



Bruce R. Watkins Cultural Heritage Center & Museum Strategic Plan

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Mission Statement

The mission of the Bruce R. Watkins Cultural Heritage Center & Museum (BRWCHCM) is to “commemorate and interpret the African-American [sic] diaspora particularly in the State of Missouri, the City of Kansas City, MO, and its surrounding areas through fostering educational and cultural programs regarding the past, present, and contemporary contributions of African Americans who served to shape the city and state’s history and culture. A major component of contemporary and future interests involves the conscientious development of the state environmental policies.”

History/Background

The center was named after the political leader and advocate for social justice, Bruce R. Watkins. He was the first African American elected to Kansas City council. In 1977, Watkins gathered a group of local leaders to create a fountain that would reflect the African American experience in Kansas City. Sculptor Richard Hunt, was commissioned to create what would become the “Spirit of Freedom Fountain.” Unfortunately, he died in 1980 before the fountain was completed. The unveiling of the fountain took place one year after Watkins’s death. In 1989, the BRWCHCM was opened to the public. The construction of the center was made possible by the contributions of the Bruce R. Watkins Fountain Inc., the Kansas City Parks and Recreation Department, and the State of Missouri. The facility is located along Brush Creek in the Cultural Mall complex, near the Spirit of Freedom Fountain, the Satchel Paige Stadium, Mary Williams-Neal Community Center & Pool, and an amphitheater.

For over 30 years, the BRWCHCM has provided insight into the important legacy of Mr. Watkins and African Americans in Kansas City, MO. The institution has been a great source of pride for the people and has exhibited African American artistic talent and African American excellence in numerous fields. The elders of the community want to ensure that generations to follow know of the Bruce Watkins legacy.

Executive Summary

BRWCHCM is at a critical point in its life cycle, requiring tough decisions to sustain and grow the institution. The current business model, governance structure, and organizational structure must be revamped. First and foremost, a staff of experienced cultural arts leaders and appropriately compensated staff is necessary. Experienced arts leaders who can be partners to peers in the Kansas City cultural arts world and conduits to the needs of the community will ensure that the factors are in place to significantly increase attendance, generate revenue, and establish programming that attracts both local and national visitors.



African Americans, their history, their cultural institutions, and their existence are under attack in 2023. There are threats to voting and educational rights in many states. These factors demonstrate a need for African American Centers to showcase excellence and strength, and it is clear that BRWCHCM can evolve into a distinguished, forward-thinking place for civic engagement. This recommendation came out of a group discussion of cultural arts peers and serves as an indicator that such a mission would be fundable and supported by peer partners.

The Friends of Bruce R. Watkins Cultural Heritage Center & Museum (FBRW) have done a laudable job of keeping the legacy going. However, museum administration, especially for ethnically specific organizations, requires a business mindset with measurable outcomes. Funders demand no less. BRW has to create a fund development model that will signal that the institution is ready and prepared to become stewards of significant investments.

There is a lack of clarity on who is making decisions for the organization. Significant disagreement exists over who should be doing what, resulting in deep mistrust among the various stakeholders as the building is open with little or no accountability. The Center has great potential and requires a new unifying “mission and vision.”

Key challenges fall into the following categories:

- Organization Structure: Administration, Staffing, and Compensation
- Governance
- Fund Development
- Archives
- Programming
- Mission & Vision
- Marketing and Audience Development

Synopsis of Approach

The ROZ Group team engaged in numerous steps to become familiar with the BRWCHCM, the City, key stakeholders, the keepers of the legacy, the institution, and its leadership. This information gathering process allowed for a deep dive into the potential of the BRWCHCM and what it will take to make the institution sustainable for the next 30 years and beyond. This task was accomplished through virtual confidential interviews, three in-person trips including tours of the city, group meetings, and two public town halls. Regular meetings were held with Parks and Recreation staff as well as FBRW.



SWOT Analysis

Strengths

- A committed community of long-term supporters
- Location in a central part of the community
- Long term sustainability
- A respected legacy of Bruce Watkins
- Support from elected officials, especially State Senator Barbara Washington
- Peer arts leaders who want to support the success of the organization
- Kansas City's robust African American presence
- Excellent rental/event space
- Excellent opportunities for ongoing re-purposing of the space for exhibits, symposiums, learning programs and more

Weaknesses

- A staff of only two full-time people
- Low salary levels that preclude interest in generating strong ideas and that force people to take on outside positions to augment income. This results in divided loyalties.
- Lack of leadership with museum administration experience
- Management housed under Kansas City Parks and Recreation, a department that is not positioned or funded to sustain and grow the organization
- Limited hours of operation
- Complicated organizational structure with no clear leader with accountability and oversight or decision-making
- Friends of Bruce Watkins owns the artifacts and archives and as such has assumed a leadership role. However, the group is not an official leader, nor does it contribute to the facility financially.
- There is no fund development plan in place
- Lack of market research to determine appropriate programming for varied market segments
- Lacks resources to bring in attendance-generating exhibitions from around the country
- No strategic marketing and communications plan



Opportunities

- Develop a new mission and vision dedicated to Civic Engagement
- BRWCHCM is one of few Kansas City venues that can speak authentically to the African American Experience
- The ability to produce multi-media programming that addresses historic and contemporary issues for African Americans
- Partnerships with peer institutions, universities & colleges
- Leverage the marketing programs of Kansas City Convention & Tourism
- Create the basis to become a Smithsonian affiliate with a relationship with the National Museum of African American History and Culture
- Become a highly visible peer with other African American history venues around the country.
- Programming that focuses on training youth in running cultural institutions and sustaining Black legacy

Threats

- Lack of climate control is a threat to preservation of important documents and artifacts
- Lack of a curatorial plan
- Contentious relationships and significant distrust among stakeholders
- Given the unstable organizational structure and lack of vision, fundraising is difficult
- Lack of understanding about the type of fundraising required to build a strong institution
- No equity in public funding
- Public concerns that government entities are trying to defund the BRWCHCM
- Good staff leave and go to other institutions that value talent and that pay sustainable wages
- The need for consistent programming that attracts youth
- Need for a contemporary vision for programming, events, and displays
- The Friends of Bruce Watkins are not in a position to be the decision makers for programming, especially programming that is for the younger audience
- Current audience consists of mostly seniors



Feedback from Town Halls and Group Meetings

In addition to conducting one-on-one confidential interviews and virtual meetings, The ROZ Group team made three trips to Kansas City. The goals were as follows:

- To establish in-depth relationships with the community, friends, stakeholders, and City/State officials
- To view the facility first-hand in order to assess operational needs
- To develop recommendations based on in-person observations
- To engage local vendors in organizing the events

The first trip (June 4 – 6, 2023) allowed for on-site visits to the BRWCHCM; site visits to other important cultural attractions. This trip also allowed for engagement through small group discussions with key stakeholders, FBRW, Parks & Recreation staff, and State staff.

The second trip (July 11-13) consisted of group discussions with peer institutions, additional meeting with Parks & Recreation and a Town Hall session.

In the second, TRG presented the highlights of findings to date and suggested a potential new vision. Highlights are as follows:

It became very clear that the community is dedicated to the legacy of Bruce Watkins and the sustainability as an institution. Highlights are as follows:

- Art, history, the Bruce Watkins legacy, and health were expressed as desired themes
- Participants expressed their disregard for how the low salaries and perceived lack of respect for the Executive Director
- It was apparent that the audience needed information on the methods and actions needed to run and sustain a major institution, including the importance of comprehensive plans for fundraising and marketing.
- Our observations underscored the need for appealing to a younger audience and the importance of significant partnerships.

The third trip (October 22-26) consisted of additional group discussions and a second Town Hall session.

- The audience was both appreciative and inspired by the potential of BRWCHCM.



- The group was adamant about solutions that will ensure sustainability.
- The commitment to ensuring the success of the organization was expressed by all and several audience members identified themselves as individuals who want to be a part of the solution, including being present for board meetings with City and State. These individuals want to be informed about all meetings and progress and they wish to support the development of strategic plan.
- Distrust of the hierarchy is of major concern. The community is suspect of the City and State's commitment to creating a stellar institution.

The community acknowledges that the sustainability of the center requires more funding and strategic planning. After each meeting, people reached out to engage in follow-up dialog.



Analysis and Recommendations

Governance Structure

Three organizations have roles and responsibilities related to the management and operation of the BRWCHCM: the State of Missouri (State), Kansas City Department of Parks and Recreation, and the FBRW. The facility is owned by the State and Parks operates and manages the premises in collaboration with the FBRW. A ten-year cooperative agreement between the State and Parks expires September 30, 2024. The rent for the building is \$10 for the term.

Prior to July 1, 2017, Parks was to provide the State with a 10-year development plan for the center and a business plan outlining the growth and financial sustainability. In 2021, Parks and FBRW “identified a mutually beneficial plan to provide operational service and financial assistance for Center & Museum,” through a Memo of Understanding valid through December 31, 2027. Collections policies and acquisitions for FBRW were included in this agreement.

It is highly recommended that the governance structure be changed in order to ensure that the center has the autonomy required to run a cultural institution. A new structure would allow for appropriate fundraising and staffing. BRWCHCM would become a peer and benefit from partnerships with a number of institutions. Additionally, a plan would be in place that could make the Center attractive to funders. The Kansas City History Museum is operating with a model that could be considered. This model would require the establishment of a board with fiduciary oversight.

(A Suggested Staffing Structure can be found on p. 16)

Current Oversight Roles

Based on the agreements, the roles and responsibilities of these organizations are summarized and outlined below include:

State of Missouri

- Owns the building
- Produce minimum of four (4) cultural programs or exhibits annually
- Sponsor two (2) major exhibits or programs of national or regional significance with Parks
- Meet annually with Parks to discuss maintenance events and cultural programs



Kansas City Parks & Recreation

- Responsible for the operation and maintenance of the physical facility and grounds
- Produce minimum of eight (8) cultural programs or exhibits annually
- Sponsor two (2) major exhibits or programs of national or regional significance with State
- Work with State employees on programs, events, and activities
- Design, construct and install exhibits with FBRW
- Preserve and maintain collections, may add to collection at its own expense
- Work with FBRW to compile and maintain collections records according to mutually agreed upon policy
- Inventory and manage any related State historical materials
- Document all donations, purchases, and loans
- Provide secure and climate conditioned storage for collection
- Meet annually with State to discuss maintenance events and cultural programs
- Meet with FBRW at least three (3) times a year
- Keep FBRW informed on staffing operations and management
- Cooperate with FBRW on annual evaluation
- Prepare operating budget with information from FBRW
- Provide afterhours access to the center
- Apply for grants for operations, maintenance and programs

Friends of Bruce R. Watkins

A nonprofit organization created in 2006 according to tax filings. Its purpose is to support and collaborate with Parks & Recreation to promote educational, cultural, and artistic programs for the community. FBRW raises funds to provide financial assistance to the center.

- Own all collections and assets
- Maintain collection inventory and update Parks annually on items



- Meet with Director of Parks and Recreation, at least once a year, prior to city fiscal year and annual FRBW February meeting
- Work with Parks & Recreation on the design, construction, and installation of exhibits
- Meet with Parks at least three (3) times a year
- Raise funds for BRWCHCM through activities: the gift shop sales, social activities and events, membership dues, sponsorship fees, and donations
- Submit annual financial statement to Parks by December 31
- Create and maintain website (no city involvement)
- File 990 forms with the IRS on an annual basis
- Sponsor, support, and conduct research into the history of Black Pioneers in Kansas City and the surrounding communities
- Sponsor cultural/historical programs, events, seminars, conferences, forums, and activities throughout the year. Share programming plan with Parks through Executive Director
- Expand community awareness of the BRWCHCM
- Identify and/or establish scholarships, grants, and commissions for the study of African American history in Kansas City
- Establish and maintain an endowment fund to provide additional operating capital for the center and museum
- Maintain property insurance collections and assets

Friends of Bruce Watkins

The Friends have been determined and committed to keeping the organization alive due to their celebration of the memories of the late Bruce Watkins. It is recommended that a specific space within the museum be allocated in the center that honors him in a relevant and contemporary way. Establish an interpretive plan, exhibit, and programming dedicated to his civic engagement that will appeal to school groups and families.

Structure a new relationship between the Center and the Friends, one that is advisory not fiduciary and one that assigns roles to BRWCHCM staff. Establish term limits thus encouraging new people to become a part. Determine specifics of how the Friends can contribute to the organization. Create an annual fundraising event that honors the Friends of Bruce Watkins for their dedication to keeping the legacy alive. Establish a Civic Engagement Award, one for an adult and another for a young person (ages 10-18).



Archives

The FBRW own the archives. Archiving requires a specific set of skills and programming that can result in specific displays and/or loans to other institutions. Due to the lack of climate control, BRWCHCM is not equipped to keep important documents and artifacts. Additionally, there may be items that should not be included in the inventory. Due to the lack of climate control, the Center is not equipped to keep important documents and artifacts.

Develop a specific archival plan that resolves these challenges and creates new opportunities. Work with the Black Archives of Mid-America and/or a potential university or museum partner to assess the complete inventory of archives to determine what should be maintained. Determine if one of these partners might assume responsibility for the collection. Identify artifacts and documents that might go to the NMAAHC in DC. Establish discussions with local university history departments.

Marketing & Communications

The development of a comprehensive local, regional, and national plan is essential to increasing visitors and visibility.

- Rebranding
- Launch events
- Broadcast and Print Media
- Social Media
- School Group Sales
- Group Sales
- Partnerships with Visitor and Convention efforts
- Corporate sponsorships
- Co-Branded Peer initiatives that are jointly marketed



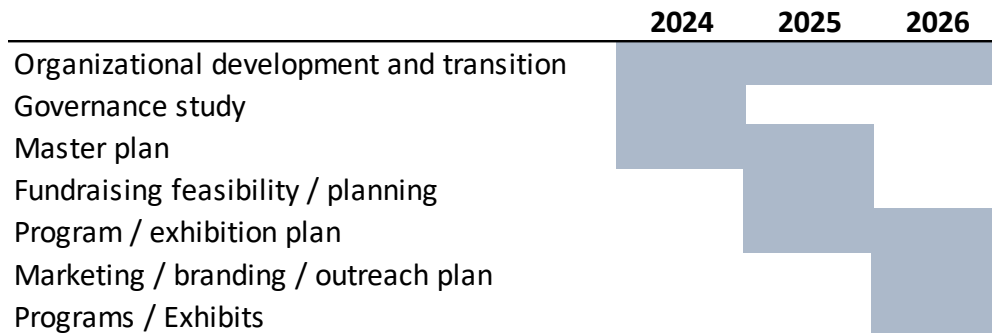
Transitional Funding Requirements

The section that follows identifies potential funding requirements that will help to transition the BRWCHCM for its future growth and development:

- ◆ **Organizational development and transition** – The BRWCHCM should hire new staff (to supplement existing staff) to direct the development of the aforementioned plans, establish governance structure and internal controls, implement transition operations, and raise money for facility reinvestment and organizational change. Executive director and development director position salaries need to be funded and an operating budget established for organizational transformation for a period of two to three years.
- ◆ **Governance study** – A study of possible governance structures is needed to articulate how the BRWCHCM should be run and managed with a potential new public-private governance structure and board requirements needed to support the mission and vision for the future and develop new sources of private philanthropic support. This study would address both the transition period and the long-term operations as appropriate.
- ◆ **Master plan** – The master plan would encompass the mission and vision, organizational goals and objectives, conceptual site and facility plans that address use of space, visitor experience, and building needs, hard and soft capital costs for facility reinvestment, and a business plan for implementing the plan and for sustainable operations of the reinvigorated organization over the long term.
- ◆ **Fundraising feasibility / plan** – BRWCHCM has relied solely on state and city funding, and a small amount of earned revenue. This plan would establish the goals and objectives, fundraising feasibility, statement for support for funding capital and year to year operations.
- ◆ **Program / exhibition plan** – BRCHCM needs to reimagine its exhibitions, programs, and events to achieve the future vision for the organization. This would further refine and be an input into the business plan.
- ◆ **Marketing / branding / outreach plan** – The BRWCHCM needs to expand its audience reach, refine its target markets, refresh its brand identify, and establish beneficial partnerships for future support, programming, and marketing. This would further refine and be an input into the business plan.
- ◆ **First Phase Programs / Exhibits** – Capital for implementing the first phase of new programs and exhibits based on plans identified above.



