



Inspire! Grants for Small Museums

Sample Application IGSM-249298-OMS-21
Project Category: Lifelong Learning

Museum of Craft and Design

Amount awarded by IMLS:	\$25,000
Amount of cost share:	\$25,000

The project description can be viewed in the IMLS Awarded Grants Search:
<https://www.ims.gov/grants/awarded/igsm-249298-oms-21>

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

When preparing an application for the next deadline, be sure to follow the instructions in the most recent Notice of Funding Opportunity for the grant program and project category (if applicable) to which you are applying.

PROJECT JUSTIFICATION • The Museum of Craft and Design (MCD) is dedicated to making creativity accessible to everyone. In support of this vision, MCD's fifteen year old MakeArt education programs put creativity into the hands of thousands of people of all ages and from all walks of life annually. Programs take place both at the museum and off-site in community locations across the Bay Area, including neighborhoods where over 30% of inhabitants live below the federal poverty level. In 2019, MCD produced over 100 MakeArt events, serving almost 14,000 people. Half of these events took place in off-site community locations, 75% participated for free, and 35% came from low-income communities. MakeArt participation accounted for 39% of MCD's total audience of 35,000 in 2019. Prior to the pandemic, two of the museum's signature MakeArt programs, Community MakeArt and Library MakeArt, each presented bi-monthly art making events at libraries and community locations, with a focus on low-income neighborhoods.

In the era of COVID-19, MCD has made necessary adjustments to its Community and Library MakeArt programming so that the museum is able to continue serving this audience by providing hands-on art experiences in a way that is safe and addresses community needs. With funding from IMLS, **MCD Mobile MakeArt**, the museum's new mobile craft and design studio, will distribute creative, accessible art kits containing high quality supplies and multi-lingual instructions for families and individuals to create within the safety of their own homes. During a one year grant term, MCD will offer at-home art kits broadly at community locations across the Bay Area, putting the means to create into the hands of over 9,000 people of all ages, with an emphasis on disadvantaged children and families in communities acutely affected by COVID-19. Through MCD Mobile MakeArt, the museum will continue the long-standing partnerships of its MCD Community and Library MakeArt programs, as well as leverage these key relationships to secure new partners and expand distribution sites. MCD Mobile MakeArt Kits will be created in collaboration with local, BIPOC artists, ensuring MakeArt Kits are reflective of the underserved communities touched by this grant project, while at the same time providing employment and exposure opportunities for BIPOC artists, another key piece of the museum's vision, strategic goals, and new Social Justice Blueprint. [See *Strategic Goal Alignment* below.]

Need: Creativity is an essential component of health and well-being. Ample research supports the vital impact that participation in the arts has on people of all ages. For children, early and ongoing exposure to the arts can lead to improved academics and skills that are important to instill in the leaders of tomorrow – persistence, collaboration, creative thinking, motivation, problem solving, and confidence (Kisida & Bowen, 2019; Catterall, Hampden-Thompson, & Dumais, 2012). For adults, participation in the arts can lead to increases in self-esteem, psychological health, and social engagement (Moss et al., 2016). The NEA's recent report on its 2017 Survey of Public Participation in the Arts (Carter, 2019) identifies the motivating factors behind arts participation, which reinforces how vital these experiences are: participation in the arts overwhelmingly satisfies a desire to feel creative, connect with others, and learn or experience something new.

The COVID-19 pandemic has completely disrupted normal life. Along with heightened anxiety, social distancing leaves many feeling isolated and cut off from the ways they usually cope with stress, learn new things, find enjoyment, and make meaning in life. The arts are known to combat both stress and trauma by enhancing positive emotions, building social connections, and providing nonverbal means of communication (Wolpert-Gawron, 2020). At a time when the arts could provide a balm for the soul, arts museums have been closed and, although they are beginning to re-open with reduced visitation, hands-on, free, public arts events like the type MCD regularly presented in the past are unlikely to resume for some time. Furthermore, many of the community's most vulnerable members, which includes BIPOC and low-income families, have seen the most devastating impacts in terms of their physical, emotional, and financial health. These families, burdened by higher rates of infection and economic instability, experience an outsized impact on their well-being (Terada, 2020). MCD recognizes they may benefit greatly from creative art experiences, but likely lack access to the materials and guidance to do so at home. Children, for whom school-based art experiences were already on the decline (Engebretsen, 2013), face great disparities in their distance education due to the "digital divide" and

