



Museums for America

Sample Application MA-253380-OMS-23
Project Category: Community Engagement

Parrish Art Museum

Amount awarded by IMLS:	\$198,616
Amount of cost share:	\$200,975

The Parrish Art Museum will evaluate, improve, and expand an existing gallery experience and art-making program that serves individuals with special needs, including cognitive diverse individuals with intellectual and developmental disabilities, individuals on the autism spectrum, people with physical disabilities, and people who have experienced severe trauma. The museum will work with an external evaluator to develop an evaluation plan as well as a community advisory panel with members from the program's target audiences and partnering human service agencies to guide the project. Program evaluation will support the development and expansion of future community-informed museum programming to serve a wider audience and will leverage lessons learned to improve the museum's overall service to special audiences in all of its programs.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Performance Measurement Plan

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

I. PROJECT JUSTIFICATION

The Need: The visual arts hold special importance to cognitive diverse individuals with intellectual and developmental disabilities or special needs. By engaging with and creating art, people can use their talents and abilities to explore and express themselves, connect and share. Producing something tangible increases self-efficacy and self-determination. When done in an inclusive setting it can help people develop social skills and feel more connected to their communities.¹ After bringing a group of individuals with special needs to the Parrish Art Museum for a guided gallery visit and art making experience, the former CEO of Long Island NY's Alzheimer's Disease Resource Center, shared:

"What we see is people coming alive. It gives them a sense of purpose. It brings back some of the functioning in the brain that was lost because of isolation."

Compared to their peers without disabilities, however, individuals with intellectual and developmental disabilities have not experienced equal access to visual arts programs.¹ Until 2016 there was no formal program in Eastern Long Island (despite a population of more than 1 million) to introduce individuals with special needs to the arts in a museum setting.

Despite the scarcity of arts programming for individuals with disabilities, there is a great need. According to the 2020 NY State Disability Report Brief, 23% of the population had some type of physical, intellectual, or mental condition that resulted in disability. For individuals over age 65, this increases to 41%. Across the state 9% of adults have a cognitive disability. In Suffolk County, which includes Eastern Long Island, public school district data collected through 2020 indicates that 18% of kindergarten through 12th graders had some form of disability.

Work to Date: Like the IMLS, the Parrish Art Museum (Parrish) is committed to equity and making arts and culture accessible to the widest audience—including individuals with disabilities, limited functional literacy, and difficulty using a traditional museum. In 2016, the Parrish collaborated with Long Island's Alzheimer's Disease Resource Center and the South Hampton School's Life Skills Program to develop a pilot program for intellectually and developmentally challenged individuals to receive guided visits to the museum followed by art making in the museum's studio. The project helped participants overcome physical and psychological obstacles that have traditionally prevented museum access.

The pilot program was co-developed by a community panel made up of Parrish educators and staff at our partner organizations. The program soon expanded to new partners like the Center for Parkinson's Disease. The praise below from their administrator is typical of the uniformly positive feedback the Parrish has received for such work to date:

"Since its inception, 'Paint at the Parrish' has been a pivotal program offered through the Center for Parkinson's Disease. It provides access to the Parrish – a foundation institution in our community. It does so in a way that is safe and welcoming to a unique population. The program has created an access point (to arts and culture) for individuals living with Parkinson's and their care partners who are unable to engage in other community-based programming. It has truly created a supportive, educational and creative environment that allows participants to enjoy the museum, engage in intellectual exploration and forge important friendships and social support systems."

Out of this formative work grew a barrier-breaking cultural engagement initiative now called *Access Parrish*. The program empowers people through experiential learning opportunities that make the Parrish accessible to our region's most underserved, under-invited, vulnerable, marginalized and isolated populations. It has reached more than 500 individuals to date. It has expanded over time to include partnerships with incarcerated women and victims of domestic violence—both highly overlooked populations. The Parrish was recognized for programs like *Access Parrish* when it received a NY State Art Teachers Association Special Institution Award in 2020. The Parrish was 1 of 4 organizations recognized that year for having the greatest positive impact on arts education in NY. (See "Supportingdoc2" for a photo essay on *Access Parrish* and an article about the program from the American Parkinson Disease Association Newsletter)

¹ Access to the Visual Arts, History and Programming for People with Disabilities." Finley, Vanderbilt Kennedy Center for Excellence in Developmental Disabilities, 2013.