Illustrative Three-Year Timeline



Funding Requirement

The amount of funding required for the items above needs to be sufficient for a period of three years to achieve a reinvigorated BRWCHCM that becomes a well-known, well-regarded, and sustainable organization with a substantial impact on the community. Based on the above actions, the range of transition funding that may be required is \$2.3 to \$3.5 million, with a mid-range of \$2.9 million, not including capital funding for site and building design development and construction, which would be defined as part of this startup / transition period. Over a three-year period, the transition funding required would average approximately \$1.0 million per year. Capital funding may come from a mix of city, state, and private philanthropic funds. Note that this amount does not include the current budget of the BRWCHCM and would be in addition to the current budget.



Proposed Operations Scenario for the Future BRW Museum and Cultural Heritage Center Reimagined as The Bruce Watkins African American Center for Civic Engagement

The following is a detailed conceptual and illustrative analysis of the future demand and operating potential of the BRWCHCM to inform strategic planning for the reimagined cultural center. The operating analysis focuses on establishing the preliminary concept for the future BRWCHCM, an organizational structure and an operating budget to support increased visitation through exhibitions, educational and cultural programming, special events, and facility rentals, as well as broader community engagement and outreach. These operating estimates are for planning purposes only and will need to be refined and detailed in future business and operational plans.

While subject to future planning, for illustrative and analytic purposes only to develop an operating scenario, the proposed Center for Civic Engagement would have a mission to engage local and non-local audiences in civic education, cultural competency, and community engagement through the African American experience in Kansas City and the legacy of Bruce R Watkins.

Future BRWCHCM Concept

While subject to future planning, for illustrative and analytic purposes only to develop an operating scenario, the proposed Center for Civic Engagement would have a mission to engage local and non-local audiences in civic education and participation, cultural competency, and community engagement through the African American experience in Kansas City, the legacy of Bruce R Watkins, and the impact of current elected officials and advocates. Programming may include but would not be limited to: educational programs for youth, families and adults; training programs for businesses and professionals; community-based events around voting, economic empowerment, health and wellness; and exhibitions that link art, culture and heritage to contemporary trends and issues. This analysis assumes that the existing collections/archives space would be used for exhibition development and staging. The library would become a classroom for a total of two (2) available classrooms. All other public exhibits, lobby and multi-purpose event space would continue to be used for special events and facility rentals.



Operational Success Factors

Operating a museum and cultural heritage center that offers both on-site (and off-site) programs and services is a substantial challenge in today's environment; but a challenge that communities achieve throughout the United States on an on-going basis. Audiences today are exposed daily to extremely high-tech, high-quality media at work, school, and home. Compelling story telling and the creation of compelling public spaces occurs in a variety of locations, spaces, and media. Due to high audience standards and expectations, those developing new projects that rely on on-site visitors or program attendees have adopted those same high-quality techniques to attract visitors. As the expectations by audiences of leisure time products are very high, a successful project must meet audience expectations of value provided in terms of both money and time spent. In addition to meeting the high standards of today's visitors, the macroeconomic environment is forcing organizations to think creatively about long-term financial sustainability, with an emphasis on earned revenue, partnerships that reduce operating risk, and endowment built into capital campaigns.

To achieve its goals for success, a project such as the Bruce R. Watkins African American Center for Civic Engagement should fulfill the following criteria:

- ◆ **Strong Mission** – A mission statement needs to be concise and communicative of the essence of the non-profit attraction.
- ◆ **Authenticity and Quality** – The interpretive elements should have a high degree of interest and/or relevance to the audience. Audience expectations of content and presentation have risen dramatically. Attraction to youth is especially important in terms of long-term sustainability and relevance.
- ◆ **Excellent Site and Location** – The accessibility, visibility, and safety of the location is critical to the facility's market success. Facilities in outstanding locations, from an accessibility and visibility perspective, naturally have the greatest market opportunity.
- ◆ **Strong Community Support** – The project must meet the needs of the community broadly defined and have a broad base of support. Partnerships with educators, educational institutions, community organizations, local and state government and the business community will be critical for building ongoing support.



- ◆ **Appeals to a Broad Audience Mix** – There must be sufficient content to appeal to a diverse audience with a degree of subject interest, ages and education. There must be a variety and quantity of experiences for the visitors to feel they have visited a special place. Varied learning styles, ADA accessibility, and interactivity are critical aspects of the BRWCHCM’s offerings.
- ◆ **Critical Mass of Attraction Elements/Length of Stay/Attraction Content** – The project must have sufficient quality and quantity of content to warrant a special trip, and to possibly forego alternative/competitive activities.
- ◆ **Repeat Visitation** – For most projects, the resident market is an important part of their total market. In order to bring this audience back repeatedly, the project must have program, service, exhibit and site qualities that justify repeat visits. Dynamic changing and interactive interpretation and exhibits, consistently new and innovative programming and special/annual events are successful ways for projects of this type to encourage repeat visitation.
- ◆ **Serves Resident and Visitor Markets** – Most successful projects serve both resident and visitor markets. Planning for and marketing to both groups ensures both maximum and year-round visitation.
- ◆ **Earned Revenue Opportunities** – Today’s economic climate demands that new projects consciously build earned revenue opportunities into their operations. Thinking creatively about earned revenue through collaborations and other non-traditional opportunities will help to ensure long-term financial success. Corporate partnerships are an important consideration.
- ◆ **Sound Financial Basis and Appropriate Scale** – Appropriate project scale for the potential audience is important so that revenues can support both operations and the physical infrastructure of the facility. Program fees, as applicable, must be set to maximize revenues while maintaining optimum visitation levels. Operations and marketing must sustain the audience size and the physical infrastructure and drive philanthropic giving. Operations must be scaled to the attributes of the facility, including staffing, seasonality and other factors.

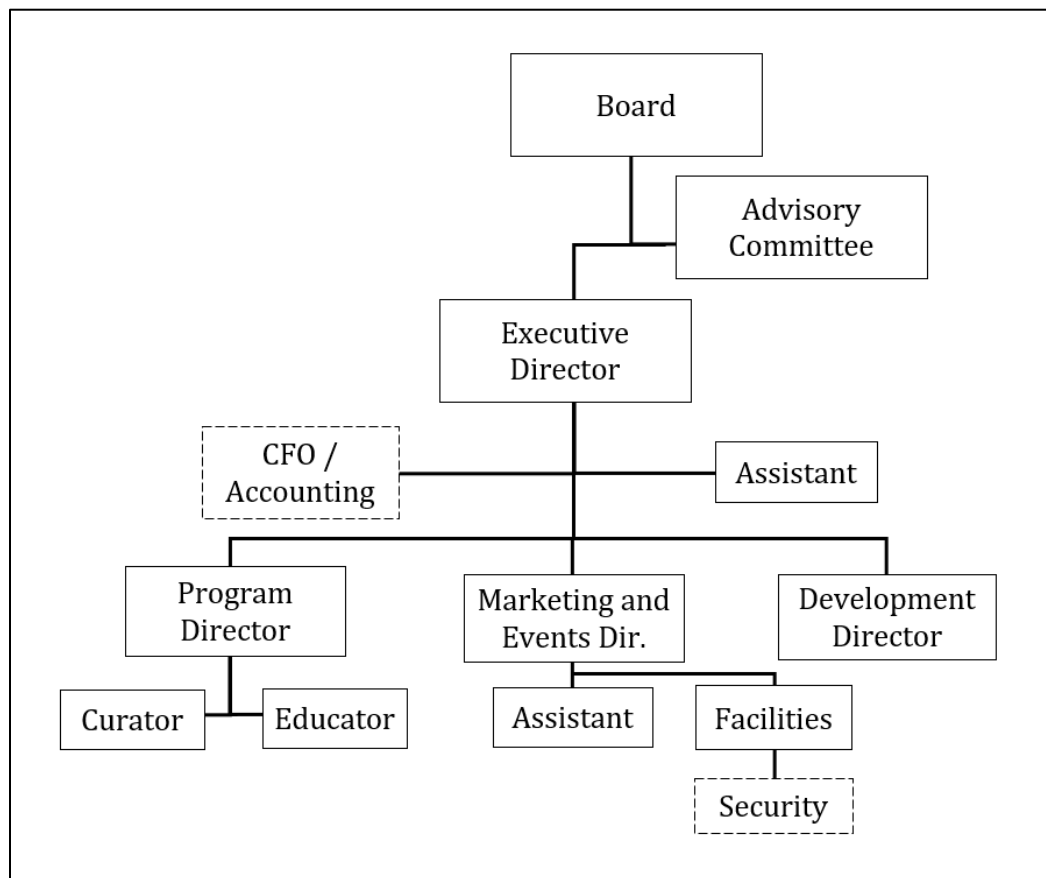


Organization Chart

This analysis assumes that the future BRWCHCM will be operated as a private not for profit organization. As an independent organization without the city administrative support and based on the experience of comparable organizations, more staff is required to achieve the vision for the future BRWCHCM than the current number of staff.

Figure 1 is a conceptual organization chart to illustrate the potential future staff required for an independent BRWCHCM. There are 9 staff positions included in the organization that would allow it to achieve the vision for the future BRWCHCM. Two additional positions would be outsourced. Two positions are assumed to be part time. Full time equivalent positions then total 8.0.

Organizational Chart of Independent Organization Future BRWCHCM



Note: Dashed boxes indicate position would be outsourced/contracted.
Source: The Roz Group and ConsultEcon, Inc.



Visitation and Operating Assumptions

The BRWCHCM will operate under the norms of such organizations/facilities nationally, adjusted for local conditions. Operating assumptions used in this analysis are as follows:

For analytic purposes, the future BRWCHCM is assumed to operate as a standalone 501(c)(3) not-for-profit corporation.

- As such, this analysis does not include any property or corporate taxes, nor does it include depreciation, bond or mortgage payments, or management fees.
- It focuses on estimating net operating income and the amount of additional non-earned or contributed revenue required for breakeven operations.
- For analytic purposes, visitation is assumed to increase 150 percent above the three years' average attendance between 2017 and 2019 before the pandemic. (The BRWCHCM has not tracked attendance since 2019.)
- The three-year average visitation was 10,000 and so future mid-range visitation is assumed to be 25,000, +/- 20% at the high and low range depending on the future business and operating plans for the facility and robust implementation of the concept.
- Visitation is a function of the available markets and facility size, its location, visitor experiences offered, and its marketing profile. The mid-range visitation assumption for a stable year is used as a basis for the operating scenario. A stable year would occur roughly three to five years after reorganization.
- The BRWCHCM will be open year-round – six days per week. In addition, special events and facility rentals could occur after-hours when they do not disrupt regular visitation or programs.
- The BRWCHCM will be well managed and will have the appropriate staff, management and leadership infrastructure to support a project of this nature.



- The structure, its exhibits, fixtures and finishes, mechanical equipment and support systems will be well maintained to minimize insurance risks and unexpected repair and maintenance expenditures.
- Maintaining the exhibits, program materials, grounds, and facility in excellent condition is central to customer satisfaction.
- The BRWCHCM will continue to build a compelling organizational vision, with strong and distinguished advisors and staff, and the project will have a strong base of community support.
- The facility and site will be used for special events and cultural activities both during regular open hours and after hours to promote community support and generate additional income.
- Educational groups will be marketed to for visits and will receive a worthwhile and enjoyable educational experience.
- Senior groups will be marketing to especially in September, a prime opportunity for a less hectic experience while children are in school
- Community outreach and partnering / collaborations with other public and private organizations in Kansas City and the region, including schools, community and tourism organizations, and state and local governments, will be cornerstones of the programming effort.

The BRWCHCM will develop an aggressive marketing program to achieve and maintain visitation and interest in the evolving program. Building cross-promotional programs with area museums will be important to building awareness of the BRWCHCM on an ongoing basis. Pricing for programs, events and services will be attractive and commensurate with overall experience and value delivered.

The project will also be managed to provide dynamic, repeatable and effective educational programs that meet and exceed educational standards and engaging, entertaining and continually evolving interpretive content. Changing programs and exhibits are essential to attracting new visitors and members and to maintaining repeat visitation. A regular schedule of weekly, seasonal and annual cultural activities, events and experiences is critical to maintaining repeat visitation.

Data in **Table 1** summarizes the assumptions that underlie the estimates of revenue and operating expenses. These figures are for illustrative purposes only assuming the transformation of the organization from a public to a private entity. These assumptions and estimates will need to be revisited and flushed out in the next stage of project planning.



Table 1
Attendance and Operating Assumptions in Current Dollars
Future BRWCHCM

Note:

All figures are in current dollars. Future operating results therefore will vary depending on actual rates of inflation in the future.

General		Assumptions
Mid-Range Attendance	25,000	150% more than 2017-2019 average
Family & Supportive Memberships		
Number of Memberships	833	based on 20% of visitation
Average Membership Fee	\$75	
Annual Attendances Per Membership	6	
School Programs		
Number	40	20 weeks, 2 per week, 30 per group
Avg. Attendance	30	no charge for school programs
Programs		
Number	100	2 per week
Avg. Attendance	25	
Avg. Revenue	\$5.00	
Special Events		
Number	4	
Avg. Attendance	200	
Avg. Revenue	\$10.00	
Facility Rentals		
Number	50	
Avg. Attendance	50	
Avg. Revenue	\$1,000	
Other Revenue	As a % of Earned Revenue	5%

Source: ConsultEcon, Inc.



Data in **Table 2** summarize the mix of mid-range attendance by type based on the above assumptions. The low and high range of attendance could vary by +/-20 percent of the mid-range attendance.

Table 2
Mid-Range Attendance Mix in a Stable Year of Operations
Future BRWCHCM

Type of Attendance	Mid-Range Attendance	Percent to Total
Regular Admissions	18,000	72.0%
School Programs	1,200	4.8%
Programs	2,500	10.0%
Facility Rentals	2,500	10.0%
Special Events	800	3.2%
Total Mid Range Attendance	25,000	100.0%
Range of Attendance ^{1/}		
Low Range	20,000	
Mid Range	25,000	
High Range	30,000	

1/ Low and High Range are assumed to be +/- 20% Mid Range.

Source: ConsultEcon, Inc.

Operating Expenses

The operating expense estimates for the future BRWCHCM were prepared to reflect the future growth in programs, exhibits and educational experiences, events and facility rentals. The expenses reflect a tightly operated project with a “bottom line” orientation.

Inputs to the operating expenses analyses include the experience of comparable facilities and the proposed “metrics” of the facility – its size, program and attendance potential. As planning advances, the potential operating budgets for the new organization will need to be detailed and refined.



Table 3
Illustrative Operating Budget based on Mid-Range Attendance
Future BRWCHCM

<i>Expenses by Type</i>	FY 2022	Percent Increase over FY 2022	Stable Year in Current Dollars	Percent to Total
Commodities	\$6,495	350%	\$29,000	2.5%
Contractual Services	\$150,045	150%	\$375,000	32.2%
Personal Services	<u>\$226,490</u>	235%	<u>\$759,000</u>	65.3%
Total Expenses	\$383,030	204%	\$1,163,000	100.0%

Source: ConsultEcon, Inc.

Operating Revenues

Operating revenues for the future BRWCHCM will be derived primarily from non-earned revenues such as city and state contributions, private gifts and grants and any proceeds from endowment that may be established. Additional revenue can be derived from earned revenue sources such as gift shop sales, programs, memberships, and use of the facility for rentals and special events. This revenue analysis focuses on estimating the additional non-earned revenue required for breakeven operations in a future stable year. All museums and cultural facilities need non-earned or contributed revenue support, such as grants and donations, and endowment income, to provide necessary operating funds to sustain the organization.

