Institute of Museum and Library Services

Community Catalyst

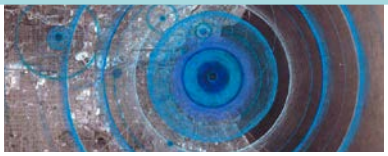
LOGIC MODELS

WaterMarks Art Initiative

The Haggerty Museum of Art

Milwaukee, WI | APRIL 2019

HAGGERTY MUSEUM OF ART
MARQUETTE UNIVERSITY



Project Description:

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Grantee Reflections:

Creating & Adapting the WaterMarks Logic Model

The Haggerty Museum of Art's experience using a logic model in their WaterMarks project has involved innovating ways in which project partners and community members can become active participants the process of co-creating goals and outcomes.

The Haggerty team developed a logic model at the outset of their project. When they revisited the model approximately 17 months into the work, the team found that it no longer captured the many changes and developments that had occurred along the way as a result of engaging with community partners and momentum. One of the partners who had joined through the course of the project was present for the process.

As Nora Barr, Graduate Research Assistant at the Haggerty Museum of Art reflects, "As our programs went on and all of these . . . "ripple effects" and all the momentum that builds with the project created all of these exciting things happening and offshoots of our original plans, so I think our products developed more. Our activities changed. . . So, when came back to look at the logic model, . . . we really realized that the outcomes that we had didn't fully capture or reflect outcomes that the project created, and especially what was most valuable to our community partners. And the first outcomes were developed based solely on the grant writing of the museum so we wanted to include some more of our partners, and we had learned that having a more participatory process would strengthen us."

As the evaluator on the project, Nora spearheaded a participatory logic model redesign process. "When I got back from DC, I sent out email to all the partners. I asked them, 'Can you meet in person to go over the Logic Models? Or do you want to schedule a phone call? What works best?'

"And of course, sending out an open-ended question survey was what worked best for everyone. So, I created a google form and asked 3 questions. . . . 'Who is WaterMarks for? List the people, organizations, or entities that you feel benefit most;' . . . [Then], 'Referring to the above, list and rank them according to who you think receives the most benefits'; and then, again, "Referring to the list, please list two to three benefits or services that watermarks provides. So, [it was] not 100% outcomes or more north stars but still I really wanted to gauge what people were feeling about the project."

All key partners responded to the survey, and Nora redeveloped the logic model outcomes based on their feedback. She also held calls with the museum Director who has been highly involved with WaterMarks as well as her advisor and the team's Asset Based Community Development (ABCD) consultant through the Community Catalyst grant. She reflects, "everybody has different opinions about how they think it should be framed or what want out of [it] or are looking for. I'm always trying to represent what I really think

happened, or reflects what happened, but of course there are many different ways to tell the story."

The process of updating the logic model has revealed a number of insights into what has shifted through the implementation process of the original concept. The number of short- to long-term outcomes listed has expanded significantly, from 6 to 20, which Nora links directly to another shift, the expansion of the number and engagement level of partners along with the team's expanded understanding of how and why to include them in leadership of the work. "The participation really expanded, and realizing that hearing everyone's voice and finding what was important to them and was really important in creating a document that reflected the entirety of the program."

There are also many new outputs that are a reflection of the wave of engagement the Haggerty team has successfully tapped into and nurtured through the creative and iterative relationship-building, connecting and engagement work they have been conducting through WaterMarks. "What's been really exciting is that a lot of the people we had plugged into the community, like the artists with this project have continued to go to the resident meetings – the neighborhood meetings – and have actually continued to do projects outside of our [project/collaboration] – like the museum will hear about it [secondhand.] . . . And so all of these different activities that have happened [such as] residents talking about being a self-proclaimed art district where they are really excited about maybe doing a mural on the Pulaski Park Pool, which is in the same park where we did our walks. And there's just a lot of momentum."

In particular, they have seen the rise of leadership and self-organizing action both within and beyond the activities of WaterMarks. "There's so much creativity in the space and Kinnickinnic River [Neighbors] in Action is a neighborhood association, totally resident-driven, that is really strong. And I definitely believe that they are – and Sixteenth Street [Community Center] – are the ones that kind of, like hold that space, but it's great to see that some of the things that we were able to plug in in terms of arts and in terms of maybe momentum for the project maybe helped to spark some of their momentum and direction."

Regarding the logic model now, the team "We would like to use it as a tool for going forward." It can be useful as a strategic planning document which continues the iterative expansion process--"building off of the products and having that be the starting point for the next cycle, it's like, "OK, here's what we've created, and how are we moving forward based on combination of those assets, and also our long-term outcomes and supporting our long-term outcomes?" The team also plans to bring it to the final partners meeting. "I want to see if this resonates," Nora explains. "I want to see if, when we sit down our partners say, 'Oh my gosh, yes. This totally captures where we are going' and – if it's helpful for them – to give them copies of this model." Additionally, "it's a good tool for the museum because it helps to focus a conversation. It's something that [the director] can use to show the board of the museum or other important stakeholders why we're doing what we're doing and what is coming out of it. So, I see it as a useful tool for communication and for framing the conversation around action."

What is the team's advice for others seeking to use a logic model in their work catalyzing community?

