department). Museum staff members are Parks employees.

Existing buildings are in need of rehabilitation and renovation. Restoration of Corinthian Hall’s exterior and improvements to infrastructure began in 2005, with the Museum closing to the public from 2008 through 2011. Renovation costs from 2005 to 2012 were \$10 million and funded by the City.

Space is needed for exhibitions, collections, education programs, amenities, and back-of-house functions for the Museum to fully transition from a private estate to a sustainable public museum. The Parks Department has engaged International Architects Atelier (IAA) to complete a

design Master Plan for the entire site. Public input is being incorporated through a series of community meetings.

The architectural Master Plan to rehabilitate, renovate, and expand Museum facilities projects four stages of construction, beginning in FY2017 and proceeding beyond FY2024. This Strategic Plan covers the *completion* of Stages I - III Construction. Stage IV Construction includes completion of a new building by FY2026, which is beyond the scope of this Plan. Each stage of construction will open to the public a new face of the Museum upon its completion. Stage I Construction will renovate Corinthian Hall and is projected to open in Spring 2019 (FY2020). Subsequent Stages II & III Construction will complete work on existing buildings by Spring 2022 (FY2023), while Stage IV Construction includes a new building to be completed by FY2026.

A finance-phasing plan, as well as a fund development plan with a clear and compelling case for public and private support, will be required to raise the significant capital needed to complete the Master Plan. (See Goal 4).

## GOAL 1: RESTORE AND ENHANCE CORINTHIAN HALL AND THE LARGER MUSEUM CAMPUS

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE <sup>1</sup>
<b>1.1. Raise needed capital to complete Stage I Construction: Corinthian Hall (See Goal 4)</b>	<b>Museum Director</b>	<b>\$14,179,571</b>	<b>April 30, 2017 (FY2017)</b>
<b>1.2 Complete Stage I Construction and open to the public</b>			<b>May 1, 2019 (FY2020)</b>
<b>1.3 Cultivate and raise needed capital to complete Stage II Construction: Carriage House</b>		<b>\$6,287,217</b>	<b>FY2017-2021</b>
<b>1.4 Complete Stage II Construction and open to the public</b>			<b>May 1, 2021 (FY2022)</b>
<b>1.5 Cultivate and raise needed capital to complete Stage III Construction: Gatekeeper’s House, Carpenter’s Shed, Conservatory, **Perimeter, and Grounds</b>		<b>\$9,764,946<sup>2</sup></b>	<b>FY2017-2023</b>
<b>1.6 Complete Stage III Construction and open to the public</b>			<b>May 1, 2022 (FY2023)</b>
<b>1.7 Cultivate and raise needed capital for Stage IV: New Building</b>	▼		<b>FY2023-2024</b>

<sup>1</sup> Completion dates in this Strategic Plan reflect a May 1 to April 30 fiscal-year cycle.

<sup>2</sup> This figure includes exterior restoration of the Conservatory only. Design and construction fees for the James Turrell *Skyspace* installation are not included and are estimated to be an additional \$3.5 million.

## GOAL 2

Present a vibrant and participatory visitor experience that reflects the dynamic history, culture, and impact of Kansas City

### CONTEXT

The visitor experience at the Kansas City Museum has been limited by the lack of adequate space and ongoing construction. However, the grounds and the first floor of Corinthian Hall, along with the Carriage House, are open to the public on a limited basis while construction proceeds. Docent-led tours are available highlighting the history of the property, and temporary exhibitions are on view, drawn from the collections as well as loans.

Multi-disciplinary programs have also been presented highlighting the diversity of communities living in the Historic Northeast neighborhood and in Kansas City. An emphasis has been placed on bringing an artist's perspective to installations and events as well as on creating a participatory environment. Present exhibitions, programs, and events have been designed to increase exposure, and to experiment and measure the draw of programs, the

results of which are instructive for the design of the new visitor experience.

Completion of Stages I - III Construction will provide for an increased number of exhibitions, programs, events, and civic gatherings with gallery spaces, a museum store and café, demonstration kitchen, billiards room, and spaces designed and designated for official City meetings and events. Stage IV Construction will provide a dedicated space for collections, along with adequate parking, more gallery and assembly space, as well as places to dine and shop.