For analytic purposes, the amount of funds that the city and the state contributed to the operation of the BRWCHCM are held constant at FY 2022 levels. Together they accounted for the entire budget in FY 2022, but in the future scenario, they represent 33 percent of the total future expenses. Existing government support and earned revenue would be supplemented by a variety of additional non-earned revenues such as increases in government support, gifts, grants, endowment proceeds and gifts-in-kind. State and local funding through general funds can be used, as can the BRWCHCM receiving a share of the Museum property tax levy that supports the Kansas City Museum and others. The additional non-earned revenue required is \$640,000 in a stable year of operations. Diversified and creative sources of revenue and sound fiscal management will assist the future BRWCHCM to sustain its operations. Other potential funding sources may include the Use Tax and Transient Guest Tax.



Data in **Table 4** provide estimates of operating expenses in a future stable year based on a mid-range attendance. Total estimated operating expenses in a stable year are \$1.2 million. An estimated 65 percent of the expenses would be used for staff salaries and wages, taxes, fringe, and benefits. The operating expenses assumes sufficient salaries and wages that are more typical of the museum industry for the staff positions identified in the organizational chart than the current salaries and wages at the BRWCHCM. These salaries and wages are required to attract well qualified cultural industry professionals.

Based on this analysis, the total revenue required for future operations is \$1.2 million, with 88 percent of the revenue from public and private contributions (including state and city funds). The earned revenue potential for BRWCHCM is \$140,000, or 12 percent of total revenue.

Table 4
Illustrative Revenue Potential based on Mid-Range Attendance
Future BRWCHCM

	Stable Year in Current Dollars	Percent to Total
<i>Earned Revenue</i>		
Memberships	\$62,500	5.4%
Facility Rentals	\$50,000	4.3%
Programs	\$12,500	1.1%
Special Events	\$8,000	0.7%
Other	\$6,650	0.6%
Total Earned Revenue	\$139,650	12.0%
<i>Non-Earned Revenue</i>		
State	\$100,000	8.6%
City	\$283,030	24.3%
Additional Non-Earned Revenue Required for Breakeven Operations	\$640,320	55.1%
Total Non-Earned Revenue	\$1,023,350	88.0%
Total Revenue	\$1,163,000	100.0%

Source: ConsultEcon, Inc.
Bruce Watkins Study: The ROZ Group/ConsultEcon



CURRENT OPERATIONAL STUDY

Building and Facilities

The BRWCHCM is located on MLK Boulevard along Brush Creek in the Cultural Mall complex, across the creek from the Spirit of Freedom Fountain. The two-level facility has exhibit space on each floor, totaling 4,260 SF.

The first level exhibit areas total 2,730 SF. The permanent exhibit on Bruce R. Watkins is located here, along with a small gallery and glass exhibit area for small pieces and artifacts. The Gertrude H. Keith Research Library contains information on Kansas City's African American community, a rare book collection, and many historical publications. Other spaces include a children's workshop (classroom), gift shop and reception area, an auditorium, kitchen, and exhibit receiving and workspace.

The second-floor exhibition area is 1,530 SF. Adjacent to the exhibit room is the projection booth, overlooking the auditorium. There are three offices, a workroom and receptionist area in the administrative suite. A document room and exhibit storage and preparation center round out the rooms on the top floor.

The building has a patio on the north that overlooks the Spirit of Freedom Fountain.

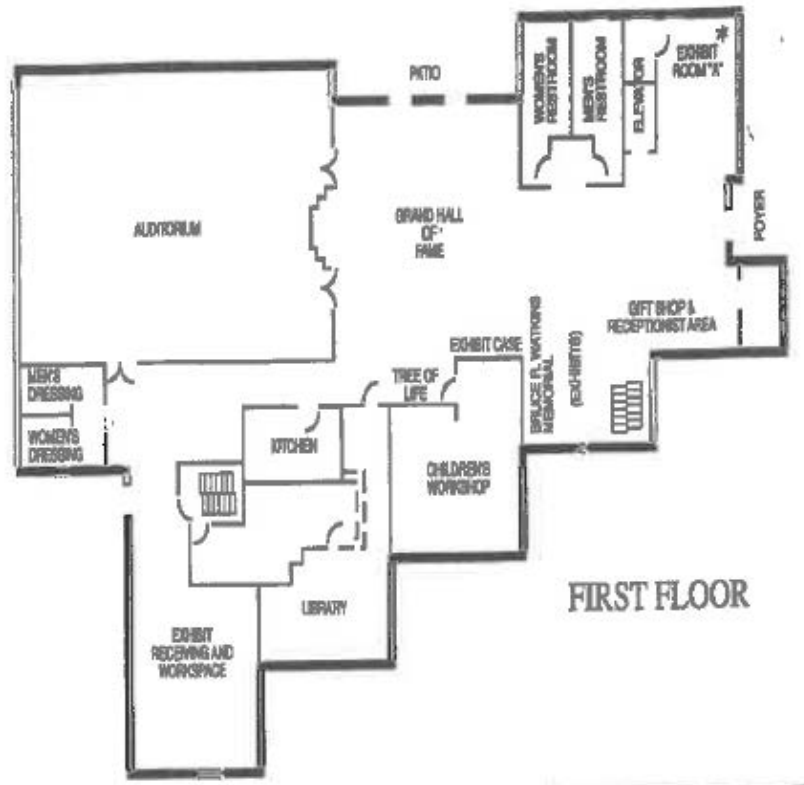
There are 92 regular parking spaces and 5 Americans with Disabilities Act accessible parking spaces.

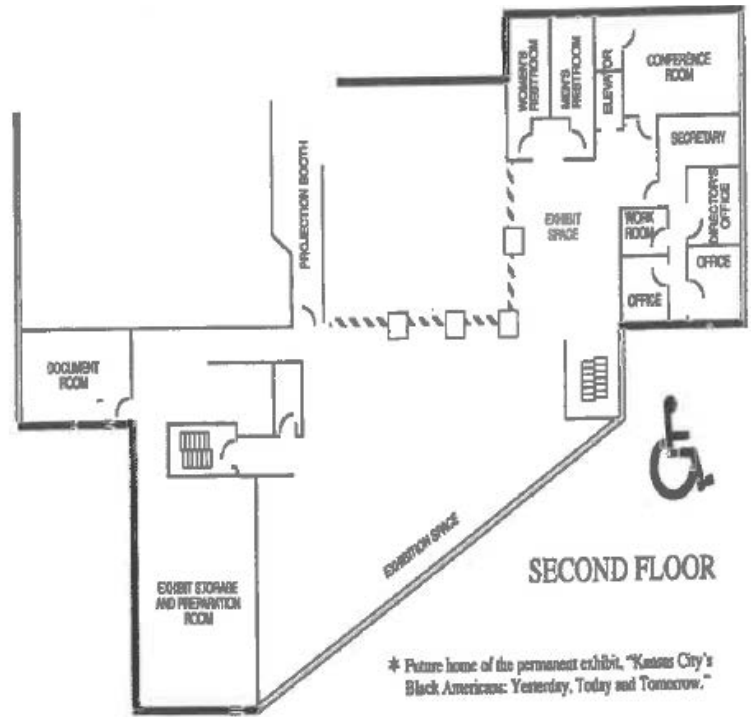
This analysis assumes that the existing collections/archives space would be used for exhibition development and staging. The library would become a classroom for a total of 2 available classrooms. All other public exhibit, lobby and multi-purpose event space would continue to be used for special events and facility rentals.

Figure 1 shows floorplans for the BRWCHCM. **Figure 2** shows a photograph of the building exterior. **Figure 3** shows photographs of the building interior exhibit and main assembly spaces.



Figure 1
Building Floor Plans
Bruce R. Watkins Cultural Heritage Center & Museum





Source: Bruce R. Watkins Cultural Heritage Center & Museum



Figure 2
Exterior Photographs
Bruce R. Watkins Cultural Heritage Center & Museum



Source: Google Streetview.



Figure 3
Interior Photographs
Bruce R. Watkins Cultural Heritage Center & Museum





Source: ConsultEcon, Inc.



Attendance and Admissions

Attendance at the BRWCHCM has fluctuated over the years, with the lowest figures in 2016 (8,304), to the highest numbers in 2012 (15,565). Like many public spaces, the BRWCHCM was closed during the pandemic and no attendance figures were recorded. Table 1 also shows the percent change from year to year, except for the years impacted by the pandemic.

Table 1
2009 – 2022 Annual Attendance and Percentage Change
Bruce R. Watkins Cultural Heritage Center & Museum

Year	Bruce R. Watkins Annual Attendance	Percent Change from the Prior Year
2009	12,565	N/A
2010	13,330	6%
2011	7,508	-44%
2012	15,565	107%
2013	13,350	-14%
2014	13,620	2%
2015	9,824	-28%
2016	8,304	-15%
2017	10,799	30%
2018	10,449	-3%
2019	9,455	-10%
2020	NR	NR
2021	NR	NR
2022	NR	NR
5 year average (2015-2019)	9,766	

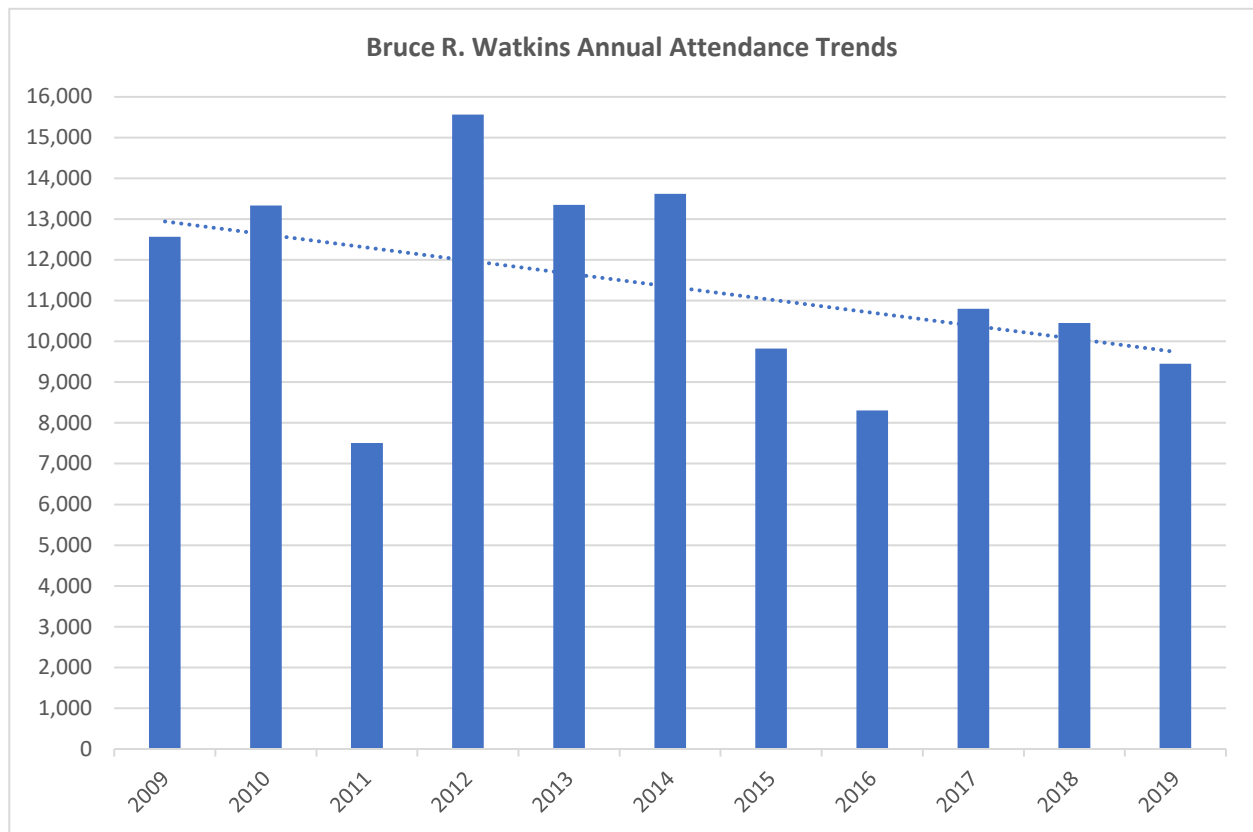
Note: NR = Not reported. Pandemic impacted.

Source: Kansas City Parks and Recreation Year in Review, ConsultEcon, Inc.

Data in **Figure 4** depict the annual attendance trends from 2009 through 2019. There has been a long-term decline in attendance over the years. It will be worth examining the reasons for declining attendance when considering how to promote the BRWCHCM to the public.



Figure 3
2009 – 2019 Annual Attendance Trends
Bruce R. Watkins Cultural Heritage Center & Museum



Source: Kansas City Parks and Recreation Year in Review, ConsultEcon, Inc.

Collections

The BRWCHCM collections are owned by FBRW and maintained by Parks & Recreation in the BRWCHCM. The collection of 140+ fine arts objects and historical pieces totals more than half a million dollars (\$533,150 – value undated). The diverse collection includes paintings, statues, photographs, posters, and African artifacts. The library contains rare book collections and historically significant publications.

Programs and Events

The center honors the legacy of Bruce R. Watkins with a permanent exhibit dedicated to his life as a political leader and social activist. BRWCHCM celebrates the cultural and artistic contributions of African Americans, with an emphasis on Kansas City and the state of Missouri. Educational and cultural programming include visual and performing arts, films, classes, book series, and workshops.



A sampling of current and recent exhibits include: “Songs from the Soul” (2023), “Creative Moments – an Exhibition of Portraits” (2023), “So Fresh” (2022), and an exhibit on Buffalo Soldiers.

Recent events include: an art sale (September 2022); free event celebrating the historic ride of the all-black Buffalo Soldiers Bicycle Corps (October 2022); tributes to celebrated local musicians (October 2022); a film screening and dance showcase (February 2023); local author book signings (March 2023); speakers for Women’s History Month (March 2023); and most recently, a documentary from a local film maker about the influence of African Americans from Kansas City and their impact on American music culture (June 2023).

Note:

It is highly recommended that attendance and revenue records be maintained for all events and programs.

Facility Rentals

Facility use is restricted to civic and cultural activities, historic interpretation, and research archives. Permitted activities include educational lectures, forums/workshops, plays, musical concerts, artistic showcases, retirement receptions, wedding and anniversary receptions, banquet luncheons and birthday celebrations for individuals who are 70 years and older. Baby showers, bridal showers, family reunions except for tours, birthday parties for individuals who are not 70 and above, dances, funeral repasted dinners *are not allowed*.

Note:

Pricing and policy should be re-examined. Pricing structure can be in categories to include: corporate, non-profit, and individual. Client would pay insurance costs. Examine catering policies to determine pros and cons to exclusive or non-exclusive.



The auditorium can be used like a theater with up to 200 seats, or with tables for 164 people. The Grand Hall accommodates 150 standing or 100 people at tables. Additional fees can be collected from use of the piano, AV equipment, and overtime. Rental fees are listed in **Table 2**.

Table 2
Facility Rental Rates
Bruce R. Watkins Cultural Heritage Center & Museum

Rooms and Equipment	Rate	Notes
Grand Hall	\$300	Seated at table, 100; standing, 150
Auditorium	\$300	Seated at table, 164; theater style, 200
Grand Hall and Auditorium	\$500	
Kitchen	\$75	Flat rate
Children's workspace	\$50 per hour	Seated at table, 40
Piano	\$150	
Audio Visual	\$75	This fee covers the use of microphones, projector, house sound system, slide advancer, laptop hookup cords, Blue-Ray and DVD player, USB drive connectors, portable podium, etc.
Overtime	\$300	Before 10am / after 6pm (\$150 per employee x 2 = \$300)

Source: Bruce R. Watkins Cultural Heritage Center & Museum



Staff and Volunteers

(A Suggested Staffing Structure can be found on p.18)

The Parks Department is responsible for the hiring and management of the BRWCHCM employees. Currently there are two full-time positions, an Executive Director and an Administrative Assistant. A building maintenance worker and security guard are also part of the staff. FBRW participates in the recruitment and selection of the Executive Director. Additional staff includes a programmer (role is currently vacant) and one other position that may include curatorial and collections manager, a customer service representative, or an additional administrative or office manager, as budget allows. The FBRW has the option to provide recommendations for position descriptions, review applications, and be on the interview panel for new hires.