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ever widening achievement gap (Walravens, 2020; Givens, 2020), including an across-the-board decline in access to creative arts experiences. Beyond the known cognitive benefits and development of skills, the social-emotional impacts of art-making, such as increased confidence and a healthy way to express emotions, are needed now more than ever. In addition to the pandemic's impact on children and adults, COVID-19 has had a devastating impact on the arts and cultural sector, and on individual artists in particular. The Brookings Institute estimates losses of 2.7 million jobs and more than \$150 billion in sales of goods/services for creative industries nationwide, with California experiencing the most significant impact (Florida & Seman, 2020).

Solution: MCD's newly acquired van/mobile craft and design studio, MCD Mobile MakeArt, was originally conceptualized to bring the museum's MakeArt Lab directly to Bay Area neighborhoods through interactive art-making pop-up events. Initially anticipated to launch in the summer of 2020 before the pandemic caused the cancelation of such events, staff realized that MCD Mobile MakeArt could still be utilized to safely provide art supplies to those in need, offering a unique and important contribution in the community. In fact, the program was recently recognized among 700 submissions to a global COVID-19 business pivot challenge as an industry example in the arts. [See Supportingdoc2.] In conversation with staff over the past eight months, community partners, including libraries and community-based organizations, have expressed a need for art experiences among their audiences. In May 2020, at the request of one of the museum's key and long-time community partners the Bayview Opera House (BVOH: a nonprofit providing arts engagement opportunities for a historically low-income, African American community with a long history of disinvestment), MCD launched a pilot program of the new MCD Mobile MakeArt model, distributing free, high-quality, multilingual MakeArt Kits to families with economic, housing, and accessibility challenges. Through a collaboration with BVOH, a local food bank, and other community organizations, MCD distributed 2,300 kits to 5,700 participants at the weekly NOW Hunters Point Food Giveaway events. [See Supportingdoc3 for photos and an event summary.]

BVOH's Program Director, Allegra Madsen, remarked: *"[At the start of the pandemic] the Opera House immediately began to identify ways to ensure that the community, particularly youth, had access to basic needs including the need for creative expression. MCD's MakeArt Kits were an important component of our weekly food distribution bringing elements of fun to youth cut off from other social outlets. Importantly, offering the MakeArt Kits with the food distribution outlined how vital creative expression is for our community. Moving forward, MCD's MakeArt Kits and their distribution directly in the community is an innovative and effective way of reaffirming the power of imagination and creativity even in extreme circumstances."* Obie Hamrick, Lead Program Designer/Manager at Envelope A+D, shared *"[MCD's] work and support has allowed our Food Giveaways events to better cater to families with children, and has imbued them with a sense of joy that is not often found at food pantries."* [See Supportingdoc4 for the full partner statements.]

Target Audience: MCD Mobile MakeArt will support three target audiences: 1) multigenerational Bay Area residents of diverse backgrounds and income levels; 2) community-focused organizations; and 3) visual artists. This program will employ local, BIPOC artists to collaborate on the creation of hands-on craft and design take-home MakeArt Kits, which the museum will distribute safely, broadly, and for free at neighborhood locations in partnership with community partners. It is an important element of this project that MCD will work with local artists from the communities that MakeArt Kits will serve. In this way, participants will be given the opportunity to identify with the artist and the content they help create, which will ensure the kits are culturally relevant. Outcomes of this project include: 1) provide a multigenerational audience of approximately 9,000 people with experiences that will help them create, connect, find inspiration, learn about art, craft, and design, and reap the social-emotional benefits of being creative and doing something with your hands at a time when they are most needed; 2) enhance the offerings of community-focused organizations at no cost to them; and 3) financially support artists and provide them opportunities for exposure. [See more on learning outcomes, developed through outcomes-based planning and evaluation, under *Project Results.*]

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Support from IMLS is needed so that the museum can re-engage with its outreach audience via this new, adapted approach. Time and resources are required to design eight new MakeArt Kits, at least four in partnership with local artists, during the grant term. As well, in order to provide participants with a museum-quality experience in the safety of their homes, supply costs are much higher than previous events, as materials can no longer be shared and re-used. A \$25,000 grant from IMLS will support the purchase of high-quality supplies, contracted translation services, promotion and marketing of distribution events, costs associated with the MCD Mobile MakeArt van, and fees for Artists Collaborators. MCD will provide a 1:1 match of these costs in the staffing required to accomplish the grant activities and measurable outcomes outlined below. Several tangible products will result from this grant project, as detailed in *Projects Results*.

