



Inspire! Grants for Small Museums

Sample Application IGSM-253544-OMS-23
Project Category: Lifelong Learning

Museum of Craft and Design

Amount awarded by IMLS: \$50,000
Amount of cost share: \$160,450

Building upon a previous IMLS project, the Museum of Craft and Design will expand the Mobile MakeArt project to create and distribute free, multilingual instructional art kits to over 8,000 people in the Bay Area.

Additionally, the museum will consult with local disability organizations and develop an Accessibility Roadmap and exhibition-related Audio and Touch Tours to be experienced inside the museum, online, and at partner sites, including public schools, libraries, and parks. Evaluation by Mobile MakeArt participants as well as input sought from specific disability agency partners will inform course correction during the development and implementation of the accessibility initiatives. Museum staff will survey participants and partners, and gather feedback from disability advocacy groups to assess the efficacy of these newly developed tools. These hands-on art experiences will encourage creativity, connection, and knowledge of craft and design, as well as engage underserved communities, such as people with disabilities, low-income children and families, the unhoused, and BIPOC communities.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Digital Product Plan
- 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.

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PROJECT JUSTIFICATION • The Museum of Craft and Design (MCD) is applying for an Inspire! Grant in support of *IMLS Goal 1, Lifelong Learning* for expansion of the Mobile MakeArt program and the development of increased accessibility measures. This project, “**MakeArt Accessible**,” will further engage traditionally underserved communities including low-income children and families, BIPOC communities, and those with disabilities. Specifically, this grant project will support Objective 1.1: to support public programs, Objective 1.2: to support exhibitions, interpretation, and digital media, and Objective 1.3: supporting in-school and out-of-school programs. A collaboration between Exhibition and Education departments, **MakeArt Accessible** will also strengthen the connective tissue between these departments and their related programs and provide accessibility training for all staff, advancing overall organization capacity.

Background: In May 2020 the museum piloted MCD Mobile MakeArt, providing free, high-quality, multilingual MakeArt Kits at a food bank pick up event to children and families in San Francisco’s Bayview-Hunters Point neighborhood, a low-income, predominantly BIPOC community where some of the more severe health, financial, and emotional impacts of the pandemic were acutely felt. Through partnerships with community organizations and San Francisco’s Mayor’s office, Mobile MakeArt provided 2,821 Kits containing high quality supplies and instructions for 5,812 children and their families. MakeArt Kits contain high quality professional art tools and supplies, as well as fun, open-ended, and creative projects related to the museum’s exhibitions, highlighting artists, various media, and techniques. Kits vary widely depending on the themes and media in MCD exhibitions and can contain basic items like scissors, glue, markers, paper, and colored pencils; speciality items like essential oils, needle and thread, air-dry clay, disposable cameras, textiles, gems, tumbled glass, vellum, pigments, paints and brushes; and unconventional materials such as recyclables, game pieces, maps, and vintage slides. 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 [see Supporting doc1 for MakeArt Kit examples]. MakeArt Kits provide materials for participants to express themselves creatively, build confidence, gain knowledge about artist process/technique, combat stress, enhance positive emotions, and increase social connections.

With funding from IMLS Inspire! in 2021, MCD grew this pilot into a permanent program that continues to grow in reach through added partners and distribution sites. Mobile MakeArt served 13,000 people in 2021, more than doubling its reach over 2020, through the distribution of 7,000 free, multilingual Mobile MakeArt Kits from the museum and at community locations throughout San Francisco. Mobile MakeArt leverages the relationships MCD has with community organizations as a key strategy to reaching underserved audiences. Distribution partners include San Francisco Public Library branches, Title 1 schools, and community organizations such as the International Rescue Committee (IRC) Afghan Coalition of Fremont and a weekly event at Safe Passage Park in San Francisco’s Tenderloin neighborhood. Education staff hires local artists, including those on exhibition, to co-author MakeArt Kits, focusing on BIPOC and other underserved artists as a way to both create meaningful content for the target audiences engaged through Mobile MakeArt, and to employ, promote, and support artists who are historically underserved and underrepresented in museum exhibitions and collections; last year, MCD hired 16 Artist Collaborators to co-create MakeArt Kits. MCD was honored to be named one of 30 finalists for IMLS’s 2022 National Medal for Museum and Library Service for a nomination which highlighted the broad reach of community impact programs initiated during the pandemic, including free virtual at-home art programming and free Mobile MakeArt Kit Distributions.

Need: MCD Mobile MakeArt continues to respond to an ongoing, persistent need for creativity, an essential component of health and well-being, as the decline of school-based art programming (Engebretsen, 2013), which has only been exacerbated by COVID-19, continues to be felt, particularly in disadvantaged communities (Terada, 2020). Ample research supports the vital impact that participation in the arts has on children: early and ongoing exposure to the arts can lead to improved academics such as literacy and other essential skills including persistence, collaboration, creative thinking, motivation, problem solving, and confidence. (Kisida & Bowen, 2019; Catterall, Hampden-Thompson, & Dumais, 2012). A three-year study at the Guggenheim, funded by the Department of Education, evaluated the impact of arts education on literacy among elementary school children and found that students in the program performed better in several categories of literacy and critical thinking skills — including extended focus, hypothesizing, and providing multiple interpretations (Guggenheim, 2006). 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 report on its 2017 Survey of Public Participation in the Arts (Carter, 2019) identifies the motivating factors behind arts participation, which reinforces how

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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 arts are also known to combat both stress and trauma by enhancing positive emotions, building social connections, and providing nonverbal means of communication.