As the staged construction is completed and facilities open to the public, the visitor experience that unfolds must be dynamic and unique in telling the story of the evolving City if the Museum is to attract visitors from a broad segment of residents and visitors.

**GOAL 2: PRESENT A VIBRANT AND PARTICIPATORY VISITOR EXPERIENCE**

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>2.1 Work with the selected and retained museum design firm to develop an onsite Visitor Experience Plan for the renovated Museum</b></p> <p>2.1.1 Establish themes and storylines for exhibitions</p> <p>2.1.2 Determine how collections will support storyline and/or refine collections accordingly</p> <p>2.1.3 Redesign signage and way-finding throughout campus</p> <p>2.1.4 Create cost estimates and conceptual drawings for fundraising</p> <p>2.1.5 Design, fabricate, and install according to phases</p>	<p align="center"><b>Museum Director</b></p> <p align="center">↓</p>		<p align="center"><b>FY2017-2024</b></p> <p align="center">↓</p>
<p><b>2.2 Develop and implement a changing exhibition and program plan that expands with the capacity of the Museum</b></p> <p>2.2.1 Establish the interpretive approach, criteria, and content for exhibitions</p> <p>2.2.2 Identify and prioritize audiences to be served</p> <ul style="list-style-type: none"> <li>▪ Children/Families, Students/Teachers</li> <li>▪ Adults</li> <li>▪ Creative community</li> <li>▪ Tourists</li> </ul>	<p align="center"><b>Collections Director</b></p> <p align="center">↓</p> <p align="center"><b>Education Director</b> (to be hired in FY2018)</p> <p align="center">↓</p>		<p align="center"><b>Ongoing</b></p> <p align="center">↓</p>

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p>2.2.3 Establish criteria for presenting programs and events both onsite and as outreach opportunities:</p> <ul style="list-style-type: none"> <li>▪ Link with history of the City</li> <li>▪ Connect with community</li> <li>▪ Accessibility</li> <li>▪ Quality of scholarship and research</li> <li>▪ Quality of innovation and uniqueness</li> <li>▪ Broadly appealing</li> <li>▪ Cross discipline, culture (i.e. connect culinary arts to history, heritage, identity)</li> <li>▪ Spark conversation</li> <li>▪ Link past with present (i.e. inter-generational oral history)</li> </ul> <p>2.2.4 Create an advance program schedule and calendar to provide time for planning, funding, producing offerings, and marketing future activities</p>	<p><b>Education Director</b></p> <p style="text-align: center;">↓</p>		<p><b>Ongoing</b></p> <p style="text-align: center;">↓</p>
<p><b>2.3 Provide visitors interpretive materials to enhance their experience</b></p> <ul style="list-style-type: none"> <li>– Welcome &amp; orientation</li> <li>– Labels, gallery guides, docent tours</li> <li>– Website</li> <li>– Publications</li> <li>– Other</li> </ul> <p>2.3.1 Create a diverse and dynamic docent program</p> <p>2.3.2 Assess current and future uses of technology</p> <p>2.3.3 Consider audio tours and mobile apps for on- and off-site audiences</p>	<p style="text-align: center;">↓</p> <p><b>Education Director</b></p> <p style="text-align: center;">↓</p>		<p style="text-align: center;">↓</p> <p><b>Ongoing</b></p> <p style="text-align: center;">↓</p>
<p><b>2.4 Align staffing expertise with growth in programming</b></p>	<p><b>Museum Director</b></p>		<p style="text-align: center;">↓</p>

# GOAL 3

## Clarify and redefine collections ownership, scope, accessibility, and use

### CONTEXT

The Kansas City Museum collection numbers more than 100,000 objects plus several thousand in archival materials, with only a small portion on view. The collection is a rich source of local and regional history, with deep holdings in the areas of clothing and textiles, archives, the family of R.A. Long (original owner of Corinthian Hall), and transportation. Also included in these holdings is the Dyer Collection—nationally significant artifacts of North American native cultures—and the Donald Piper Medical Collection, artifacts telling the history of Kansas City’s medical community. Over the past ten years, the Museum has acquired the collections of three local institutions needing assistance—the Fire Historical Society, Historic Garment District Museum, and St. Joseph Medical Center.