Advancing IMLS and Museum for America Goals: Despite the success of *Access Parrish* thus far, there is much work left to do. To date the museum has not conducted any formal evaluation of the program. At the same time, the Parrish has not offered the program directly to the general public. Program participants currently come almost exclusively from our partner organizations. As the Parrish continues to emerge successfully from 3 years of pandemic-based disruptions, the timing is right to turbocharge *Access Parrish* and serve a broader audience.

The Parrish Art Museum respectfully requests a \$198,615.73 Museums for America grant to evaluate, improve, and expand *Access Parrish*. Specifically, the museum will:

- Conduct extensive evaluation of community stakeholders and use this data to make program improvements,
- Market the program to and serve a wider audience, and
- Leverage lessons learned through evaluation to improve the Parrish's overall service to special audiences in all of its programs, as well as serve as a model for other museums.

The proposed project aligns with IMLS's Community Engagement goal to maximize the use of museum resources to address community needs through partnerships and collaborations. Specifically, the project addresses objectives to 1) support audience research, evaluation, and outreach; and 2) support community driven exhibitions and programs.

Access Parrish builds off successful long-term models of museum programs for audiences with disabilities. Most notably *Access Parrish* is influenced by *Meet Me at MoMA*, the Museum of Modern Art's program for individuals affected by dementia. This program has been studied by New York University Center for Brain Aging and Dementia and by Audience Focus, Inc. (now the Parrish's evaluation partner). They found multiple program benefits including improved community and family engagement, learning, and mood.² Unique to *Access Parrish* is an additional focus on serving populations that have experienced extreme trauma, including incarcerated women, and victims of domestic abuse.

Target Group & Beneficiaries: The target group of our project is individuals of all ages from Eastern Long Island affected by a disability (as well as other significant barriers to museum access). **Overall, an expected 535 individuals (ranging in age from 12 to 100+ years old) from this target group are expected to benefit from the project at no-cost to them.** These individuals' participation will be a result of 3 potential access points:

- **325 individuals** will be identified by the Parrish's current community partner organizations (described on page 4). Based on current partners, this will include individuals affected by Alzheimer's disease, dementia, Parkinson's disease, Autism, intellectual and developmental disabilities, and severe physical disabilities, as well as women impacted by the criminal justice system (and their children and families).
- **90 individuals** will come from new community partners identified over the project period, including organizations that provide trauma focused care.
- **120 individuals** will come from the general public. For the first time in the history of *Access Parrish*, the program will be advertised to participants outside of those already served by partner organizations.

Historically, *Access Parrish* participants take part in multiple workshops (10 on average). As such, **we expect the Parrish to have 5,350 discrete touchpoints with the target group served during the IMLS funded project period.** Individuals from the program's target audience have been involved in the planning of *Access Parrish* through 1) direct feedback they provide to Parrish staff, and 2) through feedback received from staff at partner organizations. Through the proposed project, **the Parrish will more directly involve the target audience in the planning of *Access Parrish* by:**

- Conducting the first formal evaluation of the target group and their family and caregivers.
- Modifying the program based on the target group's feedback and evaluation data.

² MoMA's Alzheimer's Project was a special initiative that took place from 2007 to 2014. MoMA staff expanded on the success of the Museum's existing education programs for individuals with Alzheimer's disease and their care partners through the development of training resources intended for use by arts and health professionals on how to make art accessible to people with dementia using MoMA's teaching methodologies and approach. MoMa staff continue to be leaders in the field for serving people with special needs.

- Reinstating a community panel, which was critical in the first 2 years of the project. Responsible for program design and feedback on evaluation methods, the panel will comprise individuals from the target audience (and their caregivers and families), staff from partner organizations, outside evaluators, and Parrish staff.