Strategic Goal Alignment: In alignment with the Inspire! Grant initiative and IMLS's strategic goals for *Lifelong Learning*, MCD Mobile MakeArt will bring rich learning experiences to families and individuals with diverse backgrounds and needs, in their own communities, through creative partnerships with community-based organizations. This program also advances several of MCD's strategic pillars, as outlined in its current strategic plan, currently being finalized with in-kind support from Harvard Business School Community Partners: *Strategic Pillar #3: Continue Innovation in Exhibitions and Experience*, specifically addressing *Goal #3 to effectively evaluate programs*; *Strategic Pillar #4: Grow National, Regional and Local Awareness, and Engagement*, specifically addressing *Goal #2 to expand and strengthen collaborative partnerships*; *Strategic Pillar #5: Expand Physical Space to Enhance Visitor Experience*, specifically addressing *Goal #3: to launch MCD Mobile MakeArt*. Additionally, employing/promoting the work of BIPOC artists advances MCD's commitment to social justice and racial equity in the arts, as detailed in MCD's new Social Justice Blueprint.

PROJECT WORK PLAN • To this grant project, MCD's project staff will bring a proven track record of successful community engagement and event planning, effective partnerships with over 40 community organizations, collaboration with artists, and a distinctive approach to program design and curriculum.

Project Staff: This project will be led by S. Charlotte Jones, MCD's Education Director, who has worked at the museum since 2015. At MCD, Jones is responsible for department management, development of public and private programs, and fostering collaborations with local artists and community partners. Jones holds an MA/MBA in Museum Education and Business Administration and is a creative programming consultant across non-profit and private industries, a frequent contributor to museum conferences, and a co-author on academic papers focused on re-designing creative virtual programming. Harry Galiano is MCD's newly hired Education Coordinator. Galiano is responsible for MCD@Home program development and implementation, coordinating volunteer shifts and training, preparing and distributing MakeArt Kits, and planning and leading public tours and community outreach programs. He holds a B.A. in Fine Arts, Architectural Design and Art History. Supporting Ms. Jones and Mr. Galiano in designing MakeArt Kit content, assembling kits, and staffing events will be Carrie Conover, Educator, who has worked in this role since 2018. Conover is currently a doctoral candidate in Education focusing on curriculum and instructional design. Sarah Beth Rosales, MCD's Marketing and Communications Director since 2016, will be responsible for all promotion and marketing of MakeArt Kit Distribution events via social media, radio, and the museum's website and newsletter, in addition to managing the online MCD@Home project gallery. Rosales holds an M.A. in Public Art Studies.

Education Methodology: MCD's approach to program design for informal learning experiences utilizes best practices in the field of art engagement to craft unique, scalable (for a multigenerational audience), tailored, and effective experiences, drawing from Falk's five museum visitor identities (Falk, 2009) and the six components of perceived motivation/satisfaction (Beard & Ragheb, 1980). Creative experiences focus primarily on the participant first, and the subject matter second, with the interaction and connection between the two being the central goal. Experiences are also influenced by 'design thinking' curriculum that deepens participant

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connection by challenging one's own assumptions, deconstructing processes, and redefining problems for multiple outcomes/interpretations. [See Supportingdoc5 for program background/development framework.]

Project Activities & Partners: Beginning in September 2021, MCD staff will begin to identify, nurture, and formalize partnerships with community organizations, schools, and library branches to schedule MCD Mobile MakeArt Kit distribution events. New distribution sites will be added as partnerships are formalized, with distribution events estimated to begin in October 2021. Partnership building will be on-going. Continued partnerships include: the Bayview Opera House, Liveable City, San Francisco Public Library Main Branch as well as branches in Potrero Hill, Visitacion Valley, Mission Bay, Glen Park, Excelsior and Bayview, Larkin Street Youth Services, McEvoy Foundation for the Arts, SCRAP SF, NOW Hunters Point, Pier 70, Pier 39, CuriOdyssey, and the Academy of Sciences. Potential partners with whom MCD is already in conversation include Lava Mae, the San Francisco Civic Center, SF Etsy, SF Marin Food Bank, San Francisco Department of Youth and Children's Services, SFUSD, and Code Tenderloin. [See Supportingdoc6 for a list of partners and relevant neighborhood demographics, and Supportingdoc7 for a letter of support.]