The City owns collections materials acquired prior to 1970, while those acquired between 1970 and April 2014 belong to Union Station (that managed the Museum from 1999-April 2014). Acquisitions starting May 2014 are designated by the donor as either a gift to the City or Union Station via

the gift deed. Donors are often confused by the co-ownership and uncertain about how to indicate their preference, which has resulted in conversations about further defining ownership.

Overall, collections are in good condition, while materials acquired from the three local institutions have slowed cataloguing. Digitization has begun, but a major commitment of staff and equipment will be needed to complete this process. Refinement of the archives has taken place through careful deaccessioning, and a similar process is needed for the collections as a whole.

Collections are stored in museum-quality spaces at Union Station and in a commercial storage facility. Related expenses—roughly 20% of the Museum’s operating budget, or \$225,000 per year—are paid from the mill levy and will decrease as onsite storage at the Museum is completed for Stage IV (FY2026).

### GOAL 3: CLARIFY & REDEFINE COLLECTIONS OWNERSHIP, SCOPE, ACCESSIBILITY, AND USE

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>3.1 Create deaccession and upgraded storage plan</b></p> <p>3.1.1 Retain consultant to help identify materials for potential deaccession through:</p> <ul style="list-style-type: none"> <li>▪ Donation to another collecting organization</li> <li>▪ Auction or sale</li> </ul> <p>3.1.2 Follow AAM professional standards and Museum policies and procedures to legally and ethically remove items from collections</p>	<p><b>Collections Director</b></p> 		<p><b>FY2017</b></p> 
<p><b>3.2 Clarify and further define ownership of collections</b></p> <p>3.2.1 Review and revise legal documents to clarify and redefine current ownership</p> <p>3.2.2 Explore transferring ownership of collections to the City or Foundation via a new Memorandum of Agreement (MOU) (See Goal 6)</p> <p>3.2.3 Review and revise collections policies and procedures</p>	<p><b>Museum Director</b></p>  <p><b>Collections Director</b></p>		
<p><b>3.3 Upgrade and consolidate offsite storage</b></p>	<p><b>Collections Director</b></p>		<p><b>FY2018</b></p> 
<p><b>3.4 Incorporate collections and archive materials into unfolding visitor experience, onsite, and offsite</b></p> <p>3.4.1 Utilize collections in exhibitions (See Goal 3)</p> <p>3.4.2 Study concept of visible storage to increase public access to collections</p> <p>3.4.3 Develop travelling exhibitions drawn from collections to raise Museum profile and earned income</p>			<p><b>FY2018-2024</b></p> <p><b>FY2020</b></p> 

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>3.5 Consolidate storage offsite to reduce costs</b></p> <p>3.5.1 Outfit available storage space onsite with museum quality collections storage furniture</p> <p>3.5.2 Relocate collections materials currently stored offsite to onsite</p>	<p><b>Collections Director</b></p> <p style="text-align: center;">↓</p>		<p><b>FY2024</b></p> <p style="text-align: center;">↓</p>
<p><b>3.6 Continue to digitize collections</b></p> <p>3.6.1 Develop grant funds for staffing and equipment</p> <p>3.6.2 Develop online and onsite portals for viewing digitized collections</p>	<p style="text-align: center;">↓</p>		<p><b>Ongoing</b></p> <p style="text-align: center;">↓</p>
<p><b>3.7 Align staffing expertise with collection goals and activities</b></p>	<p><b>Museum Director</b></p>		

# GOAL 4

Create and implement a marketing program that engages the community

## CONTEXT

While Corinthian Hall is recognized for its beauty and historical significance, the limited public programming, ongoing construction, and location in the Northeast sector of the City have resulted in a low profile for the Museum. All of the above have rendered the Kansas City Museum a “hidden jewel.”

Still, exhibitions, events, and performances have managed to attract over 15,000 individuals to the site in 2015-2016. In addition, the Museum has forged strong ties with organizations and residents in the immediate neighborhood and local institutions, which also bodes well for the future.

The Museum conducts a modest amount of print and media advertising, a City-managed website, bi-monthly print calendar, and active social media accounts.

Going forward, a Marketing Plan designed to be rolled out, parallel with Stages I – IV of the architectural Master Plan and construction, is needed. Vigorous use of community partnerships, digital technology, and social media will be necessary to sustain the Museum and fulfill its potential as an educational and cultural hub of Kansas City.