Secondary beneficiaries of the project will include:

- Partner organizations that gain tools for implementing their own artmaking programs and evaluating them,
- Caregivers and family members of the target group served,
- Staff at the Parrish (including those not directly associated with *Access Parrish* such as Visitor Services and Security staff) who will gain new tools for working with audiences who have disabilities through training received from partner organizations, as well as lessons learned through evaluation of *Access Parrish*.
- Staff at other museums who will benefit from an *Access Parrish* case study and evaluation tools developed with the Parrish’s evaluation partner, Audience Focus.

Strategic Plan Advancement: The Parrish is committed to providing access to arts and culture for people with disabilities and facing other barriers to fulfilling museum experiences. The primary goal of the museum’s current strategic plan (*Parrish 2026*) is to “build on new and existing community partnerships to design and implement programs that encourage an atmosphere of diversity, equity, inclusion, and access (DEIA).” The museum will revisit its current plan in 2023 under the aegis of new museum director Dr. Monica Ramirez Montagut who joined the Parrish in July 2022. Monica’s 20-year museum career (see attached resume) has been dedicated to deepening museum programs through a more diverse lens and leveraging the arts to serve communities through exhibitions that engage social justice agendas.

Monica’s focus on bringing more accessible and socially relevant exhibitions to the Parrish will benefit *Access Parrish*, of which roughly half of the participant experience occurs in museum galleries. Moving forward the museum will interweave a specific DEIA driven theme each year into its special exhibitions. 2023 will focus on ableism—discrimination towards non “able” bodied individuals. The show, *Kahlo: An Expanded Body*, for example, will explore how—from a hospital bed—Frida Kahlo revolutionized art of the 20th century. (See "Strategicplan" attachment for more information about future years.)

II. PROJECT WORK PLAN

Specific Activities and Sequence: *Access Parrish* will occur between September 1, 2023, and August 31, 2026; activities will include program development, implementation, evaluation, and marketing. Prior to September 2023, the Parrish will organize a community advisory panel, begin to identify programs and supports for year 1 project partners, begin evaluation planning, and prep for a fall 2023 marketing campaign around *Access Parrish*.

Program Development and Implementation: The core activity implemented with our target group will be workshop sessions, which include observation and discussion of artworks in museum galleries followed by hands-on artmaking in the museum’s art studio. Gallery discussions will use inquiry-based models of engagement, incorporate visual prompts and allow participants to touch special objects brought in for workshop use. They will be structured to help participants connect works of art to their lives and experiences. Following each gallery discussion, artmaking sessions will be offered in a variety of media including drawing, collage, painting, printmaking, and sculpture. Artmaking highlights include exploring abstraction, creating landscapes, and working with Parrish artists-in-residence such as Lonnie Holley, whose artworks have been shown at the White House and are held by the Smithsonian American Art Museum.

***Access Parrish* programs will be provided at no cost to project participants, as they have been since their inception due to donor support.** All activities will occur onsite at the Parrish, except for workshops held at the Suffolk County Correctional Facility for currently incarcerated women. These programs rely on facsimiles of artworks on display at the Parrish and artmaking led by Parrish teaching artists.

Access Parrish workshops will continue to take place regularly throughout each year of the project period, with in-Museum programs occurring six to eight times per month, primarily on Thursdays, Fridays, and Saturdays from September through June, plus community engagement events occurring periodically.

During all 3 years of the grant period, the museum will provide *Access Parrish* programs to its six current partner organizations. Below are brief descriptions of these partners along with descriptions of planned activities with each: **(See "Supportingdoc1" for support letters from community partners who implement the program with Parrish staff)**

