



March 16, 2022

Janesse Brewer
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To: Vanessa Agee, Town of Frisco
RE: Proposal for Arts and Culture Strategic Plan

Ms. Agee,

I am pleased to submit the 23.4 Degrees team's qualifications in response to request for proposals to produce Frisco's Arts and Culture Strategic Plan. Our innovative approach, using a team with exceptional qualifications and experience and strong capabilities in stakeholder and public outreach, will ensure project success.

Confirmation of understanding and commitment of team members -- This letter serves as confirmation that the team has read and understands the RFP requirements and commits the 23.4 Degrees team members for the duration of the project, should this proposal be selected.

Team Qualifications – Our team has an exceptional track record of success in developing plans that create roadmaps for action. We approach strategic planning with a focus on place and community identity. This is particularly effective as communities seek to be laser-focused on developing a sustainable vision for their community. We have deep knowledge about local art and culture strategies and particularly the helpful role that local governments can play within the broader regional tapestry of arts and culture initiatives. Our team also has experience with public-private partnerships, and how government can team with philanthropic and non-governmental organizations. Our team's senior members – Janesse Brewer and Mike Hughes have worked together on many arts and culture plans and dialogue-focused initiatives, including the Silverthorne, Adams County, and Arvada Arts and Culture Strategic Plans, as well as on-going strategic planning with the Denver Center for Performing Arts – to include the Colorado Ballet, Opera Colorado, Colorado Symphony, and the Denver Center Theater Company.

Methodology & Project Approach – The team at 23.4 degrees employs an approach that will allow Frisco to maximize its budget and produce a well-written and actionable cultural master plan. Our planning approaches are grounded in best practices. We also have customized ways to engage leaders and communities creatively because, done well, developing a cultural master plan and acting on the subsequent vision will result in increasing the economic vitality of a community while celebrating the best parts of Frisco – past, present, and future.

Creativity and understanding of Frisco – 23.4 Degrees is a woman-owned business located in Summit County, Colorado. Janesse Brewer has lived in Summit County full-time since 1995 and understands the identity and unique contributions of each town in Summit County. In addition, and because it's in the spirit of an arts and culture planning process, a hallmark of the 23.4 Degrees approach is to engage the community in a participatory art project that raises the profile of the cultural planning process and engages different, non-traditional community members in the planning process.

Conclusion – We want to emphasize that our approach is flexible, and we can quickly pivot in response to the Frisco team's direction and guidance. Though our approach is rooted in what has worked for other public agencies and their stakeholders, we know that we must find an approach that fits your community and fits this moment in its history.

Sincerely,

A handwritten signature in dark ink, appearing to read "Janesse Brewer", with a long, sweeping horizontal line extending to the right.

Janesse Brewer
23.4 Degrees, Principal and Owner

23.4 Degrees – a Summit County Company with Deep Arts and Culture Expertise

Art is an effort to create, beside the real world, a more humane world.
– Andre Maurois, French Author

About our name and focus on place

23.4 Degrees is the axial tilt of the Earth – it is the reason we have seasons. We know how to help Frisco move into a new, exciting season for art and culture. The 23.4 Degrees Team has the core competencies to help Frisco produce an actionable plan that builds on the sense of place – on what residents love about your community already, and what more the community can envision together.

Small, woman-owned business with local, regional, and global experience

23.4 Degrees has core competencies in planning and consensus building in art and culture, environmental, and health arenas. The company opened for business in February of 2013, after nearly 20 years working with The Keystone Center doing similar work.

The 23.4 Degrees business model is predicated on customization; we create teams that meet the specific needs of a project. This allows for the greatest possible flexibility in bringing precisely the right expertise to clients. 23.4 Degrees is owned and operated by local Summit County resident Janesse Brewer, who selects team members for each project, and often engages with colleagues she has worked with for years; such as Mike Hughes. Additionally, she's engaged an additional two Summit County residents, Harriet Hoffman and Ben Brown who work at the Summit School District in anticipation that we want to explore links to formal and informal education and mental health and wellness, particularly for youth. Our innovative approach of building a customized team with exceptional qualifications and strong capabilities in art and culture planning and stakeholder and public outreach, will ensure project success.