**GOAL 4: CREATE AND IMPLEMENT A MARKETING PROGRAM THAT ENGAGES THE COMMUNITY**

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>4.1 Establish Community Advisory Groups as needed to advise on programming and foster engagement and partnerships to promote:</b></p> <ul style="list-style-type: none"> <li>- Program mix and diversity</li> <li>- Facility utilization</li> <li>- Selections of exhibits and programs</li> </ul>	<p><b>Museum Director</b></p>		<p><b>FY2017</b></p>
<p><b>4.2 Support the capital campaign through marketing and positioning</b></p>			
<p><b>4.3 Develop a Marketing and Public Relations Plan that raises the visibility, awareness, and attendance of the Kansas City Museum (See Business Plan)</b></p> <p>4.3.1 Determine target audiences (i.e. adults, families, students, tourists, neighbors, etc.)</p> <p>4.3.2 Determine appropriate messages and means for message delivery for each target audience</p> <p>4.3.3 Develop an audience strategy plan designed to roll out parallel with construction stages to communicate key messages and milestones through:</p> <ul style="list-style-type: none"> <li>▪ Online and social media</li> <li>▪ Broadcast media</li> <li>▪ Print media</li> <li>▪ City of Kansas City, Missouri and public meetings</li> <li>▪ Community partnerships and engagement</li> <li>▪ Programs and events</li> </ul>	<p style="text-align: center;">↓</p>		<p style="text-align: center;">↓</p> <p><b>FY2018-2024</b></p> <p style="text-align: center;">↓</p>

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<b>4.4 Hire a firm to rebrand the Museum to reflect mission, vision, values, and appeal to target audiences</b>	<b>Museum Director</b> 		<b>FY2018</b>
<b>4.5 Review and redesign website and social media campaigns</b>			<b>FY2018-2024</b>
<b>4.6 Establish and implement evaluation protocols for all programs to understand impact on visitors</b>  4.6.1 Develop and evaluate events and programs by the following criteria: <ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Quality of experience</li> <li>▪ Mission driven</li> <li>▪ Builds awareness about Kansas City Museum</li> <li>▪ Relevancy to community</li> <li>▪ Attractiveness to donors and sponsors</li> <li>▪ Cost and benefit</li> </ul> 4.6.2 Collect demographic information and impact of visit			<b>FY2019</b>  
<b>4.7 Align staff expertise with marketing goals and activities</b>			<b>Ongoing</b>

# GOAL 5

## Raise capital and develop a sustainable business plan

### CONTEXT

The architectural Master Plan is intended to transform the Kansas City Museum from a historic house into a fully functioning cultural destination, which attracts audiences and revenue to sustain ongoing operations.

Current annual operating expenses are approximately \$1 million, and are funded by a dedicated mill levy, established in 1978 for the Kansas City Museum. At this time, the mill levy provides an additional \$450,000 plus each year toward capital expenditures. Operating expenses going forward will increase as each stage of construction is completed and additional staff, offerings, functions, and overhead expenses are in place. Funds from the mill levy will continue to be an important source of operating funds, and the Museum intends to propose strategic increases to the mill levy in the future, starting after Stage I is complete (increases require a vote from Kansas City, Missouri residents).

However, ongoing financial sustainability of the Museum will be enhanced by diversifying sources of revenue through earned and contributed income.

The completion of Stages I – III Construction of the Master Plan will provide opportunities for earned revenue from admissions for special exhibitions, facility rental, program fees, food and beverage, retail sales, and the like. Contributed income from individuals, corporations, and foundations will be required to bridge the gap between earned income and expenses.

The Business Plan that accompanies this Strategic Plan presents estimated operating budgets for fiscal years 2020 through 2024, taking the Museum through the completion of Stages I – III Construction. A robust, ongoing financing and public funding plan and a fundraising development program for private contributions and investments will be needed to raise the significant capital required for completion of the Master Plan construction stages, and to fund ongoing operations.