- *Alzheimer's Disease Resource Center, Inc. (ADRC)* has been an *Access Parrish* partner since 2016. It is the only Long Island-based organization dedicated to local individuals suffering from Alzheimer's disease and dementia. *ADRC* and the Parrish will co-present monthly programs that include gallery discussions, artmaking, and lunch for up to 24 participants. Ten workshops will be held each year, plus 2 community engagement events featuring live music.
- *Center for Parkinson's Disease at Stony Brook Southampton Hospital* has been an *Access Parrish* partner since 2017. It is a community-based wellness program that provides cultural and fitness programming to enrich the lives of individuals living with Parkinson's. The Center and the Parrish will co-present a series of monthly programs that include gallery discussions and workshops for up to 12 participants. Ten workshops will be held each year along with a year-end Winter Social and a film program for all the Center's clients and their families.
- *Flying Point Foundation for Autism* has been an *Access Parrish* partner since 2018. It is dedicated to expanding opportunities for children and adults with Autism and their families. The Parrish will participate with *Flying Point's* respite and summer camp programs, which provide activities for individuals with Autism and their families during out of school time. Programs will include quarterly tours and workshops at the Museum and a six-day art program for *Flying Point's* summer camp, which will serve up to 30 individuals.
- *East End Disability Associates (EEDA)* has been an *Access Parrish* partner since 2018. It is a non-profit human service agency that provides support, services, and activities to people with intellectual and developmental disabilities. The Parrish will co-present 2 workshops each month as part of *EEDA's* arts and culture programming for up to 8 participants per session. A culminating art and theater event for *EEDA* families will held at the Parrish annually.
- *New Hour for Women-LI* and *Suffolk County Corrections* have been an *Access Parrish* partner since 2019. They work together to provide support for women impacted by the criminal justice system, their children and families, to promote successful re-entry and lasting reintegration through parenting skills, work skills, and wellness programs during and after incarceration. The Parrish began to partner with *New Hour* in 2019 to present weekly Art and Wellness workshops at the Suffolk County Jail. Forty workshops will be provided culminating in a family festival held each September at the Museum.
- *Southampton, Hampton Bays, and East Hampton Schools Life Skills Programs* have been *Access Parrish* partners since 2016, 2017, and 2022 respectively. These programs provide services to students up to age 21 who are transitioning from the public-school setting to work or community programs. Programs serving all schools will involve monthly sessions for each class. Breakfast receptions and family tours will be held in June 2024, 2025, and 2026 at the culmination of each school year.

In addition to these partners, the Parrish plans to add 5 new partners over the project period. Additional partners will likely include The Retreat (a domestic violence shelter) and Independent Group Home Living Program (a group home for individuals with intellectual and developmental disabilities). Both organizations have been previous *Access Parrish* partners that had to temporarily halt their participation during the COVID-19 pandemic. New partners will likely include other assisted living facilities and agencies that provide support to individuals that have experienced severe trauma. These partners will likely take part in programs at frequencies similar to existing partners described above.

The Parrish will also invite individuals from the public to take part in *Access Parrish* for the first time. The Parrish will host 4 *Access Parrish* open houses annually that will include gallery experiences and artmaking workshops for individuals

with special needs. The public will also be invited to select activities with partner organizations when capacity is available to welcome additional participants.

Marketing Access Parrish: The Parrish will launch a targeted advertising campaign inviting members of the public with disabilities or other barriers to access to *Access Parrish Open Houses* and select programs currently being implemented with our program partners. A press release will kick off each year of *Access Parrish* activities in September. E-invitations will occur throughout the year concurrent with open houses and partner events along with targeted social media posts. Radio and print ads that promote awareness of *Access Parrish* will occur in November through January of each year. Past Parrish press releases have been picked up by nearly all the museum's local media outlets. They have also led to national coverage in *Wall Street Journal*, *Essence*, *ARTnews*, and more. The Parrish's eblasts, about *Access Parrish*, will be delivered to 19,000 individuals. The Parrish's social media accounts have an overall reach of 100,000+ individuals.

Evaluation: Throughout the 3-year project period, Parrish educators will work with evaluation consultants at Audience Focus to create and implement an evaluation design. This design will include traditional methods of gathering feedback from staff at the partner agencies, such as surveys and interviews, as well as customized measurement tools that are embedded in program activities. This is advantageous because *Access Parrish* target audiences may find traditional evaluation methods, such as written surveys or interviews, off-putting and inaccessible. The embedded approach will prompt learners to reflect on what they did and how they feel about their experiences. It will yield useful data while prompting feedback in enjoyable ways that strengthen participants' learning experience.