The Team for Frisco – Qualifications and Experience

What you can expect from our team

Our approach to this project begins with our approach to the work with Frisco team who are leading this effort. You can expect these things from us:

- *Expertise* – Our team understands placemaking, art and culture planning, local government policymaking, and stakeholder and public engagement.
- *Creativity* – We draw out what is unique about Frisco and to help the community imagine a future in art and culture that will enrich the community. We can bring thought-provoking ideas to the community and help them unleash their creativity.
- *Dedication to the Highest Quality Work* – We are committed to quality in one-on-one conversations with internal and external participants, agenda development and process design, consensus building, the use of technical information, developing ideas and language for the plan, and producing the final plan document.
- *Optimism* – We have worked in circumstances that the participants described as hopeless; We never lose hope and believe that there are ways to solve even the most complex problem.
- *Commitment* – We have always worked in only one way – we give everything we have to the work we do; we're all-in; no one will work harder or give more effort.

A Team Customized for Frisco

After reading Frisco's RFP, we are proposing our two most senior experts in strategic planning. Both have over 20 years' experience in this work, and choose to collaborate regularly on art and culture planning processes. Janesse and Mike have dedicated their careers to improving public decision-making through helping community members, elected officials, and stakeholders from all perspectives find implementable solutions that resolve differences, advance shared values and meaningfully improve the lives of every member of the community. Matching professional interests and personal passions (such as Board service with Opera Colorado and the Curious Theatre Company) has led to the team's most enjoyable work with Colorado communities.

Mike and Janesse are joined by Ben Brown and Harriet Hoffman with expertise in research, plan design, arts (with a focus on youth engagement), and formal education. Together we are committed to assisting Frisco to realize the economic and community-building benefits of a vibrant arts and culture focus.

The People and Expertise

Janesse Brewer, project lead and senior arts and culture planning and engagement specialist. Over 25 years in Summit County. Janesse has vast experience with stakeholder engagement, strategic planning, collaboration, and an eye toward customized and creative approaches.

Mike Hughes, senior arts and culture planning and engagement specialist. Over 25 years' experience in collaborating with communities to develop and advance actionable strategic plans and other long-range initiatives.

Harriet Hoffman, Summit Middle School (SMS) art teacher with perspective on intersections with formal education, mental health and well-being, access to the arts, and community-based participatory arts projects.

Ben Brown, lead researcher and strategic plan layout and design. A thorough researcher and analyst who designed or collaborated with designers on elements of previous 23.4 Degrees Arts and Culture Plans, data mining, process development, and research for fortune 500 companies, non-profits, and local resort businesses.

Arts & Culture Strategic Planning – A track record for this work

Frisco will enjoy open access and quick responses from our team. Our accessibility, courtesy, and professionalism are extended to all engaged stakeholders in Frisco, to include extended members of the town government, the Frisco's artistic community, and interested members of the public.

Janesse and Mike's full CVs are available upon request. Below are excerpts from some recent projects where they have provided strategic advice and planning, stakeholder engagement, consensus-building, and writing services related to arts and culture:

- **Denver Center Performing Arts Complex - The Next Stage: Strategy and Future Governance**
Janesse and Mike design and facilitate conversations about the future growth and governance of the second largest performing arts complex in the U.S. (behind Lincoln Center). They are helping Denver Arts and Venues and resident companies – Denver Center Theatre Company, the Colorado Ballet, and Opera Colorado – develop a new partnership, reform their approach to shared decision-making, and operate the Denver Performing Arts Complex through shared governance. (on-going, since 2018)

- **Denver Performing Arts Complex - COVID-19: Resiliency and Recovery**

As trusted advisor and facilitator for The Next Stage strategic planning process, Janesse and Mike were asked to shift focus during the pandemic to help the Denver Arts and Venues, Colorado Opera, Colorado Ballet, Colorado Symphony, and the Denver Center for Performing Arts create collective come-back strategies for the performing arts complex. 23.4 Degrees developed forecasts and scenarios that were built on three pillars: public health and workplace safety, audience readiness, and economic/business models. These discussions informed practices to keep workers and patrons safe, masking and vaccination requirements, and when to have partial and full audiences. (2020-2021)

- [ArTvada Arts & Culture Master Plan](#), Janesse and Mike worked to produce the inaugural arts and culture plan for the City of Arvada. (2018)
- [Adams County Arts & Culture Master Plan](#), Janesse and Mike produced the inaugural arts and culture plan for Adams County. The planning process engaged a diversity of stakeholders and included a participatory art project at their County Fair (2017).
- [Silverthorne Arts & Culture Strategic Plan](#), Janesse and Mike customized an approach to developing the inaugural Arts & Culture Plan for Summit County's most culturally diverse town. The plan engaged active art and culture stakeholders, citizens, and elected officials. (2016)