Also beginning in September 2021 will be the development of at least eight new MCD Mobile MakeArt Kits. MCD will hire local BIPOC artists to serve as Artist Collaborators in the development of at least four new kits and related online content. MCD and Artist Collaborators will create the kit contents and MCD will purchase supplies, procure translation services in Mandarin, Spanish, and Arabic, print multilingual instruction cards, and assemble kits. MakeArt Kits will highlight craft and design concepts and techniques and current and past museum exhibitions which, beginning in 2020, are accessible permanently on the museum's website via 360 degree virtual gallery tours. By linking MakeArt Kits to exhibitions viewable on the museum's website, participants are provided an additional access point to engage with the material and with MCD.

MakeArt Kits will contain professional, basic, and unexpected art tools and supplies, as well as fun, open-ended and creative prompts highlighting different media and techniques. MakeArt Kit may contain safety scissors, glue, markers, colored pencils, an array of colorful craft and art supplies, and unconventional materials such as recyclables. Each kit is designed to be open-ended so that participants are encouraged to think differently about the materials and about art in general, and scalable for a multigenerational audience so that if a piece of a kit must be removed for safety (for a younger audience), the kit is still relevant and functional for the participant. [See Supportingdoc8 for an example of a "Design Challenge" MakeArt Kit.] The content created for these kits will also be utilized to create virtual content for MCD's new online [MCD@Home Project Gallery](#). Additional content created in cooperation with Artists Collaborators, including activities, artist interviews, and process videos, will remain permanently accessible in this online gallery and will serve an additional estimated 8,000+* virtual visitors each month. (*Based on the latest monthly virtual engagement totals, 10/20.) [See Supportingdoc9 for an example of an MCD@Home project based on the "Design Challenge" MakeArt Kit.]

MCD will schedule approximately 24 distribution events during the grant term, about two each month. MCD anticipates distributing an average of 150 MakeArt kits per event, for a total of 300 kits per month serving an estimated 750 people. Over the grant term, MCD anticipates serving 9,000 individuals and giving away 3,600 kits total. Marketing and promotion will be ongoing and will occur in advance of events through radio ads, social media posts, and the museum's website and newsletter, as well as through partner networks.

Risks: The biggest risk to museum community engagement currently is the risk of contracting and/or unknowingly spreading COVID-19. It is for this reason that MCD is adapting its prior off-site, community engagement model to the MCD Mobile MakeArt Kit distribution model. For safe distribution, the museum has developed health and safety guidelines for assembling kits and interacting with the public at distribution events, in accordance with strict city, state, and CDC guidelines. All staff and volunteers are and will be trained in the museum's health and safety protocols and will complete a health screening prior to each event, wear masks, and

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practice appropriate social distancing during events. MCD safely distributed 50 MakeArt Kits at a recent PlayStreets event in San Francisco's low-income Tenderloin neighborhood. [See Supportingdoc10 for photos.]

Evaluation & Sharing Results: Museum education staff will track the number of kits distributed and people served through staff tallies and communication with partner organizations. MCD will employ the following methods to measure progress against the outcomes for the target audiences (participants, organizations, and artists) as outlined below in *Project Results*: For participants, each MakeArt Kit will contain a link to fill out an online survey soliciting feedback on their experience. Whenever possible staff will also collect surveys at events. A challenge with the distribution model is that MCD will not necessarily interact with the same participants over time and cannot guarantee how many will return surveys. To mitigate this challenge, MCD will work with organizational partners to identify a few families per site to interview about their experience with the program to gain anecdotal feedback (ideally MCD will interview ten families during the grant term). Communication with staff at partner organizations, both before and after kit distribution, will aid in assessing the fit and impact of MakeArt Kits on their audiences and their work, as well as any course correction required. After each event, MCD staff will send an online event survey to partners and on a quarterly basis, MCD staff will survey partners and collect anecdotal feedback. MCD will also survey Artist Collaborators at the close of each collaboration. At the end of the grant term in August 2022, summative evaluation data will be compiled to share with IMLS and other stakeholders. Results will be presented at conferences such as the CAM and AAM.