During the first year of the program, several embedded evaluation activities will be tested and analyzed at each workshop with our target audience. Prompts that change across programs will be tested as well as varying response activities at the beginning, middle, and end of each year. Where written language is a problem, museum and partner staff may record verbal responses on sticky notes to create response boards or use voting tubes/jars. These test activities will help determine which methods yield the best information given the time it takes for participants to complete and for staff to analyze the results.

At the end of year 1, Audience Focus will analyze data and work with Parrish staff to revise activities for year 2 as needed. They will develop protocols and train staff on administering 2 evaluation activities that yielded usable data on skill development and social/emotional measures. They will also conduct a training session on analyzing data. Over the course of year 2, Parrish staff (and partners) will fully administer embedded activities with coaching from Audience Focus. This model will provide valuable data on the effectiveness of the program, and by the end of year 2, will result in activities and processes to regularly collect and analyze sequential data across all Parrish programs.

At the end of year 2 Audience Focus will analyze data and work with Parrish staff to refine activities for year 3 as needed. During year 3, Parrish staff will fully administer embedded activities, collect data, and analyze results.

At the end of year 3, Parrish staff will work with Audience Focus and the community advisory panel to summarize all data collected and develop and publish a case study about lessons learned over the course of the project on best serving museum audiences with special needs. The museum will seek to present this case study at conferences of the American Alliance of Museums, Museum Association of New York, and Museum Access Consortium of New York.

Project Risks: Evaluation recommendations might require substantial changes to *Access Parrish* including curriculum, operations, and/or marketing. There is a risk that evaluation recommendations are beyond the scope of this project and budgeted resources. The Parrish has tried to mitigate this risk by designing a project with a long enough timeline to expand in scope if needed. The Parrish can use Years 2 and 3 if necessary for any additional planning and prototyping, fundraising, and realignment with institutional priorities necessary to make program improvements.

During the COVID-19 pandemic, all *Access Parrish* programs moved online or were suspended—many partners still have funding and staffing shortages. The Parrish is ready to quickly pivot to hybrid programs if necessary due to a public health crisis. Individuals served by *Access Parrish* remain among the nation's most vulnerable during a pandemic.

Overall Staff Training: *Access Parrish* aims to expand the Parrish's audience and contribute to a welcoming environment at the museum for all. To support this, audience engagement strategies employed in *Access Parrish* will also be incorporated into other program areas museum wide. Parrish security staff, for example, already have received training in better serving individuals with development and intellectual disabilities from our partners at Hamptons Bays Schools Life Skills Program. In years 2 and 3 of the project, Parrish Visitor Services and Security staff will receive (at minimum) one training session(s) on better serving individuals with special needs.

Project Team: The team described below has over 100 years of combined experience in museum education, community partnerships, curriculum development, and teaching:

- Deputy Director of Arts Education Martha Stotzky will oversee the program, develop new partnerships, set program goals, and manage evaluation efforts. She has over 30 years of experience in arts education, won Teacher of the Year awards in NY, and received NY Council for the Humanities awards for projects implemented at the Parrish.
- Museum Educators Wendy Gottlieb and Erin O'Connor will co-lead the project with Martha. Wendy was the original creator of *Access Parrish* along with the museum's previous Education Director. Wendy is a practicing artist with over 40 years of experience as an art educator and curriculum creator. Erin is an experienced educator with special education certification who has also taught at the Metropolitan Museum of Art and Walters Art Museum. Wendy and Erin will design *Access Parrish* workshops in collaboration with adjunct Teaching Artist Madolin Archer, a visual art teacher with over 30 years of experience working in public school and community settings.
- Parrish Education Program Manager Casey Kleister-Meyer will support all aspects of the program including planning, scheduling, ordering supplies, and evaluation administration.
- Parrish adjunct Teaching Artist Andrea Cote will implement *Access Parrish* activities at the Suffolk County Riverhead Correctional Facility. She and other adjunct Parrish Teaching Artists work collaboratively with Parrish staff to develop learning experiences related to their own work, often with overlays and references to artworks in the Parrish collection or currently on view.
- Parrish Communications Director Susan Galardi will lead all marketing activities. She is an award-winning marketing professional with over 30 years of experience crafting engaging communications. She will be assisted by Digital Communications Manager Alexandra Zotov, a former Arts for Humanity Fellow and recent Tufts Univ. graduate.