Philosophy, Methods, Approach & Schedule

Placemaking is a 23.4 Degrees philosophy and approach we will customize for Frisco

23.4 Degrees is a company that embraces the concept of placemaking which is an inclusive, identity-driven process that uses what Frisco is, and who the Frisco residents are, to drive the vision. A placemaking approach will create a vision for arts and culture that leverages existing events, venues,

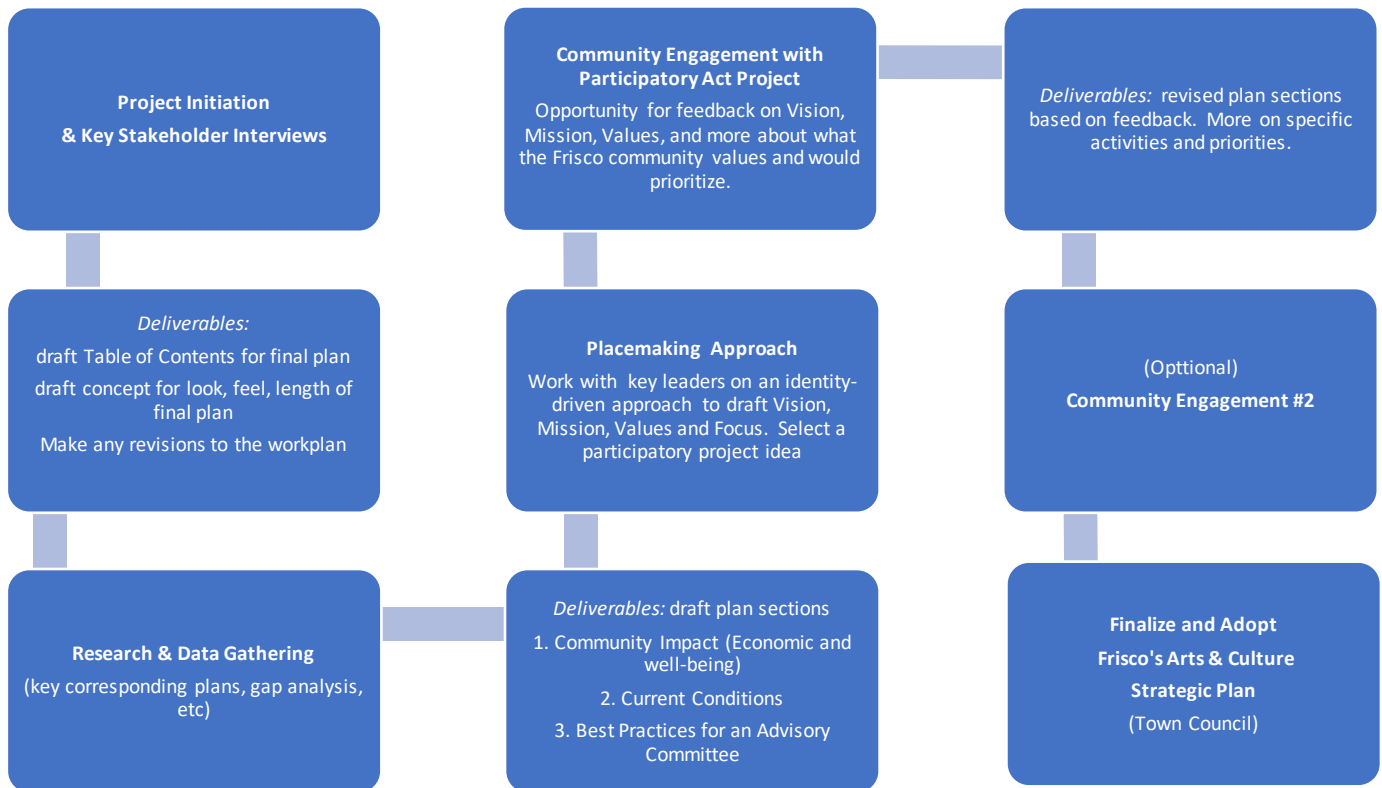


organizations, businesses, services, and amenities from the widely known and celebrated (Frisco's main street, the Frisco Peninsula Recreation Area, the Frisco Bay Marina) to the small and unique (the recreation path and popular trailheads). It will translate that vision into a plan and program of uses. It will ensure that the plan has a reasonable and flexible implementation strategy that focuses on all available assets. Placemaking is about tapping into what community members love (and can imagine) about the place where they live. It is about authentically envisioning and achieving the best Frisco from an art and culture perspective, not about being someplace else. We know that a

placemaking approach has led to documentable economic advantages for other communities and we want to help Frisco leverage those same advantages. With thoughtful and strategic planning that informs investments, we believe Frisco's arts and culture assets are well positioned to increase community attachment and satisfaction, which is correlated with economic growth. We note that the National Community Survey results for Frisco – in particular the importance of community design and the natural

environment – give the planning team important place-making insights.