PROJECT RESULTS • MCD Mobile MakeArt Kit Distribution will address the following goals/measurable outcomes during a one-year grant term, as determined through outcomes-based planning and evaluation:

Goal 1: Continue to provide hands-on art experiences in communities throughout the Bay Area, with an emphasis on historically marginalized communities acutely affected by COVID-19. Estimate serving 9,000 with ~30% coming from low-income neighborhoods. -- **Outcome 1:** A majority (75%) of the multigenerational, diverse audience served (plus a representative sample) believes MakeArt Kits helped them feel creative, connect with others, and/or learn about craft and design.

Goal 2: Support the work of ~20 community-focused organizations. -- **Outcome 2:** A majority (75%) of partner organizations believe MakeArts Kits are beneficial for their audience.

Goal 3: Provide employment and exposure for four (at a minimum), local BIPOC artists and designers serving as Artist Collaborators. -- **Outcome 3:** A majority (75%) of Artist Collaborators view their experience with MCD as providing a platform for exposure and/or networking. [See measurable outcomes in Supportingdoc11.]

Sustainability and Tangible Results: A generous grant of \$25,000 from IMLS for the MCD Mobile MakeArt Kit Distribution grant project would support increased costs necessary to adapt MCD's prior successful programming in the era of COVID-19, serving as a significant investment in the museum's education efforts. MCD will provide a 1:1 match by devoting the staff time required for the success of this project, supported by sustaining funders of the overall MakeArt Program, for a total project budget of \$50,000. MakeArt is annually supported by the Windgate Foundation, the John and Robyn Horn Foundation, The Bernard Osher Foundation, the Wilson Sonsini Goodrich & Rosati Foundation, San Francisco Grants for the Arts, and numerous individual donors. This grant would enable the development of tangible products and educational tools that will serve the museum far into the future: a new, adapted approach to community engagement with a measurable impact, and curriculum for new activities that will not only be utilized with the target audience, both during the grant term and into the future, but will also become a permanent addition to the museum's online gallery of 60+ projects, [MCD@Home](#) (est. March 2020), currently accessed by as many as 8,000 (and growing) each month via the museum's website, social media, and email newsletter. Ultimately, IMLS support will increase the sustainability and capacity of the MCD Mobile MakeArt Program to support the livelihoods of BIPOC artists, advance the work of community organizations, and bring creativity into the lives of an estimated 9,000 Bay Area residents from all ages and diverse backgrounds.

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	Sept '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	June '22	July '22	Aug '23
Partnership planning meetings	Red			Red			Red			Red		
Artist Collaborator planning meetings	Magenta			Magenta			Magenta			Magenta		
Development of instructions (Artist Collaborator kits)		Orange			Orange			Orange			Orange	
Purchase of supplies (Artist Collaborator kits)		Yellow-Orange			Yellow-Orange			Yellow-Orange			Yellow-Orange	
Translation of Instructions (Artist Collaborator kits)		Red			Red			Red			Red	
Photography of sample projects (Artist Collaborator kits)			Yellow			Yellow			Yellow			Yellow
Development of instructions (MCD produced kits)	Light Green			Light Green			Light Green			Light Green		
Purchase of supplies (MCD produced kits)	Green			Green			Green			Green		
Translation of Instructions (MCD produced kits)	Dark Green			Dark Green			Dark Green			Dark Green		
Photography of sample projects (MCD produced kits)		Light Blue			Light Blue			Light Blue			Light Blue	
Packing and preparation of kits for distribution (Artist Collaborator kits, MCD produced kits)	Light Blue											
Marketing and PR for program	Dark Blue											
Artist Collaborator kits distribution			Dark Blue			Dark Blue			Dark Blue			Dark Blue
MCD produced kits distribution	Light Purple											
User evaluation	Blue											
Artist evaluation			Purple			Purple			Purple			Purple
Partnership evaluation			Purple			Purple			Purple			Purple

MakeArt Kits featuring special projects by Artist Collaborators will be created and distributed at least four times per year/quarterly.

Design Challenge MakeArt Kits will be distributed monthly.

User evaluation will be ongoing, through the use of surveys at each distribution, with more in-depth evaluations occurring with specific sites throughout the year.