The proposed project equally relies on our expert consultants from Audience Focus. They will help ensure the quality of *Access Parrish* for our target audience and provide professional development to Parrish staff on articulating learning objectives, evaluation, and demonstrating the benefit of learning in museums. Their team consists of:

- Jeanine E. Ancelet who has over 15 years of experience directing evaluation projects for museums across America. She has presented and published extensively as an advocate for museum visitors and effectively communicating their needs, interests, and values. Jeanine has been the evaluator for several successful IMLS funded projects.
- Dr. Marianna Adams founded Audience Focus Inc. in 2005 to provide evaluation, interpretive planning, and professional development services for museums and cultural organizations. Prior to forming Audience Focus, Dr. Adams was a Senior Researcher at the Institute for Learning Innovation.

Resources Needed: Necessary resources to develop, implement, and improve *Access Parrish* include staff time and expertise, stipends for teaching artists, art supplies, technical equipment, transportation, and the professional services of an evaluation consultant. A small budget is allocated for print and radio advertising. The Parrish has budgeted additional staff time over previous years to account for the expected growth of the project over the project period (going from 500+ individuals served by *Access Parrish* in its first 6-years, to 500+ individuals to-be-served over 3 years).

Tracking Progress: The project director will meet with Parrish staff monthly (and semi-weekly during key phases of planning and development) to review upcoming activities, assess current work, and adjust plans as needed. The evaluation team will meet with Parrish staff quarterly to develop evaluation plans and provide training on evaluation

techniques. The Parrish will use its Altru (by Blackbaud) database to track the participation of the target group served. A tool for tracking participant outcomes will be developed with the project's evaluator. Throughout the grant period, planning sessions and check-in meetings will be held semi-monthly with a community advisory panel to discuss evaluation efforts, marketing, and program design.

III. PROJECT RESULTS

Intended Results: Three years of IMLS funded *Access Parrish* activities will yield results that address the need for better and more accessible arts and cultural experiences for individuals with disabilities and other major barriers to museum access. The intended results align with the IMLS's commitment to funding projects that both advance knowledge and understanding and directly benefit society. The project's intended results are:

- An improved and expanded *Access Parrish* that incorporates stakeholder feedback to further equity and better meet the needs of varied audiences.
- A more welcoming and accessible environment at the Parrish for people with a wide range of conditions and needs.
- A comprehensive evaluation and case study for *Access Parrish* that will 1) give the museum necessary insights into the target audiences' (and their caregiver's) needs, and 2) serve as a model for other museums.
- 535 individuals from *Access Parrish's* target audience will take part in up to 5,350 discrete *Access Parrish* programs.

Based on past *Access Parrish* feedback and results from similar programs that have been formally evaluated, we expect target group participant outcomes to include:

- Decreased stress and anxiety.
- Improved communication and social skills.
- Improved self-efficacy.
- Increased self-confidence.
- Improved mood (often due to the program being a positive distraction from clinical environments).
- Improved motor skills.
- Greater feelings of being part of a community.
- Appreciation (from care partners/family members) for a social experience for their loved one that was planned and safely managed for them (without the anxiety of doing so on their own).

The Parrish will work closely with its evaluation consultant and community panel to develop participant goals customized to the wide range of audiences served. The museum may build significantly different goals for non-disabled participants that face significant barriers to museum access (such as incarceration and domestic abuse).

Tangible Products (as a result of this project) will include an evaluation report, case study, and new evaluation tools.