Like many cultural centers, the BRWCHCM relies on volunteers to assist in the day-to-day operations of the center. Parks is responsible for volunteers including interns for programs, events, and activities. FBRW may participate in recruitment of volunteers.

Collected Revenue

The vast majority of collected revenue (\$100,000) over the years is from the Cultural Arts Grant from the State. The City's general fund contributes approximately \$280,000 annually. The rental revenue collected, which made up about 20 percent each year, was \$22,900 in 2018 and \$22,000 in 2019. Due to the pandemic, rental revenue dropped 50 percent in 2020 and dropped to zero in 2022. Moving forward as the pandemic impacts subside, the BRWCHCM has the potential to increase rental revenue.

Parks Operating Budget

In fiscal years 2018-2022, the grand total operating budget fluctuated. As shown by data in Table 3, the total operating budget ranged from \$294,000 in FY 2020, to \$394,000, in FY 2018. Major categories of expenditure include Personnel Services, Contractual Services and Commodities. Commodities had the lowest amount of expenses each year, ranging from \$5,900 (FY 2018) to \$8,800 (FY 2020), or two (2) and three (3) percent of the total budget. Contractual Services and Personnel Services were consistent in the last two fiscal years, at 39 percent (\$139,100 in FY 2021 and \$150,000 in FY 2022, and 59 percent (\$207,400 in FY 2021 and \$226,500 in FY 2022).



Table 3
Operating Budget - Fiscal Years 2018-2022
Bruce R. Watkins Cultural Heritage Center & Museum

Collected Revenue	2018		2019		2020		2021		2022	
	Dollar Value	Percent to	Dollar Value	Percent to Total	Dollar Value	Percent to	Dollar Value	Percent to	Dollar Value	Percent to
Bruce R Watkins Center Rentals	\$ 22,893.00	19%	\$ 22,007.50	18%	\$ 11,172.50	10%	\$ 25.00	0%	\$ -	0%
Bruce R Watkins Cultural Arts Comm Ctr Services	\$ 100,000.00	81%	\$ 100,000.00	82%	\$ 100,000.00	90%	\$ 100,000.00	100%	\$ 100,000.00	100%
Grand Total	\$122,893.00	100%	\$122,007.50	100%	\$ 111,172.50	100%	\$100,025.00	100%	\$ 100,000.00	100%
Operating Budget	FY 18		FY 19		FY 20		FY 21		FY 22	
Commodities	\$ 5,914.00	2%	\$ 8,660.00	3%	\$ 8,849.61	3%	\$ 6,759.01	2%	\$ 6,495.00	2%
Contractual Services	\$ 157,951.00	40%	\$ 158,768.00	50%	\$ 150,901.80	51%	\$ 139,137.82	39%	\$ 150,045.39	39%
Personal Services	\$ 230,102.00	58%	\$ 147,768.00	47%	\$ 134,459.49	46%	\$ 207,444.26	59%	\$ 226,490.00	59%
Grand Total	\$393,967.00	100%	\$315,196.00	100%	\$ 294,210.90	100%	\$353,341.09	100%	\$ 383,030.39	100%

Source: Bruce R. Watkins Cultural Heritage Center & Museum, ConsultEcon, Inc.

Preliminary Findings/Observations

The review of current operations is based on data supplied by Parks and FBRW and informed by the consultant team’s site visit and meetings with State, Parks, and FBRW leadership and staff. Based on the examination of the agreements and review of current operations, it is unclear the extent to which the agreed upon roles and responsibilities have occurred as envisioned. For example, upon a site visit to the BRWCHCM, the collections room had no climate control for collections care. When looking for recent or current exhibits, the exhibit section of the BRWCHCM website is empty and only three events were listed in the events section, one of which is an exhibit. The BRWCHCM Facebook page appears up to date and provides information on previous events and programs.



Operations Questions

The following questions are for the BRWCHCM and Parks staff, the State, and FBRW. They are based on the information gathered from the BRWCHCM, the information above and from the site visit in June 2022.

1. Do the groups meet as often as stated in the MOU? This includes: the State meeting with Parks annually to discuss maintenance events and cultural programs?
2. Does Parks meet with FBRW three times a year (at a minimum)?
3. Does the State and Parks produce the agreed-upon number exhibits annually?
4. Parks was to provide the State with a 10-year development plan for the BRWCHCM before July 1, 2017, and a business plan outlining the growth and financial sustainability. Can we receive a copy of this?
5. Does Parks & Recreation and FBRW collaborate when compiling and maintaining collections records?
6. Has Parks applied for grants on behalf of the BRWCHCM? Which ones?
7. Has Parks gathered pertinent information needed from FBRW when preparing the operating budget?
8. How does Parks communicate with FBRW on staffing operations and management?
9. Does FBRW meet with the Director of Parks and Recreation, at least once a year, prior to city fiscal year and FBRW February meeting?
10. Does FBRW continue to raise funds for the BRWCHCM?
11. If so, where do these funds reside? How are the funds allocated?
12. How are these funds used for the facility?
13. Are these funds earmarked for collections, programming, etc.?
14. Does FBRW submit annual financial statement to Parks by December 31 each year?
15. Has FBRW maintained the website?
16. What is the status of the endowment funds?
17. What marketing efforts does FBRW engage in to expand community awareness of the BRWCHCM?
18. What is the square footage of the facility?
19. Can that be broken down into exhibit rooms on each floor, too?
20. What kind of records are kept for attendance for each type of event?
21. Are these broken down into school groups, public events, exhibits, etc.?
22. Can the collected revenue and operating budget be expanded to understand more where the monies are coming from and going?
23. How is the gap between the revenue and operating expenses being addressed and resolved?
24. How many volunteers are active at the BRWCHCM? What functions do they fill?



RESIDENT MARKET CONTEXT

The following analysis of the resident market area is to learn what residents are in close proximity to the BRWCHCM, and to describe some of the key characteristics of those who are most likely to be visiting the museum.

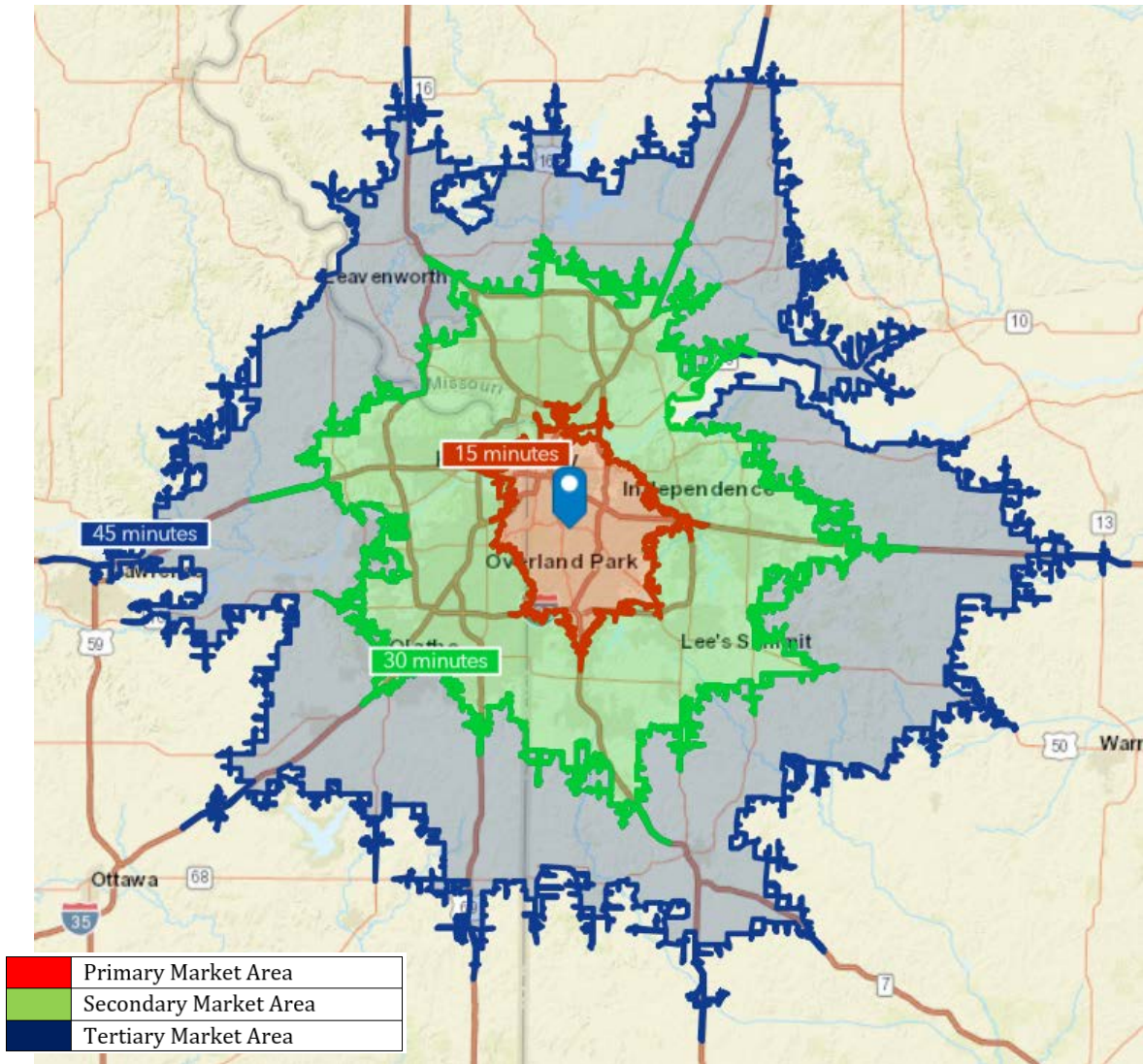
The geographic reach and available markets for museums and cultural centers depends on the size, quality, and type of products and services offered. Other factors include the accessibility and location of the attraction, the presence of other competitive attractions, regional transportation networks, and the marketing efforts of the organization. The changes in visitor experience, signage and visibility, marketing, and operations that are recommended in the strategic and business plan would affect the markets served by the BRW Center.

The resident market area for this type of attraction is defined as the area whose residents would visit the BRWCHCM as a primary purpose or as an important part of a day trip. Resident markets are analyzed within a “gravity model” context, which means that the closer residents live to an attraction, the more likely they are to visit. The resident market area for BRWCHCM is defined in terms of regional geographic designations. The resident market area is also compared to the population demographics of the City of Kansas City, MO, Kansas City MSA, the State of Missouri, and the United States as a whole.

The market is defined as 0 to 15, 15 to 30, and 30 to 45-minute drive times from the BRWCHCM location. Note that these drive times areas include the State of Kansas as well. **Figure 1** shows the extent of the resident market areas by drive time.

Figure 1
Resident Market Area Drive Times
Bruce R. Watkins Cultural Heritage Center & Museum





Source: Esri and ConsultEcon, Inc.



Data in **Table 1** summarizes the population trends in the resident market area. The data show that the total resident market area is estimated at 2.1 million in 2022. This market area population is projected to grow by 1.9 percent by the year 2027.

This growth rate is similar to the Kansas City MSA of 1.8 percent, and much higher than the growth rate of Missouri, which is projected to grow 0.5 percent by 2027. The rate of growth is higher compared to the United States, which is predicted to be 1.5 percent, in the same time frame. The City of Kansas City, MO, has the highest growth rate, where the population is projected to grow 2.4 percent.

Table 1
Population Trend in the Resident Market Area, 2020, 2022, 2027
Bruce R. Watkins Cultural Heritage Center and Museum

Market Area	2020	2022	2027	Percent Change, 2022-2027	2022 Percent to Total Resident Market Area
Primary Market Area	408,636	415,391	420,110	1.1%	19.9%
Secondary Market Area	1,248,288	1,271,090	1,296,485	2.0%	60.9%
Tertiary Market Area	391,782	399,675	409,113	2.4%	19.2%
Total Resident Market Area	2,048,706	2,086,156	2,125,708	1.9%	100.0%
<i>City of Kansas City, MO</i>	<i>508,090</i>	<i>517,971</i>	<i>530,606</i>	<i>2.4%</i>	
<i>Kansas City MSA</i>	<i>2,192,035</i>	<i>2,229,421</i>	<i>2,269,147</i>	<i>1.8%</i>	
<i>Missouri</i>	<i>6,154,913</i>	<i>6,186,582</i>	<i>6,219,856</i>	<i>0.5%</i>	
<i>United States</i>	<i>331,449,281</i>	<i>337,470,185</i>	<i>342,640,129</i>	<i>1.5%</i>	

Source: Esri and ConsultEcon, Inc.

Data in **Table 2** summarize the age profile in the resident market area. The data show that the median age in the resident market area is estimated at 38.2 years old - slightly older than the City of Kansas City, MO, which is 36.8 years of age. It is similar to the Kansas City MSA, 38.4 years old, and slightly less than Missouri and the United States, in which the median age is 39.6 and 39.1, respectively.



Table 2
Median Age and Percent of Population by Age Group in the Resident Market Area, 2022
Bruce R. Watkins Cultural Heritage Center and Museum

Market Area	Median Age	0 to 17	18 to 24	25 to 34	35 to 54	55+
Primary Market Area	37.4	21.7%	8.9%	16.0%	24.5%	28.9%
Secondary Market Area	NA	23.2%	8.3%	13.5%	25.8%	29.2%
Tertiary Market Area	NA	25.0%	7.7%	12.5%	27.4%	27.4%
Total Resident Market Area	38.2	23.3%	8.3%	13.8%	25.8%	28.8%
<i>City of Kansas City, MO</i>	<i>36.8</i>	<i>22.8%</i>	<i>8.8%</i>	<i>15.7%</i>	<i>25.6%</i>	<i>27.1%</i>
<i>Kansas City MSA</i>	<i>38.4</i>	<i>23.2%</i>	<i>8.3%</i>	<i>13.7%</i>	<i>25.7%</i>	<i>29.1%</i>
<i>Missouri</i>	<i>39.6</i>	<i>21.6%</i>	<i>8.9%</i>	<i>13.5%</i>	<i>24.3%</i>	<i>31.7%</i>
<i>United States</i>	<i>39.1</i>	<i>21.8%</i>	<i>9.0%</i>	<i>13.7%</i>	<i>25.0%</i>	<i>30.5%</i>

Source: Esri and ConsultEcon, Inc.

Data in **Table 3** summarize the age profile of children under the age of 18 in the resident market area. The data show that there were an estimated 359,000 children between the ages of 5 and 17 in the total resident market area in 2022. This is a much higher figure compared to the City of Kansas City, MO, approximately 85,000 school age children, as the resident market area also includes the suburbs, which are more likely to have families and therefore children in the population.

Table 3
Estimated Number of School Age Children in Resident Market Area, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

	Ages 5-7	Ages 8-10	Ages 11-13	Ages 14-17	Total Ages 5-17
2022					
Primary Market Area	15,313	15,148	14,817	18,984	64,262
Secondary Market Area	50,026	50,429	51,235	63,960	215,649
Tertiary Market Area	16,784	17,247	17,702	27,157	78,891
Total Resident Market Area	82,123	82,823	83,754	110,102	358,802
<i>City of Kansas City, MO</i>	<i>20,278</i>	<i>20,069</i>	<i>19,652</i>	<i>24,558</i>	<i>84,557</i>
<i>Kansas City MSA</i>	<i>87,892</i>	<i>88,326</i>	<i>89,194</i>	<i>111,014</i>	<i>376,426</i>
<i>Missouri</i>	<i>223,517</i>	<i>225,006</i>	<i>227,984</i>	<i>305,194</i>	<i>981,701</i>
<i>United States</i>	<i>12,022,152</i>	<i>12,272,595</i>	<i>12,656,609</i>	<i>21,252,886</i>	<i>58,204,243</i>

Source: Esri and ConsultEcon, Inc.



