



SCFD Stakeholder Process for 2028 Reauthorization

The following is the initial draft of the proposed stakeholder process to prepare the SCFD for a 2028 reauthorization. This document contemplates a process that will occur ahead of legislation needed to reauthorize the District being introduced during the 2028 General Assembly. A referral to the seven-county ballots will follow for the general election that will occur in November 2028.

Lessons Learned

During 2022, the SCFD conducted interviews with a diverse group of funded partners representing a broad array of district tiers, disciplines, and communities served to discuss their thoughts on the process that led up to the 2016 reauthorization effort. The following are major themes that emerged from those conversations.

1. It was felt there was a lack of transparency around final decisions. After numerous stakeholder meetings held over several years, the ultimate recommendations from the board-appointed task force were determined in closed meetings, leading to frustration, mistrust, and an unwillingness to support the legislation by some organizations.
2. There was concern that the 2016 focus on incremental change was insufficient in addressing three decades of growth and change in the metro area.
3. While the 2016 structure helped increase knowledge and engagement across organizations, the high number of meetings spanning four years may have caused fatigue and/or been a barrier to participation for numerous organizations, particularly smaller, all-volunteer groups.

Stakeholder Process Goals

After analyzing previous reauthorization structures and considering funded partners' thoughts and opinions, the following are the overarching goals for the 2028 stakeholder process.

1. Create a process that is inclusive and transparent for all individuals and organizations in order to facilitate equitable decision-making and outcomes.

2. Create a process that establishes the foundation and structure for the next era of the SCFD and ensure that the structure recognizes the profound evolution of both society and the arts, culture, and scientific sectors since the district's founding more than 35 years ago.
3. Develop a right-sized process so that all voices are heard, and none are disenfranchised due to the size and duration of the process.

Process Phases

1. Research & Landscape Analysis
2. District-wide Listening Tour
3. Initial Proposal Development
4. Stakeholder Consensus Building
5. Final Proposal & Board Action

1. Research & Landscape Analysis

(3-4 months)

This phase of the work will focus on gaining a better understanding of the current environment for the district as well as public awareness and sentiment about the district. All research will be conducted by one or more qualified outside research firms with support from SCFD staff. Elements of this effort could include:

- Analysis of internal financial and structural data.
- Analysis of trends over time within the district including distributions and cultural organizations' growth by county.
- Development of a baseline understanding of funded organizations' needs, as well as public awareness, sentiment, and need through focus group and polling research, including an emphasis on historically marginalized communities.

The research gathering effort would conclude with a report on key themes and conclusions that would be presented to the SCFD Board of Directors and shared with the public.

2. District-wide Listening Tour

(3-4 months)

This phase of the work would seek to offer multiple, well-publicized, facilitated meeting opportunities for all interested district stakeholders to provide their feedback on current district strengths and areas for improvement. Efforts would be made to ensure meeting opportunities are accessible to all in the broad array of stakeholders SCFD serves and to eliminate as many barriers to participation as possible. These meetings would be conducted by a qualified outside entity. Meeting elements would include:

- Historical summary of the District and an outline of the reauthorization process
- District overview including current statutory abilities and limitations

- Opportunity for participants to reflect on and provide input on identified issues and solutions

Key themes and ideas gathered during the process would be captured and provided as a public report, including initial presentations to the SCFD's Board of Directors. Feedback gathered through this process, as well as the research and landscape analysis phase, will form the basis of the first draft of what a reimagined SCFD could look like.

3. Initial Proposal Development

(1 month)

Using the research and feedback gathered, and with support from consultants, the SCFD staff will develop a potential menu of changes and improvements. This initial draft proposal will be shared with the SCFD Board of Directors, then with stakeholders through an intentional and inclusive process with multiple channels of outreach for awareness.

4. Stakeholder Consensus Building

(2-3 months)

This work would seek to create agreement on the major operational issues of the District, funding structures and administration. Using the initial draft proposal, the SCFD will convene stakeholder representatives, in a facilitated series of meetings, focused on creating consensus around the evolution of the District. Representatives to this consensus-building effort would include a combination of individuals appointed by the SCFD Board, identified community partners, and individuals selected by their peers, empowered to negotiate on their behalf, and committed to creating a communication loop with the organizations they represent. Assembling a cohort of individuals who bring diverse perspectives to the process will be a priority. All meetings will be open to the public. No meetings where decision-making occurs will happen outside this public meeting structure. The size of this group is anticipated to be 12-15 individuals.

5. Final Proposal & Board Action

(2 months)

A final proposal will be provided to the SCFD Board of Directors from the stakeholder consensus-building process. Any areas that did not receive consensus during the process will be identified and options for compromise will be provided to the Board. This proposal will be posted according to the board rules for 30 days. An intentional and inclusive outreach effort will be utilized to raise awareness of the proposal and opportunities to provide comments to the board will be available. At the end of the required 30-day period, the Board of Directors will vote on the content of the final proposal to be advanced as legislation for the reauthorization. This effort occurs no later than Fall 2027, as the legislation must be introduced for legislative consideration and referral in Spring 2028.

Proposed Timeline	Action	Lead
Spring 2024	Board Approval of Reauthorization Ballot Year (2028)	SCFD Board Action
Fall 2024	Present Reauthorization Stakeholder Process to Board for Approval	SCFD Staff/Board Action
Fall 2024	Communicate Time Frame and Process to Stakeholders	SCFD Staff
Winter 2024/Spring 2025	Consultant Selection Committee Creation/ Develop Request for Proposals (RFPs)	SCFD Board/Staff
Spring/Summer 2025	Release RFPs/Hire Consultants	SCFD Board/Staff
Fall/Winter 2025	SCFD works with Consultants to Prep for Stakeholder Process	Consultants/SCFD Staff
Spring/Summer 2026	Research & Landscape Analysis/ District-wide Listening Tour	Consultants/Stakeholders
Fall 2026	Initial Proposal Development	Consultants/SCFD Staff
Winter 2026/Spring 2027	Stakeholder Consensus Building	Consultants/Stakeholders
Summer 2027	Board Presented with Recommended Changes to Statute	Consultants/Stakeholders
Summer 2027	SCFD Board Vote on Changes to Statute & Pass Resolutions	SCFD Board Action
Fall/Winter 2027	SCFD Works with Bill Drafter	SCFD Staff
Spring 2028	Bill Moves through House & Senate	Legislative Body
Spring 2028	Governor Signs Bill & SCFD Board Passes Resolution Pertaining to November Election	Governor/SCFD Board Action
Summer/Fall 2028	Campaign (External: SCFD NOT involved)	Citizens for Arts to Zoo (CATZ)
November 2028	Reauthorization Election	Voting Public
July 2030	Majority of Statutory Changes go into Effect	SCFD Staff