- **Don't fear the logic model!** "The first thing that pops into my head is going to sound so ridiculous: don't fear the logic model! You know, it really can feel so intimidating and stressful but I think the value of this work is engaging with that because it's kind of amorphous and kind of messy and some of the things that we want to capture and pick-up on are hard to articulate, but I think, as much as you can, be in conversation around what's happening, around what's valuable to who you're working with. Kind of pick up on the momentum and the energy, and open the process to a participatory process when able."

- **Meet people where they're at.** "I think that it's hard sometimes to be like, 'Oh, I don't want to bother people, and I don't want to overstep,' but that's a real tension. And if you can't get everyone in the room to do this, that doesn't mean there aren't other ways to be participatory. So meeting people where they're at, asking their preferences of how participation can look for them."

- **Keep talking about it. Keep it iterative.** "Just keep talking about it. And it'll change and evolve and that's kind of the point of it. It's supposed to be iterative, it's supposed to be a

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Nora Barr, Graduate Research Assistant
The Haggerty Museum of Art

WaterMarks Art Initiative

LOGIC MODEL

INPUTS

STAFF, TIME, AND MONEY

COMMUNITY MEMBERS & RESIDENT ASSOCIATIONS

Residents of Walker's Square Neighborhood

United Community Center Acosta Middle School (UCC AMS) students and family members

Residents of the Greater Milwaukee Area

Residents of Pulaski Park Neighborhood

Kinnickinnic (KK) River Neighbors in Action

ARTS, SCIENCE & ENVIRONMENTAL ORGANIZATIONS

Environmental Health Department at Sixteenth Street Community Health Centers

United Community Center and Latino Arts

United Community Center Acosta Middle School

Reflo: Sustainable Water Solutions

Milwaukee Metropolitan Sewerage District

City as a Living Laboratory (CALL)

UWM School of Freshwater Sciences

Milwaukee Arts Board

GRANTS

Marquette Strategic Innovation Grant

IMLS Community Catalyst Grant

Milwaukee Arts Board Matching Grant

Rails to Trails Grant (Sixteenth Street Community Health Centers Environmental Health Department)

UWM Master of Sustainable Peacebuilding and Haggerty Museum of Art Cost-Share

OUTPUTS

ACTIVITIES

Walks with UCC AMS (×3)

Water Story Sessions with UCC AMS (×2)

Workshop with UCC AMS (×1)

Walks with Sixteenth Street Community Health Centers and KK River Neighbors in Action (×3)

Community Picnic and Artist Voting with Sixteenth Street Community Health Centers and KK River Neighbors in Action (×1)

Walk with Alexis Rockman in Harbor District (×1)

PRODUCTS

Watermarks Website
DESIGN: Reflo · COLLABORATORS: UCC AMS Students, CALL, Haggerty Museum of Art · CONTENT: Student water stories project

KK River Trail Panel Illustrations
DESIGN: Gabriela Riveros · COLLABORATORS: Sixteenth Street Community Health Centers, KK River Neighbors in Action, Haggerty Museum of Art

KK River Trail Artistic Birdhouses
DESIGN: Mollie Oblinger · COLLABORATORS: Sixteenth Street Community Health Centers, KK River Neighbors in Action, Haggerty Museum of Art

WaterMarks Marker
LOCATION: UCC AMS · DESIGN: Mary Miss · COLLABORATORS: UCC AMS Students, Haggerty Museum of Art

Pillar Paintings
LOCATION: Highway Underpass, UCC AMS · DESIGN: Melanie Ariens · COLLABORATORS: UCC AMS Students, Haggerty Museum of Art

OUTCOMES

YEAR 1 → YEAR 2

EDUCATION

Develop knowledge of human impact on environment

Residents learn about their local environments and water systems

Increase respect for water, and understanding the importance of water in our lives

Students and residents lead activities and share what they have learned with others

Residents and students seek out new opportunities to share knowledge and learn about caring for the environment

Residents report increased understanding of how to care for the watershed

COMMUNITY ENGAGEMENT

Residents participate in activities

Trust built among residents and organizations

Increased knowledge of community and neighborhood

Residents contribute their knowledge and resources to project

Knowledge-sharing between parents and students: family involvement

Increased collective pride / sense of place

New relationships between organizations and people drive new collaborations

Residents report increased desire to work with organizations

ARTS

Artists become involved with residents

Residents experience arts and artists alongside scientists

New art installations that reflect resident input

Knowledge and appreciation for artists increases

Greater role of local artists in civic and community work

Community momentum around arts and creative of resident-driven arts district

ENVIRONMENT

Knowledge of invasive species, native species, green infrastructure

Residents participate in clean-ups and interdisciplinary walks in their neighborhood

Increased desire to take care of environmental resources

Residents drive positive environmental actions in their own neighborhoods

Prepared for the Institute of Museum and Library Services by the DePaul University and ABCD Evaluation Team in collaboration with the Haggerty Museum of Art. Photos courtesy of the Haggerty Museum of Art.

TO LEARN MORE:

The Haggerty Museum of Art www.marquette.edu/haggerty

IMLS Community Catalyst Initiative www.imls.gov/cci