## GOAL 5: RAISE CAPITAL AND DEVELOP A SUSTAINABLE BUSINESS PLAN

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<b>5.1 Secure financing plan for Stage I Construction</b>	<b>Parks and Recreation Director</b>	<b>\$6,300,000</b>	<b>2017</b>
<b>CAPITAL CAMPAIGN</b> <b>5.2 With the retained Development Consultant, create a Fund Development Plan and Capital Campaign to include:</b> 5.1.1 Determining viability and climate for fundraising 5.1.2 Identifying prospective donors, including lead gifts 5.1.3 Establishing fundraising goal to cover all costs to complete architectural Master Plan, Visitor Experience Plan, and to establish an endowment fund and/or capital and operational reserve funds 5.1.4 Developing preliminary giving levels, benefits, and naming opportunities 5.1.5 Developing fundraising case for support	<b>Foundation Chair</b> 		<b>FY2017 and Ongoing</b> 
<b>5.3 With the retained Development Consultant, facilitate and guide the fundraising plan</b> 5.2.1 Determine phases of fundraising (silent and public phases) 5.2.2 Work with Foundation Board to identify, cultivate, & solicit individual, foundation, corporate, & government support 5.2.3 Work with Foundation Board to engage prospective and current donors with hard hat tours, events, & other special benefits throughout the completion of the Master Plan 5.2.4 Train Foundation Board members in messaging, donor identification & cultivation, and solicitation, as appropriate	 <b>Development Consultant</b>		 <b>Ongoing</b>

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
5.4 Secure public funding for Stage I Construction	Parks and Recreation Director/ Foundation Chair		FY2017
5.5 Raise capital funds for completion of Stage I Construction	Development Consultant		FY2017
5.6 Secure mill levy increase for subsequent stages	Parks and Recreation Director/ Foundation Chair		FY2021 ↓
5.7 Raise capital funds for completion of Stage II (completed by FY2022)	Development Consultant ↓		
5.8 Raise capital funds for completion of Stage III (completed by FY2023)			↓
5.9 Raise capital funds for Stage IV (completed by FY2026)	↓		FY2024

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>OPERATING FUNDS</b></p> <p><b>5.11 Maximize current and potential sources of earned income as construction stages are completed and facilities opened</b></p> <ul style="list-style-type: none"> <li>- Special exhibitions admissions</li> <li>- Program fees</li> <li>- Facility Rentals</li> <li>- Retail</li> <li>- Food and beverage concessions</li> <li>- Travelling exhibition fees</li> <li>- Rights and Reproductions</li> </ul>	<p><b>Museum Director</b></p> <p style="text-align: center;">↓</p>		<p><b>FY2019-2024</b></p> <p style="text-align: center;">↓</p>
<p><b>5.12 Maximize current and potential sources of income contributed to the Kansas City Museum Foundation</b></p> <p>5.12.1 Establish an annual fund drive</p> <p>5.12.2 Restructure membership program and launch a membership drive with competitive benefits and levels of giving</p>	<p><b>Development Consultant</b></p> <p style="text-align: center;">↓</p>		<p><b>Ongoing</b></p> <p style="text-align: center;">↓</p>
<p><b>5.13 Establish signature annual fundraising event, such as the “Kentucky Derby Party”</b></p>	<p><b>Museum Director</b></p> <p style="text-align: center;">↓</p>		
<p><b>5.14 Align staffing expertise with growth in development and fundraising</b></p>	<p style="text-align: center;">↓</p>		<p style="text-align: center;">↓</p>

# GOAL 6

## Develop the Kansas City Museum Foundation Board into a self-perpetuating governing body

### CONTEXT

The Kansas City Museum Foundation, Inc. is a 501(c)(3) organization that works in conjunction with the Parks Department to steward and support the buildings, grounds, programs, and collections of the Museum. Specifically, the Foundation Board is currently charged with the following key responsibilities for the Foundation: making and directing policy; overseeing finances and the stewardship of funds; and building capacity for fundraising and community outreach to engage potential funders and program partners. Additionally, the Foundation advises on and assists the Museum with the implementation of the strategic plan and renovation plan; advises on and conducts activities relating to collections, programs, exhibitions, and events; and engages in financing and fundraising initiatives.

Currently, the Board of Directors is composed of the five Parks and Recreation Commissioners, three private citizens, and the Director of Parks and Recreation serving ex officio. Six new Board members are being recruited by April 2017 (FY2017), and must be elected by the Park Board and approved by the Mayor per the restated and amended

articles of incorporation. An administrative manager/development consultant has been contracted in anticipation of a capital campaign, and an accounting service has been hired to administer financial activities.