Data in **Table 4** summarize the household profile of the resident market area. The data show that there are an estimated 830,000 households in the resident market area, of which 63.8 percent are identified as family households. There are 50.4 percent family households in the primary market area. The secondary and tertiary market areas have a higher ratio of family households, with 65.3 and 75.6 percent, of total households.

Within the resident market area, the primary market area has the lowest proportion of family households to total households and an average household size of 2.22. The average household size increases in the secondary and tertiary markets, to 2.49 and 2.77, respectively. This may be linked to households wanting to move outside the city limits, into larger homes with more outdoor space.

Table 4
Resident Market Household Profile, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

	Estimated Number of Households	Estimated Number of Family Households ^{1/}	Percent of Families to Total Households	Average Household Size
Primary Market Area	182,673	92,146	50.4%	2.22
Secondary Market Area	504,346	329,448	65.3%	2.49
Tertiary Market Area	142,571	107,818	75.6%	2.77
Total Resident Market Area	829,590	529,412	63.8%	2.48
<i>City of Kansas City, MO</i>	<i>221,976</i>	<i>121,071</i>	<i>54.5%</i>	<i>2.29</i>
<i>Kansas City MSA</i>	<i>884,847</i>	<i>567,993</i>	<i>64.2%</i>	<i>2.48</i>
<i>Missouri</i>	<i>2,498,406</i>	<i>1,592,049</i>	<i>63.7%</i>	<i>2.41</i>
<i>United States</i>	<i>129,917,449</i>	<i>83,890,180</i>	<i>64.6%</i>	<i>2.53</i>

1/ Family Households are defined by Esri as households in which one or more persons in the household are related to the head of household by birth, marriage, or adoption.

Source: Esri and ConsultEcon, Inc.



Data in **Table 5** summarize the income profile in the resident market area. The data show that the median household income in the resident market area is \$77,000, about the same as the Kansas City MSA, which when rounded is also \$77,000. This area has a higher household income compared to the City of Kansas City, MO, which has an estimated income of \$60,000. This resident market income is much higher than Missouri, which is \$62,000. It is also higher than the United States household income profile, at \$73,000. The area in the resident market area with the highest affluence is the tertiary market area, where 21.9 percent of households are earning more than \$150,000. Conversely, the area with the lowest income levels is the primary market area, where the median household income was \$53,000. In the primary market area, 47.2 percent of households earn less than \$50,000, and another 18.3 percent earn between \$50,000 and \$74,999, for a total of 65.5 percent of households earning less than \$75,000, compared to 45.3 percent of households in the secondary market area, and 37.1 percent in the tertiary market area.

Table 5
Percent of Resident Market Area Households by Income Group, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

	Median Household Income	Less than \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000+
Primary Market Area	\$52,624	47.2%	18.3%	12.1%	13.2%	9.2%
Secondary Market Area	NA	27.9%	17.4%	15.5%	19.8%	19.3%
Tertiary Market Area	NA	21.8%	15.4%	16.8%	24.1%	21.9%
Total Resident Market Area	\$77,039	31.1%	17.2%	15.0%	19.1%	17.6%
<i>City of Kansas City, MO</i>	<i>\$60,293</i>	<i>41.1%</i>	<i>17.6%</i>	<i>12.4%</i>	<i>16.8%</i>	<i>12.1%</i>
<i>Kansas City MSA</i>	<i>\$76,500</i>	<i>31.4%</i>	<i>17.4%</i>	<i>15.1%</i>	<i>19.1%</i>	<i>17.1%</i>
<i>Missouri</i>	<i>\$61,811</i>	<i>39.6%</i>	<i>18.3%</i>	<i>13.6%</i>	<i>16.2%</i>	<i>12.2%</i>
<i>United States</i>	<i>\$72,603</i>	<i>34.7%</i>	<i>16.5%</i>	<i>12.8%</i>	<i>16.9%</i>	<i>19.1%</i>

Source: Esri and ConsultEcon, Inc.



Educational attainment is correlated with attendance at museums and cultural centers – numerous national consumer surveys over the years have found that respondents with higher educational attainment are more interested in such attractions. Data in **Table 6** show a high level of educational attainment for the adult population over 25 years old in the resident market area. Nearly half of the residents in the resident market area, 49.3 percent, have an associate degree or higher. This figure is higher than the City of Kansas City, MO, (46.4 %), Missouri (40.5 %), and the United States (44.5 %). However, the Kansas City MSA is only slightly less than the resident market area at 48.2 percent. This means that overall, the resident market area has a higher rate of educational attainment compared to the City of Kansas City, its MSA, state, and country. The primary market has the largest number of residents without a high school diploma, 10.1 percent, which is similar to the United States at 10.0 percent. This figure decreases in the secondary and tertiary markets, at 5.6 percent and 4.6 percent, respectively.

Table 6
Resident Market Area Educational Attainment, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

Market Area	No High School Diploma	High School Diploma / Alternative Credential	Some College	Associate's Degree	Bachelor's Degree	Graduate / Professional Degree
Primary Market Area	10.1%	28.7%	20.1%	7.0%	21.0%	13.2%
Secondary Market Area	5.6%	23.4%	18.6%	8.6%	27.8%	16.0%
Tertiary Market Area	4.6%	27.9%	19.5%	9.3%	25.6%	13.2%
Total Resident Market Area	6.3%	25.3%	19.1%	8.4%	26.0%	14.9%
<i>City of Kansas City, MO</i>	<i>8.0%</i>	<i>26.0%</i>	<i>19.6%</i>	<i>8.0%</i>	<i>24.2%</i>	<i>14.2%</i>
<i>Kansas City MSA</i>	<i>6.3%</i>	<i>26.2%</i>	<i>19.2%</i>	<i>8.4%</i>	<i>25.3%</i>	<i>14.5%</i>
<i>Missouri</i>	<i>8.1%</i>	<i>31.5%</i>	<i>19.8%</i>	<i>8.5%</i>	<i>19.6%</i>	<i>12.4%</i>
<i>United States</i>	<i>10.0%</i>	<i>27.1%</i>	<i>18.3%</i>	<i>9.4%</i>	<i>21.7%</i>	<i>13.4%</i>

Note: Percentages reflect the highest level of education attainment reached by adult populations (Age 25 and older) in the Resident Market Areas.

Sources: ESRI and ConsultEcon, Inc.



Data in **Table 7** show the resident market area Race and Ethnicity profile for 2022. The majority of the population in the resident market are White, or 69.3 percent. This figure is higher than the City of Kansas City, MO, which is 55.1 percent, and the United States, at 61.0 percent. It is similar to the Kansas City MSA (70.5 %), and lower than the State of Missouri, or 77.0 percent. About half of the residents in the primary market area are White (48.4 %), followed by the Black population, or 30.4 percent.

Table 7
Resident Market Area Race and Ethnicity, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

2022 Estimated Race and Ethnicity	White Alone	Black Alone	American Indian Alone	Asian Alone	Pacific Islander Alone	Some Other Race Alone	Two or More Races	Hispanic Origin (any race)
Primary Market Area	48.4%	30.4%	0.7%	2.7%	0.2%	7.7%	9.8%	15.3%
Secondary Market Area	71.5%	9.6%	0.6%	3.9%	0.3%	4.2%	10.0%	11.1%
Tertiary Market Area	84.1%	3.2%	0.5%	1.9%	0.1%	2.0%	8.2%	6.2%
Total Resident Market Area	69.3%	12.5%	0.6%	3.3%	0.2%	4.5%	9.6%	11.0%
<i>City of Kansas City, MO</i>	<i>55.1%</i>	<i>26.0%</i>	<i>0.6%</i>	<i>3.2%</i>	<i>0.3%</i>	<i>5.6%</i>	<i>9.3%</i>	<i>12.0%</i>
<i>Kansas City MSA</i>	<i>70.5%</i>	<i>11.9%</i>	<i>0.6%</i>	<i>3.1%</i>	<i>0.2%</i>	<i>4.3%</i>	<i>9.4%</i>	<i>10.5%</i>
<i>Missouri</i>	<i>77.0%</i>	<i>11.4%</i>	<i>0.5%</i>	<i>2.2%</i>	<i>0.2%</i>	<i>2.1%</i>	<i>6.7%</i>	<i>5.0%</i>
<i>United States</i>	<i>61.0%</i>	<i>12.4%</i>	<i>1.1%</i>	<i>6.1%</i>	<i>0.2%</i>	<i>8.6%</i>	<i>10.6%</i>	<i>19.0%</i>

Source: Esri and ConsultEcon, Inc.

Data in **Table 8** show the Black Population in the resident market area, who are an important target audience for the BRWCHCM. Three in ten people in the primary market area identify as Black, or 30.4 percent. More than one-fourth of the City of Kansas City, MO, has a Black population of 26.5 percent. These numbers are higher than the other segments. However, the Black population in total resident market area is 12.5 percent, which is close to the Kansas City MSA, at 12.1 percent, and the United States as a whole, or 12.6 percent.



Table 8
Resident Market Area Black Population, 2022
Bruce R. Watkins Cultural Heritage Center & Museum

	2022 Population	2022 Black Only Population	2022 Percentage Black Only Population
Primary Market Area	415,391	126,455	30.4%
Secondary Market Area	1,271,090	121,857	9.6%
Tertiary Market Area	399,675	12,795	3.2%
Total Resident Market Area	2,086,156	261,107	12.5%
<i>City of Kansas City, MO</i>	<i>508,090</i>	<i>134,461</i>	<i>26.5%</i>
<i>Kansas City MSA</i>	<i>2,192,035</i>	<i>266,066</i>	<i>12.1%</i>
<i>Missouri</i>	<i>6,154,913</i>	<i>699,840</i>	<i>11.4%</i>
<i>United States</i>	<i>331,449,281</i>	<i>41,606,784</i>	<i>12.6%</i>

Source: Esri and ConsultEcon, Inc.

Resident Market Summary

The resident market area for the BRWCHCM is defined as the area within a 45-minute drive time from the site. Within the resident market area, the markets are further broken out into the primary market (the area within a 15-minute drive), the secondary market (the area within a 15 to 30-minute drive), and the tertiary market (the area within a 30 to 45-minute drive).

The total resident market area is estimated at 2.1 million in 2022. This market area population is projected to grow by 1.9 percent by the year 2027. The median age in the resident market area is estimated at 38.2 years old - slightly younger than Missouri and the United States, in which the median age is 39.6 and 39.1, respectively. There were an estimated 359,000 children between the ages of 5 and 17 in the total resident market area in 2022. This is a much higher figure compared to the City of Kansas City, MO, with approximately 85,000 school age children.

There are an estimated 830,000 households in the resident market area, of which 63.8 percent are identified as family households. There are 50.4 percent family households in the primary market area. The secondary and tertiary market areas have a higher ratio of family households, with 65.3 and 75.6 percent, of total households. Within the resident market area, the primary market area has the lowest proportion of family households to total households and an average household size of 2.22. The average household size increases in the secondary and tertiary markets, to 2.49 and 2.77, respectively.



This may be linked to households wanting to move outside the city limits, into larger homes with more outdoor space.

The median household income in the resident market area is \$77,000. This area has a higher household income compared to the City of Kansas City, MO, which has an estimated income of \$60,000. This resident market income is much higher than Missouri, which is \$62,000. It is also higher than the United States household income profile, at \$73,000. The area in the resident market area with the highest affluence is the tertiary market area, where 21.9 percent of households are earning more than \$150,000. Conversely, the area with the lowest income levels is the primary market area, where the median household income was \$53,000.

Educational attainment is correlated with attendance at museums and cultural centers – numerous national consumer surveys over the years have found that respondents with higher educational attainment are more interested in such attractions. Nearly half of the residents in the resident market area, 49.3 percent, have an associate degree or higher. This figure is higher than the City of Kansas City, MO, (46.4 %), Missouri (40.5 %), and the United States (44.5 %). This means that overall, the resident market area has a higher rate of educational attainment compared to the City of Kansas City, its MSA, state, and country.

The majority of the population in the resident market area are White, or 69.3 percent. About half of the residents in the primary market area are White, or 48.4%. Three in ten people in the primary market area identify as Black, or 30.4 percent. More than one-fourth of the City of Kansas City, MO, has a Black population of 26.5 percent. These numbers are higher than the other segments. However, the Black population in total resident market area is 12.5 percent, which is close to the Kansas City MSA, at 12.1 percent, and the United States as a whole, or 12.6 percent.

AUDIENCE DEVELOPMENT & TOURISM STUDY

This section reviews available tourism statistics to characterize the tourist market segments in the Kansas City region that the Center can target for visitation and events. Tourist market segments include:

- Overnight visitors to the Kansas City, MO, region including:
- Visiting Friends and Relatives
- Other leisure travelers
- Business travelers, including those attending conventions and meetings
- Day trip visitors
- African American tourists

Note:

BRW marketing should include promotion to both Black and non-Black visitors. That should be stressed to the Visitors Bureau.



The Kansas City, MO, Region Tourism

The Kansas City, MO, region is a popular tourism destination that draws visitors from the region and beyond. *Condé Nast Traveler* named Kansas City among the best places to visit in the United States in 2023. The rich variety of history, attractions, and culture make this city a desirable destination spot for business or pleasure.

Kansas City, MO, is known for its jazz, barbeque, fountains, and the Kansas City Chiefs 2023 Super Bowl victory. It was once regarded as the “Paris of the Plains” in the early 20th century and was world-renowned for its jazz clubs. Live jazz can still be heard regularly throughout the numerous clubs in the city. The world’s largest barbeque competition, the American Royal World Series of Barbecue, is held in the fall, where 600 teams compete for the top prize. It is also home to more than 200 fountains (only Rome, Italy, has more), including the Spirit of Freedom Fountain near the BRWCHCM, which decorate the city.

Other key drivers for visitation include cultural attractions, conventions, and leisure visits. Kansas City, MO, hosts several events throughout the year such as the Phillips 66 Big 12 Men’s Basketball Championship, the Phillips 66 Big 12 Women’s Basketball Championship, and Spotlight Charlie Parker. The city was also awarded as one of the host sites for the men’s FIFA World Cup in 2026, which has already spurred additional spending on infrastructure support.

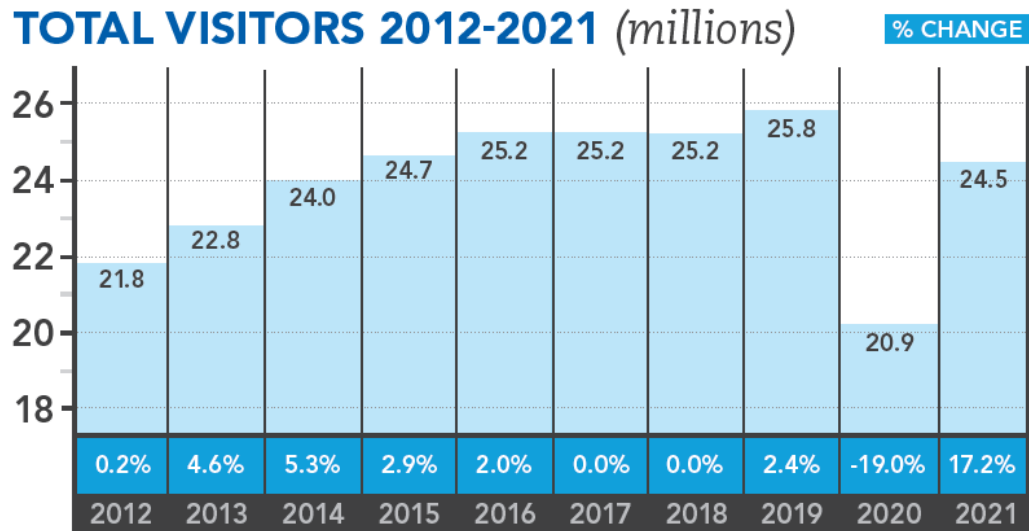
The following section provides an overview of characteristics of these visitors, based on information supplied by Visit KC, a destination management organization dedicated to the tourism industry in the Kansas City, MO, region.