Sustainability: The goals of *Access Parrish* and the proposed project to improve it are highly consistent with the Parrish's current strategic plans and aligned with the museum's highest priorities—community outreach and DEIA. The program has unanimous support from the museum's board of directors, senior leadership team, and staff. The project also has immense community support—see "Supportingdoc1." It has received funding to date from the Long Island Community Foundation, the NY State Council on the Arts, and hundreds of individual donors who have supported the program at the museum's annual *Spring Fling* fundraising event over the past 5 years.

We expect the development of an *Access Parrish* case study, along with advertising the program to the public for the first time, to help the museum garner greater financial support for the program (especially from corporate funders). At the same time, evaluation of *Access Parrish* will help the museum become more efficient in the implementation of the program and others like it—helping the Parrish make better use of its limited resources. Ultimately, we seek to endow *Access Parrish* (and other programs like it) as a top priority of the museum's long-term fundraising plans. A grant from the IMLS will provide the catalyst for this work and give the Parrish the foundation to create life-changing programs for special audiences for years to come.

Year 2						
Activity	Sept	Oct	Nov	Dec	Jan	Feb
Meetings With Community Advisory Panel	█	█	█	█	█	█
Seasonal Press Releases, Advertising, and Evites	█	█	█	█	█	█
Training for Front-of-House Staff	█	█	█	█	█	█
Monthly Workshops with Access Partners	█	█	█	█	█	█
Deploy Embedded Evaluation Activities	█	█	█	█	█	█
Annual Artist in Residence Program	█	█	█	█	█	█
Community Engagement Events & Open House Events	█	█	█	█	█	█
Summary Analysis & Recommendations	█	█	█	█	█	█
Refinement of Program Activities	█	█	█	█	█	█

Applicant Name: Parrish Art Museum

Project Title: Access Parrish

Performance Measures <i>Learning in the Visual Arts</i> <i>Social and Emotional Benefits</i> <i>Public Awareness</i>	Data We Will Collect (e.g., counts, costs, weights, volumes, temperatures, percentages, hours, observations, opinions, feelings)	Source of Our Data (e.g., members of the target group, project staff, stakeholders, internal/ external documents, recording devices, databases)	Method We Will Use (e.g., survey, questionnaire, interview, focus group, informal discussion, observation, assessment, document analysis)	Schedule (e.g., daily, weekly, monthly, quarterly, annually, beginning/end)
Effectiveness: The extent to which activities contribute to achieving the intended results	<p><i>During every session, Project and Partner Staff will review participants level of engagement, and artistic products, and will assess knowledge gained and skills acquired through analysis of embedded evaluation tools. Results will be used to refine lessons each month. Cumulative data will be analyzed on seasonal basis by Evaluation Consultants and the Community Advisory Panel.</i></p> <p><i>Twice per year, Project and Partner Staff will review marketing efforts, including press coverage and public attendance. Progress and necessary adjustments will be monitored by Museum operational and marketing staff and reviewed with the Community Advisory Panel.</i></p>			
Efficiency: How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group	<p><i>Each month, Project Director and Staff will monitor expenditures for artist stipends and project supplies and will cross reference these with participation counts through the analysis of budget tracking and forecasting reports alongside attendance trends. Progress and necessary adjustments will be monitored by Museum operational staff including Deputy Director and CFO.</i></p>			
Quality: How well the activities meet the requirements and expectations of the target group	<p><i>During years 1 & 2, Evaluation Consultants and Project Staff will analyze embedded evaluation tools (response boards, voting tubes/jars). At the end of each project year, the Consultants will present results and recommend refinements to the evaluation tools and processes to the Community Advisory Panel. Progress and necessary adjustments will be monitored by the Project Director and Museum Director; program activities will be refined based upon feedback.</i></p> <p><i>During the final year, Evaluation consultants will recommend summative evaluation measures including surveys, interviews, and focus groups; results reviewed with Project and Partner Staff and the Community Advisory Panel and will be synthesized and disseminated through a Project Report.</i></p>			
Timeliness: The extent to which each task/activity is completed within the proposed timeframe	<p><i>Each quarter, the Project Director will review the internal work plan and calendar with Project Staff to compare the Schedule of Completion with actual program dates.</i></p>			