The Foundation Board has the potential, over time and by the completion of the renovation, to become the governing body of the Kansas City Museum empowered to operate and manage the Museum through a cooperative agreement with the Parks Department. This level of governance will need to be strategically considered and developed over the next seven years with initial discussion in FY2017 on increased financial management and oversight of Foundation funds, oversight of the Museum's collection policy, and redefining ownership of the Museum's collection. The potential for the Foundation to assume a full governing role of the Museum is based on successful models that have transitioned from supporting boards to governing boards of public assets in the Kansas City portfolio including the National World War I Museum and Memorial and the Kansas City Zoo.

As is the case with these precedents, the Kansas City Museum Foundation Board must evolve to a fully functioning and proven governing body. A Memorandum of Understanding (MOU) between the Foundation and the Parks Department will be needed to delineate the roles, responsibilities, and expectations of all parties, and the MOU must include clear benchmarks along the path to becoming a governing board.

**GOAL 6: DEVELOP THE KANSAS CITY MUSEUM FOUNDATION BOARD INTO A SELF-PERPETUATING, GOVERNING BODY**

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<p><b>6.1 Recruit six new Board members and build Board capacity</b></p> <p>6.1.1 Determine criteria and develop skills matrix for identifying potential new Board members</p> <ul style="list-style-type: none"> <li>▪ Interest in mission</li> <li>▪ Needed skills and talent</li> <li>▪ Community contacts</li> <li>▪ Capacity for fundraising</li> </ul> <p>6.1.2 Appoint and elect officers, and transition Commissioners in early 2017 (calendar year) to at least one Commissioner on the Board as a voting member (per the bylaws)</p> <p>6.1.3 Establish committees and involve existing and potential Board Members. Committee examples:</p> <ul style="list-style-type: none"> <li>▪ Executive</li> <li>▪ Board Development</li> <li>▪ Collections/Stewardship</li> <li>▪ Finance and Audit</li> <li>▪ Fundraising &amp; Marketing</li> <li>▪ Renovation Plan Oversight</li> <li>▪ Strategic Plan Oversight</li> </ul> <p>6.1.4 Approve a job description that clarifies duties, responsibilities, and expectations of all Board members</p> <p>6.1.5 Institute a Board orientation process and related materials</p> <p>6.1.6 Identify and invite qualified Board candidates to meet</p> <p>6.1.7 Nominate willing candidates and vote onto Board</p>	<p align="center"><b>Foundation Chair</b></p> 		<p align="center"><b>FY2017</b></p> 

OBJECTIVES	ACCOUNTABILITY	FINANCIAL RESOURCES	COMPLETION DATE
<b>6.2. Create required fiscal and organizational policies and institute autonomous financial management and oversight by early 2017 (calendar year)</b>	<b>Foundation Chair</b> ↓		<b>FY2017</b> ↓
<b>6.3 Establish a Memorandum of Agreement (MOU) between Foundation and City</b>  6.3.1 Establish agreed-upon benchmarks over a specified time period for moving toward governing board status. For example: <ul style="list-style-type: none"> <li>▪ Successful recruitment of Board Members</li> <li>▪ Meeting financial goals</li> <li>▪ Meeting attendance and other performance measures</li> </ul> 6.3.2 Draft mutually acceptable MOU that includes benchmarks, roles, responsibilities, and expectations	<b>Parks and Recreation Director</b> ↓		↓
<b>6.4 Hold an annual one-day Board and Staff retreat to evaluate efforts of the past year and to add an additional year to the Strategic Plan</b>	<b>Foundation Chair</b> ↓		<b>Ongoing</b> ↓
<b>6.5 Continue to add Board Members and build Board Capacity</b>	↓		↓

# APPENDIX

## Appendix: Strategic Planning Participants

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### Strategic Plan Steering Committee