Tourist Volume

The Kansas City, MO, region has a robust tourism market that was growing in 2019 and is rebounding after the pandemic. The region hosted 24.5 million visitors in 2021, as shown by data in Figure 1. The region hit a high of 25.8 million visitors in 2019. The pandemic impacted tourist visitation substantially, with visitor volume declining 19 percent between 2019 and 2020. Volume has since rebounded—2021 visitor volume was 95 percent of 2019 visitor volume. The volume of visitors is likely to continue to rebound in 2022 and 2023 as the pandemic impacts on tourism wane.



Figure 1
Total Visitor Volume to the City of Kansas City, MO, Region, 2012-2021

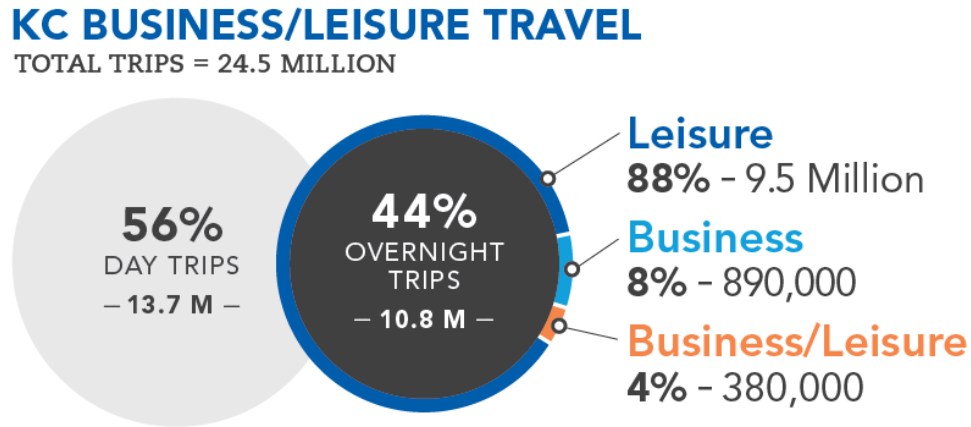


Note – The City of Kansas City, MO, region is defined as Jackson, Platte, and Clay Counties in Missouri, and Johnson and Wyandotte Counties in Kansas.

Source: Kansas City Visitor Profile – Longwoods International



Figure 2
Total Overnight and Day Trips to the Kansas City, MO, Region 2021



Source: Kansas City Visitor Profile – Longwoods International

Overnight Visitors

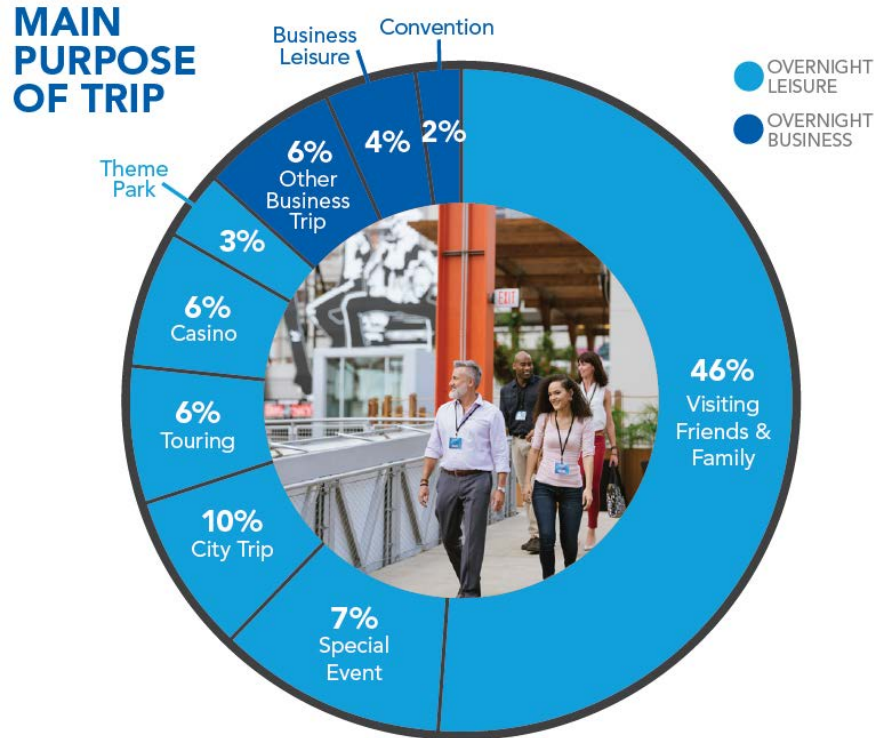
The Kansas City, MO, region had fewer overnight visitors in 2021, 10.8 million trips, compared to 2018, 11.9 million trips. This is most likely related to recovery from the pandemic. The average number of nights spent in the Kansas City, MO, region was 2.5 nights per trip, down from 2.7 nights in 2018. The average travel party size was 3.0 persons, up from 2.7 persons in 2018.

Overnight Trip Characteristics

In 2021, the main purpose of overnight leisure tourists was to visit friends and family at 46 percent. Data in Figure 3 show the breakdown of the main purpose of a trip between overnight leisure and overnight business visitors. Other purposes include attending a special event at 7 percent or touring at 6 percent, which are opportunities to capture new visitors come to the BRWCHCM if they are interested in attending a BRWCHCM event or on an African American culture and history tour.



Figure 3
Main Purpose of Trip for Overnight Visitors to the Kansas City, MO, Region 2021



Source: Kansas City Visitor Profile – Longwoods International

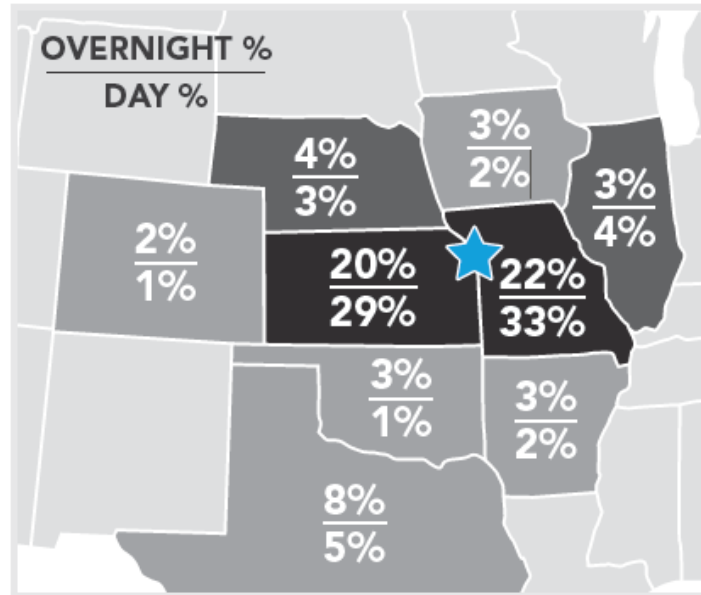
Visitor State Origin

Data in Figure 4 show that in 2021, most of the day visitors to the Kansas City, MO region were from Missouri (33%) and Kansas (29%). Similarly, most overnight visitors were also from Missouri (22%) and Kansas (20%). The next highest state with visitors to the Kansas City, MO, region was Texas, making up 5 percent of day visitors and 8 percent of overnight visitors.

BRWCHCM should collaborate with its cultural peers to develop special promotions and hotel packages with Visitor’s Bureau to target the robust African American market segment with special promotions to large majority-minority cities like Philadelphia, New York, Chicago, Los Angeles.



Figure 4
Visitors by State to the Kansas City, MO, Region 2021
VISITORS BY STATE



Source: Kansas City Visitor Profile – Longwoods International

Visitor Designated Market Area Origin

A Designated Market Area (DMA) is a geographic area that represents specific television markets as defined by and updated by the Nielsen Company, a provider of audience data and analytics. Data in Figure 5 show that the DMA origin of most visitors to the Kansas City region were mostly from the outside of the Kansas City, KS-MO DMA.



Figure 5
Visitors by DMA to the Kansas City, MO, Region 2021
The Bruce R. Watkins Cultural Heritage Center & Museum

VISITORS BY DMA

DMA *	OVERNIGHT	DAY
Kansas City, KS-MO	18%	29%
Wichita-Hutchinson, KS	7%	8%
Topeka, KS	2%	7%
St. Louis, MO-IL	5%	5%
St. Joseph, MO-KS	2%	4%
Springfield, MO	4%	3%
Dallas-Ft. Worth, TX	3%	3%
Columbia-Jefferson City, MO	2%	2%
Chicago, IL	2%	2%
Los Angeles, CA	3%	2%
Omaha, NE-IA	4%	2%
Sacramento-Stockton-Modesto, CA	<1%	2%
Little Rock-Pine Bluff, AR	1%	2%
New York, NY	2%	2%
Joplin-Pittsburgh, Mo-KS	1%	2%

Source: Kansas City Visitor Profile – Longwoods International

Visitor Spending

Data in Figure 6 show that overnight visitors tend to spend more money than day visitors, because their trip includes lodging and most likely more meals than a day visitor. In 2021, overnight visitors spent an average of \$171 per person. Most of this money was used on lodging, or \$62, followed by \$40 spent on food and beverages. The average recreation, sightseeing, and entertainment expenditure per person was \$24. Day visitors spent most of their money on retail, with an average of \$21.



Figure 6
Average Expenditures Per Person to the Kansas City, MO, Region 2021

**AVERAGE EXPENDITURES
 PER PERSON *by Sector***

EXPENDITURE	OVERNIGHT	DAY
Lodging	62	N/A
Food & Beverage	\$40	\$18
Retail	\$27	\$21
Recreation/Sightseeing/Entertainment	\$24	\$12
Transportation at Destination	\$18	\$12

Source: Kansas City Visitor Profile – Longwoods International

Top Activities

Data in Figure 7 show the breakdown of activities overnight and day visitors participate in while visiting the Kansas City, MO, region. The most popular activity is shopping (retail), as is the case in most tourist markets. One-quarter of overnight visitors (25%) and day visitors (24%) noted that shopping was their top activity. Visiting a museum was one of the top five activities in both groups, with 16 percent of overnight visitors and 11 percent of day visitors stopping by a museum on their trip.



Figure 7
Top Activities for Visitors to the Kansas City, MO, Region 2021

TOP ACTIVITIES

ACTIVITY	OVERNIGHT	DAY
Shopping	25%	24%
Celebration	17%	13%
Convention/Conference	16%	10%
Museum	16%	11%
Youth Sports	15%	11%
Sightseeing	15%	12%
Bar/Nightclub	13%	4%
Casino	13%	13%
Landmark/Historic Site	11%	7%
Zoo	11%	11%
Business Meeting	10%	10%
Local Parks/Playgrounds	10%	8%
Theme Park	10%	5%
Swimming	9%	6%
Water Park	7%	6%
Winery/Brewery/Distillery	7%	3%
Art Gallery	7%	9%
Fishing	7%	6%

Source: Kansas City Visitor Profile – Longwoods International

Trends in African American Tourism

African American tourists are an important audience segment that are interested in the kinds of exhibitions, programs, and events at BRWCHCM. Visit KC does not have research available on this segment but there are several national studies that paint a picture of this segment. According to Mandala Research, African American travelers in the United States spent \$63 billion dollars in 2018.¹ This was increase of 31 percent, from the \$48 billion in spending in 2010. Seventeen percent of African Americans take one or more international trips and also travel locally more than six times per year. While 87 percent spend at least 3 nights at a destination, within that group, half spend 3 to 5 nights. The study in 2018 concluded that food-related activities were popular after African American travelers arrived at their destination. Nearly half of the travelers ate local or regional cuisine. African American

¹ *Black Travelers Research 2018*, Virginia Tourism Corporation.



tourists were interested in local arts and culture and activities related to African American topics (12%) and spent an average of \$2,078. Others were described as family reunion travelers (22%) or business travelers (36%).

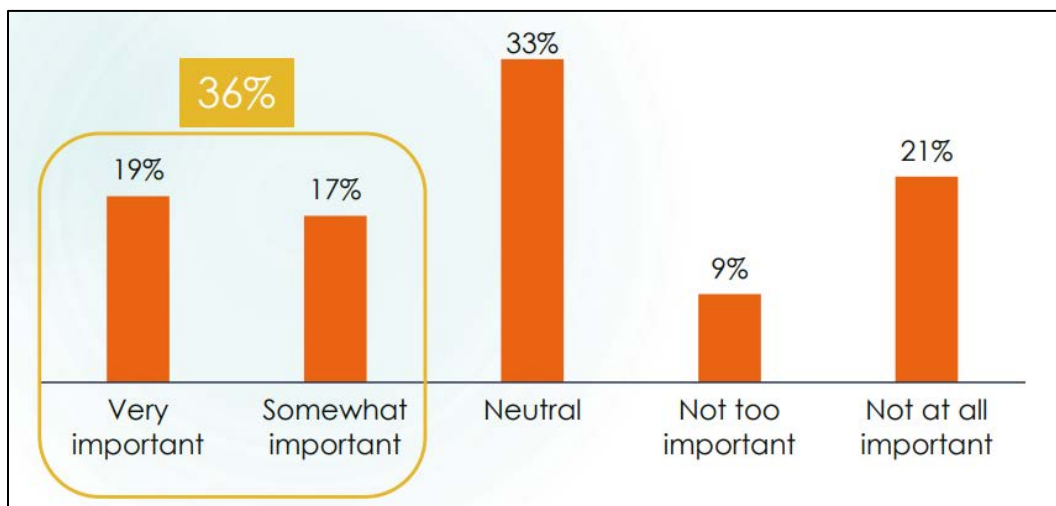
Note:

There is an opportunity for BRW and its peers to collaborate with Visit KC and the convention bureau to pursue Black leisure travelers and African American conferences, most of which have significant economic impact. This is significant upside to this as a strategic marketing consideration.

Interest in African American Cultural Attractions

American tourists as a whole are interested in African American cultural attractions regardless of their race or ethnicity. According to Mandala Research², more than a third of all U.S. travelers (36%) say that “the availability of African American cultural, historic sites and attractions” is either “very important” (19%) or “somewhat important” (17%) in their choice of leisure destination, as shown in Figure 8.³ Further, learning more about the African American experience was a strong motivator for approximately a quarter (23%) of United States travelers to take a trip. African Americans (39%) and Millennials (28%) in particular are much more likely consider it “very important” to their choice of destination.

Figure 8
Importance of African American Culture in Destination Choice



Source: Mandala Study for the Gullah Geechee Heritage Corridor

² 2020 Report Market for Gullah Geechee Heritage Tourism, Gullah Geechee Cultural Heritage Corridor.