Methods, Approach, Schedule Overview: A Collaborative Approach to Frisco's Arts & Culture Plan



More Detail: Project Initiation & Stakeholder Conversations (April, May 2022)

At this first meeting, the 23.4 Degrees team will meet with key Frisco personnel to better understand:

- specific hopes and opportunities for this process; at the heart of it, what do you hope will be achieved with a plan?
- what are essentials and what are nice-to-haves in terms of content?
- perspectives on the look, feel, and size of a perfect plan – are there plans you've seen that you really like?
- key stakeholders to engage 1:1 or in small groups; in addition to traditional settings these conversations could happen in the historical park, coffee shops, or happy hours
- potential town events that might serve as good opportunities to gather feedback from the community

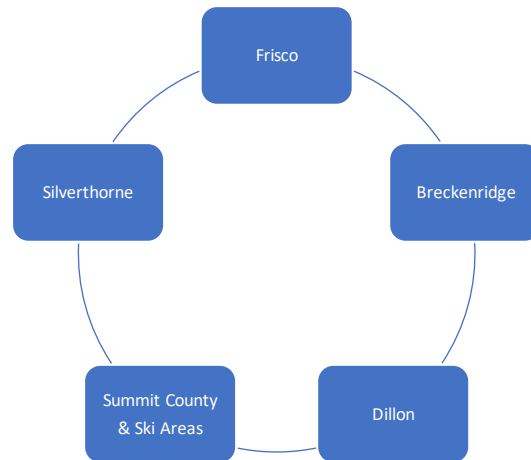
Deliverables: Any revisions to the workplan, draft table of contents for the final strategic plan, draft look/feel for the plan, staff and stakeholder input informing the development of research approach and placemaking plan, and target community events that might serve as opportunities for engagement around the plan.

More Detail: Research and Data Gathering (May, June 2022)

23.4 Degrees will review current plans, and complete specific research that will help inform Frisco's contribution and priorities within the tapestry of arts and culture offerings in Summit County.

1. **Review Intersecting/Existing Town of Frisco Community Plans** that might further inform the development of the Arts and Culture Plan.

2. **Current Conditions Assessment.** As part of the planning process, our team will provide an inventory of arts and culture-related programs, events, amenities, and businesses. This assessment will identify gaps that Frisco might consider filling as part of their strategy. Categories can be refined with the town and interested stakeholders but might include performing arts, visual arts, galleries, artist materials and support, participatory art, seasonal festivals and celebrations, and other topics.



3. **Community Impact Research.** Previously, the 23.4 Degrees team has used existing arts and culture calculators to project the impact of further investment in the arts. We can further investigate these models, and work with town personnel to apply the modeling to Frisco based on a number of assumptions. Additionally, our team will research and collate the research regarding individual and community mental health and well-being. With team expertise in the school system, we will particularly focus on the benefits to youth.
4. **Best Practice for Art Advisory Boards.** 23.4 Degrees can help advise on the principles, practices, and approaches for art advisory boards, and how they intersect with town governments.

Deliverables: As a result of the research and gap analysis, the 23.4 Degrees team will be able to draft key sections of the strategic plan and inform future sections.

More Detail: Placemaking Approach, Starting with Community Leaders (July, August 2022)

Informed by the data gathering and research phase, and by the unique settings Frisco has to offer, 23.4 Degrees will work with community leadership to draft the vision, mission, values, and other key components of the plan. Leaders will help to inform priorities and activities.

Deliverables: draft vision, mission, values and priority activities and ideas that will be shared with the broader public through selected community events.

More Detail: Placemaking Approach plus Community Engagement (August, September 2022)

Our team is dedicated to producing a plan that Frisco can use to develop a vital, and vitally important, community cultural program.