**Jean-Paul Chaurand**, Chair, Board of Parks and Recreation Commissioners

**Mark McHenry**, Director, Parks and Recreation

**Terry Rynard**, Deputy Director, Parks and Recreation

**Anna Marie Tutera**, Executive Director, Kansas City Museum

**Denise Morrison**, Director of Collections, Kansas City Museum

**Cheptoo Kositany-Buckner**, Executive Director, American Jazz Museum

**Ronnie Burt**, CEO, Visit KC

**Karen Christiansen**, COO, Nelson-Atkins Museum of Art

**Mary Davidson**, Board Member, Kansas City Museum Foundation

**Michael Ohlson**, Treasurer, Northeast Historical Society of Greater Kansas City

### Planning Participants

**Allen Dillingham**, Commissioner, Board of Parks and Recreation

**Amanda Crawley**, Executive Director, Historic Kansas City

**Amber Hackett-Crosby**, Commissioner, Board of Parks and Recreation

**Andy Short**, International Architects Atelier

**Angela Tangen**, Development Consultant, Kansas City Museum Foundation

**Ann McFerrin**, Archivist, Parks and Recreation

**Barb Schulte**, Director of Communications and Outreach, Starlight Theatre

**Bobbi Baker Hughes**, President, Northeast Chamber of Commerce

**Brad Woolf**, City Historic Preservation Office, City of Kansas City, Missouri

**Brett Shoffner**, Executive Director, Cliff Drive Corridor Management Committee

**Carrie Coogan**, Director of Public Affairs, Kansas City Public Library

**Catherine Futter**, Director of Curatorial Affairs, Nelson-Atkins Museum of Art

**Claudia Visnich**, Librarian, Kansas City Public Library

**Colby Biswell**, Area Superintendent, Parks and Recreation

**Consuelo Cruz**, Arts Marketing Coordinator, City of Kansas City, Missouri

**Dan Bagunu**, Development Finance Manager, City of Kansas City, Missouri

**Dana Gibson**, President, Mallin/Gibson FLP

**Danielle Meister**, former Marketing and Sponsorship Director for West 18<sup>th</sup> Street Fashion Show

**David Mecklenburg**, Commissioner, Board of Parks and Recreation

**David Valdiviezo**, Community Outreach Coordinator, Mattie Rhodes Center

**Doran Cart**, Senior Curator, National World War I Museum and Memorial

**Ed Linnebur**, Program Officer, KC Local Initiatives Support Corporation

**Eli Paul**, Manager of the Missouri Valley Room Special Collections, Kansas City Public Library

**Elizabeth and Majid Amirahmadi**, International Architects Atelier

**Eric P. Bosch**, AIA, City Architect, City of Kansas City, Missouri

**Erica Torres**, Senior Administrative Assistant, Kansas City Museum

**Gene Chavez**, Educator and Curator

**George Guastello**, CEO, Union Station Kansas City

**Hector Casanova**, Instructor, Kansas City Art Institute

**Heidi Downer**, Manager, Marketing and Events, Parks and Recreation

**Ina Anderson**, Program Officer, Local Initiatives Support Corporation

**Janet McGuire**, Educator, Kansas City Museum

**Jerry Baber**, COO, Union Station Kansas City

**Jim Bernard**, Executive Director, R.A. Long Foundation

**Jimmi Lossing**, Senior Landscape Architect, Parks and Recreation

**Joan Hilger-Mullen**, Curator

**Kate Warfield**, Collections Specialist, Kansas City Museum

**Leslie Kaplan**, President, Scarritt Neighborhood Association

**Lora Vogt**, Curator of Education, National World War I Museum and Memorial

**Lisa Donnici**, Volunteer

**Mary Cyr**, Director, Northeast Alliance Together

**Mary Jane Judy**, Commissioner, Board of Parks and Recreation

**Megan Crigger**, Director, Office of Culture and Creative Services, City of Kansas City, Missouri

**Michael Bushnell**, Publisher, Northeast News

**Michael Tritt**, Chief Marketing Officer, Union Station Kansas City

**Paul Gutierrez**, Recreation Director, Kansas City Museum

**Robyn Attaway**, Former Creative Collections Director, Hallmark Cards, Inc.

**Roosevelt Lyons**, Superintendent of Parks, Parks and Recreation

**Sean Kelley**, Art Business Development, A. Zahner Co.

**Scott Wagner**, Mayor Pro Tem, City of Kansas City, Missouri

**Sherry VanWinkle**, Financial Officer, Parks and Recreation

**Sonié Joi Thompson-Ruffin**, Curator, American Jazz Museum

**Stacey Million**, KC Heart Ball Director, American Heart Association

**Steff Hedenkamp**, President, Red Quill Communications

**Tim Kristl**, Attorney, Kansas City Museum Foundation

**Trina Henke**, Board Member, Kansas City Museum Foundation