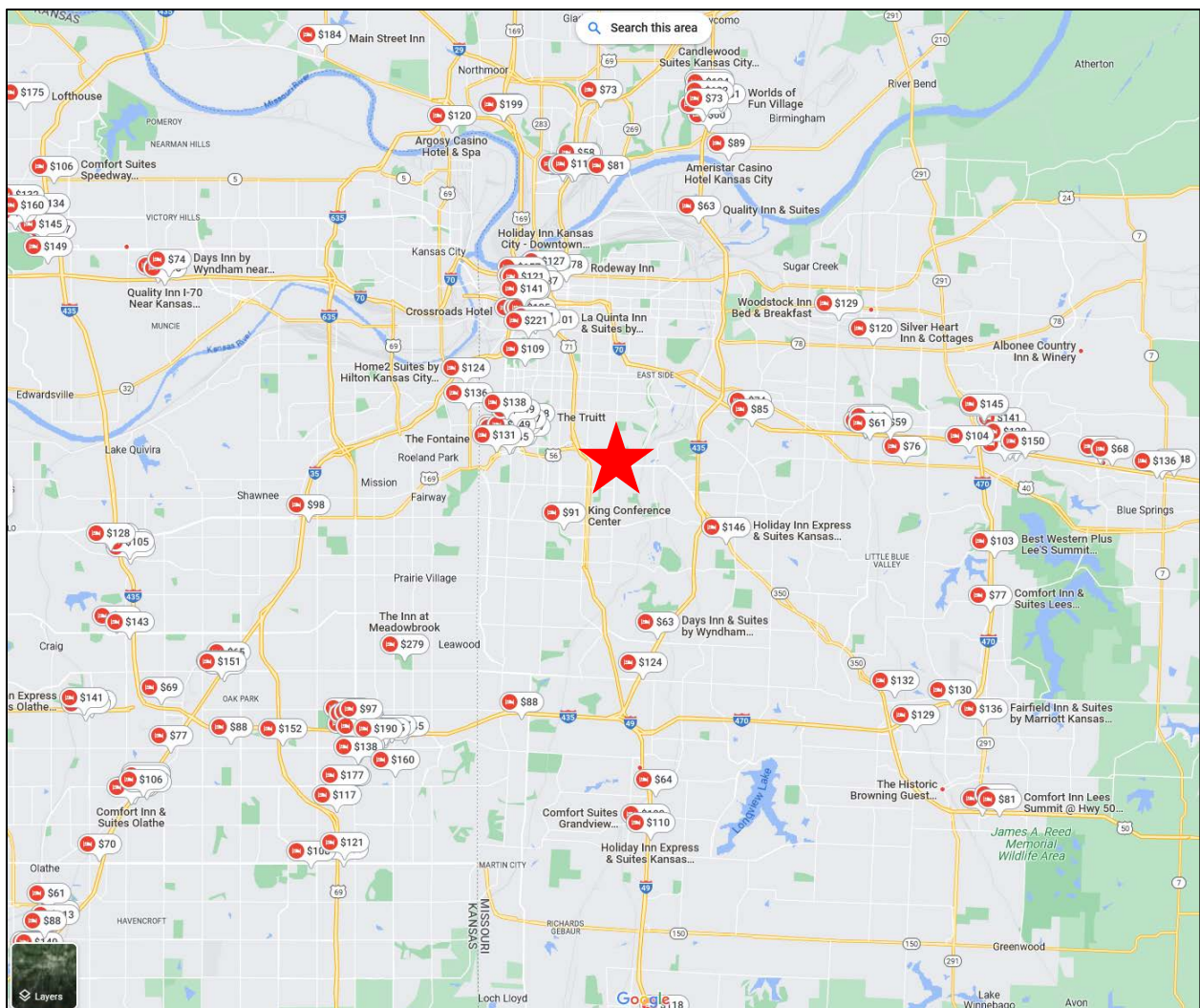
³ 2020 Report Market for Gullah Geechee Heritage Tourism, Gullah Geechee Cultural Heritage Corridor.



Hotels

Visitors staying overnight in Kansas City, MO, and the region are potential visitors to the BRWCHCM. According to Visit KC there are more than 34,000 hotel rooms in the Kansas City region. Figure 9 is a map of the Kansas City, MO, region showing the location of hotels. While the BRWCHCM does not have hotels nearby it is within a short drive of major hotel clusters. It is about 10 minutes to hotels around Country Club Plaza, 15 minutes to downtown hotels, and 20 minutes to hotels in Overland Park and at the I-470 and I-70 interchange.

Figure 9
Map of Kansas City Hotels Showing the
Location of the Bruce R. Watkins Cultural Heritage Center & Museum



Source: Google Maps and ConsultEcon, Inc.



Conventions and Meetings

The Kansas City, MO, region hosts large conventions and small and mid-size conferences and events. Visit Kansas City supports 325 meetings and conventions each year. In 2022, Kansas events drew 391,000 attendees and accounted for 369,000 room nights in area hotels and \$305 million in economic impact. The 800,000 square foot convention center is the epicenter of activity for large events and there are several hotels that also host small and mid-sized conferences and meetings.

Local Areas and Attractions

Kansas City, MO, is filled with unique neighborhoods and districts throughout the city. The downtown area contains an eight-block entertainment district called the Power & Light District, filled with bars, restaurants, and shops. The T-Mobile Center is nearby for sporting events, as well as KC Live!, a covered outdoor courtyard. The historic jazz district, 18th and Vine, is home to the Negro Leagues Baseball Museum, the American Jazz Museum, Gem Theater, and the Black Archives of Mid-America in Kansas City, as well as dining destinations. Country Club Plaza is called Kansas City's premier retail center; 15 city blocks of Spanish-inspired architecture include dozens of shops, restaurants, and the famed city fountains. The Crossroads Arts District is filled with art galleries settled into once-vacant warehouses. Restaurants, breweries, and speakeasies round out the neighborhood south of downtown.

ConsultEcon identified 15 attractions in the Kansas City, MO, area, to inform our analysis of the potential market the BRWCHCM. Data in Table 1 show selected characteristics of local attractions. The attractions include a variety of types, including the zoo and aquariums, art museums and historic sites and museums. There are two museums that focus on the African American experience, including the Negro Leagues Baseline Museum and the American Jazz Museum. The Black Archives of Mid-America in Kansas City also offers exhibitions to the general public.

Attractions in the Kansas City, MO, area typically have attendance pricing from free admission to \$22.00 for an adult. Family memberships are not available at every attraction, but for those that have them they range from \$125.00 to \$250.00. Some area attractions even have discounted rates for people living in Clay and Jackson counties.

Annual attendance varies widely, based on the type of attraction. For example, attractions such as the Kansas City Zoo receive more than 700,000 visitors, while other specialty sites like the Thomas Hart Benton Home and Studio State Historic Site see just over 2,000 visitors per year.



Table 1
Kansas City, MO, Area Local Attractions

Name & Location	Description	Attendance* (source & year)	Admission	Family Membership	Hours of Operation
Kansas City Zoo 6800 Zoo Drive Kansas City, MO 64132	Zoo	713,813 (OMD)	General Admission: \$20-\$22 Adults \$19-\$20 Children (3-11) and Seniors (55+) Jackson and Clay Counties appear to get in free	Basic Family \$185 (\$92 for Jackson and Clay County residents) Premier Family \$260 (\$167 for Jackson and Clay County residents)	Mar-Oct: Mon-Fr, 9:30-4pm Sat-Sun, 9:30-5pm Nov-Feb: Daily 9:30-4pm
Nelson-Atkins Museum of Art 4525 Oak Street Kansas City, MO 64111	Art Museum	533,000 (Estimated from OMD)	Admission is free but you need a timed ticket (is this from COVID times or now?)	\$160	Mon, 10-5pm Thurs, 10-5pm Fri, 10-9pm Sat-Sun, 10-5pm
College Basketball Experience 1401 Grand Boulevard Kansas City, MO 64	National Collegiate Basketball Hall of Fame in an entertainment facility connected to T Mobile Center	Almost 400,000 (Visit KC website)	\$18 Adults \$15 Military (active) \$14 Seniors (65+) \$16 Children (4-17)	N/A	Thurs-Sat, 10-6pm Sun, 11-6pm
American Jazz Museum 1616 E18th Street Kansas City, MO 64108	Jazz Museum	300,000 (Estimated by OMD)	\$10 for Adults \$9 Seniors (65+) \$6 (5-12) Children Kids 4 and under free	\$60	Tues-Sat, 10-5pm Sun, 12-5pm



Name & Location	Description	Attendance* (source & year)	Admission	Family Membership	Hours of Operation
National WWI Museum & Memorial 2 Memorial Drive, Kansas City, MO 64108	Military History Museum.	282,588 (OMD)	\$18.00 Adults \$14 Seniors (65+) \$14 Military \$10.00 Children (6-15) Free 5 & under	\$125.00	Tues-Sun, 10-5pm Summer Hours (Memorial Day to Labor Day): Daily, 10-5pm
Kemper Museum of Contemporary Art 4420 Warwick Boulevard Kansas City, MO 64111	Contemporary Art Museum	130,000 (Estimated from OMD)	Free	\$150	Wed, 10-4pm Thurs, 10-9pm Fri-Sun, 10-4pm
Powell Gardens 1609 NW US Hwy 50 Kingsville, MO 64061	Public garden	100,000 (Estimated from Visit KC website)	\$12 Adults Military \$9 \$10 Seniors (60+) \$5 Youth (5-12) Free for kids 4 and under	\$125	Mar-May: Wed-Sun, 9-5pm June-July 19: Tues-Sun, 9-5pm July 20-Aug 6: Turs-Sun, 9-6pm Aug 7-Sept 3: Tues-Sun, 9-5pm Sept 4-Oct 15: Wed-Sun, 9-5pm Oct 19-29: Thurs-Sun, 6-11pm Nov -Dec: Wed-Sun, 5-10pm
Arabia Steamboat Museum 400 Grand Boulevard Kansas City, MO	Frontier life in 19 th century, pre-Civil war artifacts, and the sunken treasure of the steamboat Arabia.	75,221 (OMD)	\$16.50 Adults \$15.50 Seniors (60+) \$6.50 Children (4-14) Free for kids 3 and under	N/A	Mon-Sat, 10-5pm Sun, 12-5pm
National Museum of Toys and Miniatures 5235 Oak St. Kansas City, MO 64112	Antique toys and fine-scale miniatures	40,108 (OMD)	\$10 Adults \$8 Seniors (65+) Military \$5 Youth (6-17) \$5 Free for 5 and under	\$250	Wed-Mon, 10-4pm



Name & Location	Description	Attendance* (source & year)	Admission	Family Membership	Hours of Operation
Airline History Museum 201 NW Lou Holland Drive, Kansas City, MO	Airplane History	12,000 (From Visit KC website)	N/A	N/A	Currently locked out of their site
Bruce R. Watkins Cultural Heritage Center & Museum 3700 Dr. Martin Luther King Jr. Blvd. Kansas City, MO 64130	African American History and Culture, with an emphasis on the State of MO, and the City of Kansas City, MO	10,449 (2018)	Free	No designated Family Membership	Tues-Sat, 10-6pm
The Alexander Majors House 8201 State Line Rd. Kansas City, MO 64114	Home of the founder of the Pony Express	3,000 (OMD)	\$8 Adults \$6 Seniors/Students \$5 Youth (6-12) Free for kids 5 and under	\$70	Thurs-Sun, 1-4pm
Thomas Hart Benton Home + Studio State Historic Site 3616 Belleview Kansas City, MO 64111	Home and studio of artist Thomas Hart Benton	3,904 (OMD)	\$5 Adults \$3.50 Children (6-17)	N/A	Mon, 10-4pm Wed-Sat, 10-4pm Sun, 11-4pm
Negro Leagues Baseball Museum 1616 East 18 th St. Kansas City, MO 64108	African American Baseball History Museum	NA	\$10.00 Adults \$9 Seniors (65+) \$6.00 Children (5-12)	\$100.00	Tues-Sat, 10-5pm, Sunday 12-5pm
Black Archives of Mid-America Horace M. Peterson III Building 1722 E. 17th Terrace Kansas City, MO 64108	African American heritage focusing on middle America, with an emphasis on Kansas City, MO.	N/A	Free	\$500	Mon-Fri, 9-5pm Weekend by appointment only



Name & Location	Description	Attendance* (source & year)	Admission	Family Membership	Hours of Operation
SEA LIFE Kansas City 2475 Grand Boulevard Kansas City, MO 64108	Aquarium	N/A	\$21.99 for Adults and Children. Pricing is subject to change based on availability.	NA	Current - Aug: Mon-Fri, 10-5pm Sat-Sun, 9-5pm Aug- Mon-Fri, 10-4pm Sat-Sun, 9-5pm
Union Station Kansas City, Science City	Science Museum	206,000+ (From website -2021)	\$16 general admission (summer)	\$250	Mon-Sat, 10-5pm Sun, 12-5pm
Union Station Kansas City, Arvin Gottlieb Planetarium	Planetarium	38,000+ (From website - 2021)	\$8 general admission	No designated Family Membership	Varies
Kansas City Museum	History Museum	25,000 (OMD)	Free	\$120	Thurs, 10-8pm, Fri-Sat, 10-5pm, Sun, 12-5pm

* Attendance data from Official Museum Directory online is latest “reported” data, Kansas City Parks and Rec., Missouri State Parks

Source: Facilities listed, Visit KC, Official Museum Directory, and ConsultEcon, Inc.

Events

There are a variety of events that take place in Kansas City, MO, throughout the year. In January, the city kicks off Kansas City Restaurant Week for 10 days, showcasing popular restaurants and raising money for area charities. March Madness descends upon the city for the Big 12 Men’s and Women’s Basketball Championship, at T-Mobile Center. Planet Comicon, the city’s largest and longest-running comic book convention and pop culture expo, just celebrated its 20th year. *Juneteenth* is celebrated with a festival and a parade, as well as film screenings, public speaker events, and live music. *Kansas City Pride* takes place in June and was named one of the top LGBTQ festivals in the nation. The summertime is also when the Heart of America Shakespeare Festival takes place two weeks, and the KC Fringe Festival, which celebrates local performing and visual arts. Several cultural festivals, like the Latino Arts Festival and Kansas City Irish Fest, take place in the fall. Winter seasonal events like the Nutcracker and A Christmas Carol finish the year.



Tourist Summary

The Kansas City, MO, region hosted 24.5 million visitors in 2021. A little more than half of these trips, 13.7 million (56%) were day trips. The remaining trips were overnight, at 10.8 million trips or 44 percent. Most of the day visitors to the Kansas City, MO, region were from Missouri (33%) and Kansas (29%). Similarly, most overnight visitors were also from Missouri (22%) and Kansas (20%). The average number of nights spent in the Kansas City, MO, region was 2.5 nights per trip, down from 2.7 nights in 2018. The average travel party size was 3.0 persons, up from 2.7 persons in 2018.

The main purpose of overnight leisure tourists was to visit friends and family (46%). Other purposes include attending a special event (7%) or touring (6%), which could both be ways in which new visitors come to the BRWCHCM if they are interested in attending a BRWCHCM event or on an African American culture and history tour. The DMA origin of most visitors to the Kansas City, MO, region was mostly from the Kansas City, KS-MO DMA. The next highest number of visitors came from the Wichita-Hutchinson, KS, DMA, at seven (7) percent and eight (8) percent, respectively.

Overnight visitors tend to spend more money than day visitors, because their trip includes lodging and most likely more meals than a day visitor. In 2021, overnight visitors spent an average of \$171 per person. The average recreation, sightseeing, and entertainment expenditure per person was \$24. Day visitors spent most of their money on retail, with an average of \$21. Visiting a museum was one of the top five activities for day and overnight visitors, with 11 percent of day visitors and 16 percent of overnight visitors stopping by a museum on their trip.

Visitors staying overnight in Kansas City, MO, and the region are potential visitors to the BRWCHCM. Visit Kansas City supports 325 meetings and conventions each year. In 2022, Kansas events drew 391,000 attendees and accounted for 369,000 room nights in area hotels and \$305 million in economic impact.



African American tourists are an important audience segment that may be interested in exhibitions, programs, and events at BRWCHCM. According to Mandala Research, African American travelers in the United States spent \$63 billion dollars in 2018. This was an increase of 31 percent, from the \$48 billion in spending in 2010. While 87 percent spend at least 3 nights at a destination, within that group, half spend 3 to 5 nights. African American tourists were interested in local arts and culture and activities related to African American topics (12%) and spent an average of \$2,078. American tourists as a whole are interested in African American cultural attractions regardless of their race or ethnicity. More than a third of all U.S. travelers (36%) say that “the availability of African American cultural, historic sites and attractions” is either “very important” (19%) or “somewhat important” (17%) in their choice of leisure destination. Further, learning more about the African American experience was a strong motivator for approximately a quarter (23%) of United States travelers to take a trip. African Americans (39%) and Millennials (28%) in particular are much more likely to consider it “very important” to their choice of destination.