Throughout the process, we will help the community embrace the widest possible definition of culture and of a community cultural plan – one that encompasses entertainment, food, history, science, education, as well as artistic expression. We will demonstrate that we believe that the arts belong to all of us. Everyone in Frisco is creative, responds to artistic work and is a part of the fabric of the town's

culture, history, traditions, and ways of thinking and living. This plan will prove that artistic expression is possible for everyone, and that we are all a part of the culture.

As part of our placemaking approach, we believe in engaging the community in the draft ideas. We have had tremendous success in integrating our outreach and engagement into already existing events. We do this in fun and interactive ways that add to the energy of the event.

23.4 Degrees and town staff will look for an event to partner with for community engagement in the draft ideas. Examples include: the sand castle contest at the Frisco Marina, typically held in August, or Back to School Night (typically September) or other community gatherings in Frisco. Ideal locations would be on Main Street, the Peninsula, or the Marina – all focal points for cultural activities in Frisco.

Signature participatory art project. For all of our arts and culture planning processes, we work with the town/city/county leadership to select a participatory art project that will pique community attention to the project and invite their participation in the project. Engaging in the art project opens the door to providing feedback on key aspects of the plan. The community-driven art project draws attention to the planning process, demonstrates that art is accessible for all members of a community, and creates a dialogue with the community members about using artistic expression to say something important about the community's culture and its future.

Deliverables: Feedback to further inform revisions to the plan. Revised plan.

More Detail: (Optional) Community Engagement #2 and Revised Plan (August, September 2022)

For a community the size of Frisco, one blow-out event might be enough. However, to the extent it makes sense to look for an additional opportunity to bring in additional community perspectives, this can be accomplished through a second event – an open (coffee) house, happy hour, online forum, or pop-up session in Frisco.

Deliverables: Feedback to further inform revisions to the plan. Revised plan.

More Detail: Finalize and Adopt Frisco's Inaugural Arts & Culture Strategic Plan (August, September, maybe October 2022)

23.4 Degrees will integrate the final feedback and work with the town staff to finalize the plan and ready it for review (and ultimately adoption) by the Frisco Town Council. 23.4 Degrees regularly works in political and governmental contexts and in all cases, the team has the skills to understand and navigate the perspectives of elected officials in advance of a town/city/county council meetings. In 100% of those sessions, the arts and culture plans have been adopted, typically unanimously.

Creativity and Understanding of Frisco

23.4 Degrees has spent the last two years focused on leading large teams on Covid-19 related work. Fundamental to how Janesse and Mike approached that work has been teaming with people of and from communities because IT MATTERS. Knowing a place, people, and 'how things happen around here' is essential. There's built-in trust and it means your "starting place" is different than if you come from away. In the case of the Covid-19 work it has meant teaming with people from tribal nations, inner city

African American communities, and with members of the Latinx communities. For Frisco, our team fundamentally knows Frisco, because three of four team members have lived here for over two decades and the fourth worked for the Keystone Center (headquartered in Keystone) for nearly a decade. We understand Frisco's unique identity in the mountains. What we want to better understand, is what Frisco wants to be. Arts and culture plans let a community explore this systematically, but also with creativity.

We love working on creative approaches and engaging communities. We will bring ideas to the Frisco team on this, but also engage key stakeholders in making decisions about which creative ideas they like or how they would like to approach engagement in ways that meet the community where they are. Here's a video example of how we worked with one such community to develop a participatory art project: [Arvada Participatory Art Project and Feedback on the draft Plan](#). You can see in the Silverthorne, Adams County, and Arvada Plans more on our creative approaches and participatory projects.

Proposed Fees and Costs

23.4 Degrees, in all cases thus far, has entered fixed fee contracts for arts and culture strategic planning work. In this case, we anticipate a similar level of effort and can deliver this work for \$40,000. This presumes partnering with the Town of Frisco on key items, including the participatory art project (depending on what art project is selected and any materials needed) and finalized understanding of any other aspects. All of which can be addressed in the interview or at the first planning meeting. Note that we will not charge for travel-related expenses. We've suggested key roles according to team expertise, but we can adjust emphasis and levels of effort depending on further dialogue with the Frisco team. 23.4 Degrees sets a regular payment schedule with its subcontractors. We are happy to look at a percentage completed or milestone-based payment schedule with the Town of Frisco.

References Available – They would love to talk to you!

We have references for all of our arts and culture work and they would be happy to be in touch and talk to you about our work. Let us know if you need contact information.