ConsultEcon identified more than a dozen attractions in the Kansas City, MO, area to inform our analysis of the potential market for the BRWCHCM. Attractions in the Kansas City, MO, area typically have attendance pricing from free admission to \$22.00 for an adult. Family memberships are not available at every attraction, but for those that have them they range from \$125.00 to \$250.00. Some area attractions even have discounted rates for people living in Clay and Jackson counties. Annual attendance varies widely, based on the type of attraction.



BEST PRACTICES

This section identifies facilities that are comparable to the BRWCHCM and demonstrate best practices, based on selected topics that have emerged during the Center’s strategic planning process and in interviews with selected cultural centers/museums. The organizations were identified by scanning African American cultural centers and museum’s in similarly sized metropolitan areas and a focus on arts, culture, and heritage. Interviews were conducted with the following organizations:

- ◆ Banneker-Douglass Museum in Annapolis, MD
- ◆ Black History Museum & Cultural Center of Virginia in Richmond, VA
- ◆ Harvey B. Gantt Center for African American Arts & Culture in Charlotte, NC
- ◆ Reginald F. Lewis Museum of Maryland African American History & Culture in Baltimore, MD

These organizations will be called “museums” within this memo for brevity. Data in **Table 1** summarize visitation and operating characteristics of the comparable projects and includes data on the current operations of the BRW Center for comparison.



**Table 1
Visitation and Operating Characteristics of the Comparable Projects
and the Bruce R. Watkins Cultural Heritage Center & Museum**

Name	Location	Governance	Building SF / Exhibit SF	Annual Visitation	MSA Population	Ticket Prices / Hours	Estimated Local vs Non-Local	Staff	Operating Expenses
Banneker-Douglass Museum	Annapolis, MD	Unit of the Maryland Commission on African American History and Culture, part of the Governor's Office of Community Initiatives - don't know who owns land and bldg - state?	11,000 SQ FT / N/A	7,539	2,835,672	Free / Tuesday-Saturday, 10-4pm	50% / 50%	5	N/A
Black History Museum & Cultural Center of Virginia	Richmond, VA	Non-profit - don't know who owns land or bldg	12,000 SQ FT / 1,800 SQ FT (she didn't know and guessed)*	12,000	1,339,182	Adults: \$10, Seniors, \$8, Youth (4-12): \$6, Children 4 and under: free / Wednesday-Saturday, 10-5pm	N/A	5	\$ 673,965
Harvey B. Gantt Center for African American Arts & Culture	Charlotte, NC	Private, Non-profit - Lease building from city, city responsible for capital fixes, Lewis responsible for "jammers and security"	47,000SQ FT / 8,000 SQ FT	50,000 (est.) from OMD 50-60k annual attendance - guess is that 70% of that is gen. audience 15-16k students a year 20k at events (also admitted he wasn't a "numbers guy")	2,756,069	Adult: \$9, Seniors \$7, Youth (6-17): \$7, Children 5 and under: free / Sunday and Tuesday, 12-6pm, Wednesday, 12-9pm, Thursday and Friday, 12-6pm, Saturday, 10-6pm	N/A	20	\$ 2,043,076
Reginald F. Lewis Museum of Maryland African American History & Culture	Baltimore, MD	Private, Non-profit - don't know who owns land and bldg - state?	82,000 SQ FT / 13,000 SQ FT	50,000	2,835,672	Adult: \$12, Youth (7-17): \$9, Seniors (65+): \$6, Children 6 and under: free / Monday, Thursday-Saturday, 10-5pm, Sunday, 12-5pm	40%/60%	23	\$ 3,344,954
Bruce R. Watkins Cultural Heritage Centre & Museum	Kansas City, MO	Government non-profit. State owns building. City pays for things.	N/A / 4,260 SQ FT	10,000 (est.)	2,209,494	Free / Tuesday-Saturday, 10-6pm	N/A	2	\$ 383,030

Source: ConsultEcon, OMD, interviews with museums
* news story says building is 12,000 SQ FT <https://www.wric.com/news/black-history-museum-and-cultural-center-of-virginia-opens-at-the-leigh-street-armory/> WRIC News (ABC)



Topics and Areas of Interest

The BRWCHCM faces many of the challenges confronting other African American cultural heritage centers and museums. Following are topics and areas explored to identify best practices promulgated by other organizations to meet their mission, grow, and sustain their audiences and operations, and implement capital campaigns and capital projects.

- ◆ Visitation and Audience Development
- ◆ Marketing and Outreach
- ◆ School Groups
- ◆ Exhibits, Programs, and Events
- ◆ Facility Rentals
- ◆ Governance
- ◆ Staffing / Operations
- ◆ Funding
- ◆ Capital Campaigns

Visitation and Audience Development

Audience development is vital for a cultural attraction to succeed. Each museum had the objective to understand their community, find creative ways to engage with them, and to make the museum a place for gathering and connections. The BRWCHCM would benefit from identifying its current audience and deciding if they want to expand their reach into the community and visitors from outside the area. From there, plans can be developed to attract new members of the public to its space.

Museum annual attendance is close to pre-pandemic audience numbers for most museums. Visitor types varied from school groups to tourists traveling for business. One common trait among all museums was that most visitors appeared to be African American (although none of the museums collect data on race). Many stated the desire to increase the number of younger visitors and families to their facility. Executive directors want their museum to reflect the people in their community and create programming to engage those groups. The Reginald F. Lewis Museum of Maryland African American History & Culture (the Lewis Museum) placed QR codes around its museum to offer visitors the opportunity to answer short surveys or share their feedback on exhibits. They also started to use a new data system from Salesforce to track their visitors and hired a data manager to interpret the results.

Museum location can influence audience origin. Some museums are in areas with a high volume of tourists while others are more off the beaten path. For example, the Harvey B. Gantt Center for African American Arts & Culture (the Gantt Center) can rely on foot traffic to bring in new visitors because they are located close to the convention center. Others, like the Black History Museum & Cultural Center (the BHM) are in an area with less tourism so they work with the convention and visitors' bureau to advertise their museum.



Marketing and Outreach

Marketing budgets can be limited and require ingenuity to capture the attention of the public. One solution is to use social media, such as Facebook, Instagram and TikTok, because they're cost effective. This also connects the museum to a younger demographic as these people tend to use these tools frequently as a source of information and entertainment. The pandemic precipitated more online programming that has become a regular part of the program mix that can reach a broader potentially global audience and lowers barriers to engaging with the public, foregoing the traditional onsite visit. The Gantt Center and the BHM and have placed young staff in charge of these outreach tools to post information about their programming and events. The BRWCHCM has used Facebook to share its events and programs and could continue to do so while expanding its social media presence on other platforms. Other ways to attract younger audiences is by hosting a variety of events that resonate with Millennials and Gen Z. For example, the BHM invited a television personality to speak at an event, to attract people in their 30s.

Several museums attend local festivals to connect with the community and let people know about their organization. Having a presence at a local event, such as a Juneteenth celebration or a local arts festival, provides an opportunity to meet new members of the public and introduce the museum to a wider audience. Events such as these may also lead to word-of-mouth publicity, which has been the best source of marketing to some museums. Promoting community health and wellness events draws a more general audience than those attracted to culture and heritage alone. Becoming a source of a wider array of community events has provided additional visibility and new opportunities for partnerships with and support from other organizations.

Several museums partnered with other groups to build awareness of the organization. The executive director of the Gantt Museum noted that all kinds of partnerships “ignite the community at its base level.” The Lewis Museum created an exhibit based on the work of a local art gallery. The BHM worked with a variety of organizations to boost their presence in the community. They partnered with the Richmond Symphony as part of the symphony’s summer series to feature the music of noted Black composers. The museum remained open beforehand and had family activities leading up to the free concert. The BHM is scheduled to host the national conference for the Ceramics Council and curate an exhibit of art pieces from the council members. The sale of these items will generate revenue for the museum and the council. They also have a long-term partnership with the Virginia Museum of History & Culture and have the united goal to catalog and digitize their historic collections.



School Groups

The number of school group visits declined during the pandemic and museums are attempting to grow those numbers. Post-pandemic visits have steadily increased since museums reopened. School groups traditionally play an important role in any cultural attraction, as they introduce a new generation to objects and themes of historic, artistic, or cultural significance, through exhibits and programming. Fewer school group visitors mean less revenue and smaller audience numbers.

As a response to this, many museums are getting creative with how to connect with the students in their community. The BHM created an after-school program at a local community center for middle school and high school students. The executive director believes this is the most effective way to engage young people in the community, outside of the museum. Since the pandemic, interest in teacher training workshops has increased at the Lewis Museum. This training uses educational curriculum to teach African American history in the classroom.

Exhibits, Programs, and Events

There are countless ways a cultural attraction can approach their exhibits, programming, and events. These museums purposefully develop exhibitions that align with the experiences of their community. Current events are front and center to create dialogue and understanding. Temporary exhibits are popular because they present new thematic material which can entice visitors to return to the museum to see something different from their previous visit. The executive director from the BHM noted that they are learning “how to speak the language of the audience.” The Banneker-Douglass Museum (the Banneker) invests in one large show a year and designs a variety of programming and events to support the exhibit. The Gantt Center organized their own exhibits when they saw there were few traveling exhibits that addressed African American themes. Choosing changing exhibits with topics that resonate with the BRWCHCM’s community may help grow their audience.

Technology plays an important role in museums. The Gantt Center wants to be a leader in technology and created a classroom called MODA (Mecca of Digital Arts), a studio and lab designed to create digital art with state-of-the-art equipment and instructors with related professional experience. The BHM turned two permanent galleries into mostly digital spaces and began digitizing their collection. The executive director of the Lewis Museum created an interactive exhibit with their community in mind, to mirror what is happening in the community.

Most museum events were onsite, but others were off-site or virtual. The frequency of these events varied, one museum with 15-20 events a year, another with 75-100. Some events are free, others charge \$20-\$25 for an evening of entertainment. Films are successful at bringing



in visitors, particularly ones that have a speaker associated with the film. Musical acts, from live concerts to DJ'd dances, draw large numbers of visitors. Children and family programs are still popular, but book panels have not had similar success. The assumption is that most people don't read books anymore.

Some programs and events took place in response to current events. The Lewis Museum partnered with a health care provider for a panel on African Americans and the healthcare system. The BHM designed a program to learn how to become an activist, with the Generation Z audience in mind. The Gantt Center held a virtual discussion during the pandemic about race and invited local politicians to participate in the conversation. The executive director pointed out that these are challenging talks, but they are necessary and important, and the Gantt Center should be a safe space to have these discussions.

Facility Rentals

Cultural attractions rely on facility rentals to provide much needed additional revenue. While the museums differed in their building layout, size, and availability of an operating kitchen, each organization created an offering that was popular and attractive to clients. One venue holds 150 people while another holds around 800 people. The BHM developed a catering services company to conduct the business in their own space as well as for other cultural organizations and businesses. They provide the museum as an event space, along with catering options, a full bar, and catering staff to manage events onsite and offsite. Due to its size, the Gantt can hold multiple events at a time. Its success in booking events now allows the museum to choose which kinds of events they want to host. The Lewis Museum has rented its space to other nonprofits (sometimes at a discount), for corporate meetings, weddings, and receptions. They have at least two events every week and during "peak season," at least two events per night.

Staffing / Operations

Executive leadership is responsible for creating and maintaining the workplace culture. The executive directors of the museums understand this and take the responsibility seriously. Some have only been in their current role for months, while others have been in the position for close to two decades. Each person said leadership must have a clear vision of its organization, give their staff the tools to succeed, and then let them do their jobs.

Every executive director stated that staff must be flexible and comfortable wearing many hats. Knowing how to be creative and willing to take chances will serve museum staff well, as many tasks are executed on a shoestring budget. A sense of humor helps, too. The marketing/communications and programming staff at the Banneker-Douglass Museum manage their designated responsibilities and focus on donor-related affairs. The external relations department at the Lewis Museum works on marketing, communications, branding,



public relations, and acting as a liaison with their state legislature. Employees must understand they do not work for the largest museum in their city or a famous museum in New York. The staff must know what is within the scope of their organization and develop and implement programs accordingly.

Governance

The governance structure of a museum can impact how decisions are made, fundraising, the stability of its finances, and if it's successful at reaching its mission. Museums with a board of directors emphasized the importance of the board to raise money and support the executive director's vision. One executive director shared that their board's unofficial motto is, "Give, get, or get off." It is ideal if members have diverse backgrounds and are not novices to this role. The Banneker-Douglass Museum is overseen by the Maryland Commission on African American History and Culture, an independent state commission, whereas before recent changes in legislation the museum was overseen by the Governors and other state departments during its history. The executive director stressed how beneficial the commission's status as an independent state agency has been with commission members that support their vision and agenda.

Museums operations are affected by the governance of the organization. The Gantt Center does not own their building and pays the city \$1 a year for its lease. The city takes on capital expenses like fixing broken plumbing and replacing lightbulbs, while the Gantt Center is responsible for day-to-day operations like the cleaning crew and security. The state primarily covers the Banneker-Douglass Museum payroll, but the museum would like to find a way to increase salaries.

Funding

Museum funding comes from multiple sources and varies based on the governance of the organization. City and state funding can be influenced by the level of political support and party politics and museums can have difficulty with inconsistent funding over time. Despite these challenges, the museums are addressing the issues and gaining new public and private support. The Gantt Center recently received a \$700,000 grant from the City of Charlotte's Arts and Culture Advisory Board. The award came from a new fund that supports local arts and cultural programs that were not part of the existing grant cycles in the Charlotte-Mecklenburg area. The grant was designed to expand the opportunities for historically underserved or marginalized populations.



The BHM's city and state funding has been inconsistent over the years because of changes in political leadership and the social climate. Several museums faced similar challenges and learned how to advocate for their museum. Many organizations employ lobbyists to help raise public funds, according to the executive director at the BHM, but this is not within the museum's current budget. At the beginning of the executive director's position at the Banneker-Douglass Museum, the museum reported to a different commission and was told to look for funding in private foundations and not public money. The Lewis Museum received the same amount of funding from the state since its inception in 2005. It wasn't until the current executive director asked for more funding were they able to receive an increase in funds. The catch was that they would only receive an increase in funds if they matched the amount with fundraising of their own.

Private foundations are a prominent source of funding for cultural attractions. Museums seek out the support of large corporations to support their operations. The BHM received a donation from a local energy company and named one of their community rooms after the corporation. The executive director highlighted the importance of applying for grants from private foundations. These donations have the potential to become a reliable annual source of funding over the years. Another source of funding comes through the creation of an endowment. The Gantt Center said that having an endowment is a critical piece of their operations. The Lewis Museum was established through an endowment of \$5 million from the Reginald F. Lewis Foundation to be used for educational purposes.

Capital Campaigns

Planning and launching a capital campaign takes an incredible amount of energy and resources, but a successful campaign makes up for the amount of time and effort spent. The BHM plans to create a capital campaign to the renovation and update the original museum building. The space would serve as a rental venue but needs significant work. The building needs to become ADA compliant and have a fire suppression system installed in the kitchen. The Lewis Museum launched a capital campaign earlier this year to modernize their building. The goal is to update the galleries to reflect 21st century audience expectations and behaviors. Reading placards will be reduced or eliminated and information will be delivered via videos and interactive tools to communicate the holdings of the museum.



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Ms. Anna Marie Tuteru – Executive Director, Kansas City Museum
Mr. Glen North – Director of Inclusive Learning & Creative Impact, Kansas City Museum

Stakeholders

Mr. Fred Hicks – Risk Manager, State of Missouri Department of Natural Resources
Mr. Ollie Gates – Gates Barbeque
State Senator Barbara Washington

Selected Town Hall Participants

- Michael Hughes
- Rev. Chauncey R. Black
- Jim Nunnelly (AKA Grand Dad)