MCD MakeArt Kits are distributed broadly from the museum and community locations throughout San Francisco (over 28,000 participants in the last twelve months), with distribution events and partnerships focusing on disadvantaged neighborhoods including Bayview-Hunters Point and the Tenderloin where median household income for participants is well below the state and city-wide averages and where there is a significant unhoused population. Growing requests from new and current community partners for Mobile MakeArt events and Kits, as well as ongoing evaluation of MCD Mobile MakeArt among partners, underscore the need to expand this program to serve more of the community. For schools like Bret Harte, a Title 1 school that does not have a visual arts teacher, working with MCD has become invaluable. *“Because we don't have a visual arts teacher at our school, it is up to classroom teachers to bring visual art to their classrooms and not all teachers have the time or skill to teach visual art in the classroom,”* shared one Bret Harte teacher. The partnership with this school has grown over the last year because the teachers repeatedly request that MCD return, and with grant support MCD has been able to meet that need, serving every child at the school. *“Students felt validated as artists,”* shared another teacher. A partner from the Bayview Opera House expressed a great need among their low-income, African American service population for access to art supplies and opportunities for family engagement. The children and youth are *“often lacking the resources”* like the basic and unexpected art materials and supplies contained in MakeArt Kits, which *“help them develop their creative expression and artistic interests.”* A partner from the IRC Afghan Coalition of Fremont shared: *“We work with a highly traumatized group of young kids who have high levels of anxiety and depression because of their migration circumstances. Art is such a powerful therapeutic tool to restore a child's sense of self confidence, inner peace, and creativity! Our program aims to support the academic, professional and socio-emotional development of refugee and asylee youth. Mobile MakeArt provides a chance for these kids to relax, have fun and connect with kids with similar backgrounds.”* For the over 200 school-age children living in the Tenderloin who are chaperoned on their way home from the Title 1 Tenderloin Community Elementary School through the Safe Passage program, seeing the MCD Mobile MakeArt van every week is *“like Christmas!”* The partner organizations and families that MCD has been serving with Mobile MakeArt Kit Distributions have come to rely on this program, and there is opportunity to continue to add partnerships and expand the number of audiences served.

About to enter its third year, MCD Mobile MakeArt is now firmly rooted in the museum's offerings and staff have well-developed, tested systems for partner collaborations, working with artists, developing, building, and distributing kits, and presenting in-person Mobile MakeArt events, which would make scaling up Kit distributions and events achievable. In addition to expanding distribution and events, in reviewing goals, community feedback, and organizational needs, staff cited another key area of opportunity for Mobile MakeArt: increasing accessibility. This goal connects to the museum's primary vision to make creativity accessible to everyone. Mobile MakeArt was created to further this vision and staff recognize the need to now broaden the inclusivity of Mobile MakeArt to those with disabilities. There is a growing acknowledgment that museums have a duty to serve people with a wide range of needs and abilities, and that simply putting up a welcome sign or making accessibility features available upon request is not enough. For people with disabilities, a visit to a museum has the potential to make them feel excluded. For instance, the traditional museum experience of objects behind glass does not offer much to a person who is blind or partially-sighted. In the United States experts estimate more than 21 million people experience vision problems, and these numbers are expected to grow (*Vision Loss: A Public Health Problem* | CDC). According to the National Institutes of Health (NIH) 48 million Americans, or 20.3 percent, have hearing loss in at least one ear (Lin, Niparko, Ferrucci, 2011). And according to the CDC, about 1 in 6 (17%) children aged 3–17 years were diagnosed with a developmental disability, including autism spectrum disorders, attention-deficit/hyperactivity disorder, blindness/vision impairment, and cerebral palsy, among others (Zablotsky, et al 2019). Creating an accessible museum experience is essential for all individuals, including people with disabilities, to enjoy and benefit from a museum visit or participation in Mobile MakeArt. In 2021, the museum began taking steps to increase accessibility in conjunction with the fashion exhibition *Mode Brut*, which celebrated historically underrepresented Bay Area artists, including developmentally disabled artists, BIPOC artists, and those who identify as LGBTQ+. The museum received training and guidance from several disability advocacy organizations to implement/test new strategies for accessibility in physical exhibition design and audience engagement, including wall text/didactics in clear language and large print and closed captioning on video. Additionally, the organization partnering on this exhibition

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– Creativity Explored – contributed At-A-Glance and Immersive Audio Tours developed by outside contractor Cheryl Green of StoryMinders, who creates content inclusive of the brain injury and disability communities [see Supporting doc2]. In 2022, a Touch Tour was piloted in collaboration with the exhibited artist during *Iris Eichenberg: When Words Fail* and utilized on-site during exhibition tours from disability groups. These experiences and subsequent visitor evaluation uncovered some areas of need to make museum visits more accessible. Furthermore, MCD recognizes that a majority of the total audience served annually is being served off-site in the community, apart from the physical experience of interacting with exhibitions on display. While MCD Mobile MakeArt projects and Kits directly relate to the artists and techniques on exhibition at the museum, exhibition and education staff have together identified an opportunity to bring more of the museum experience out into the community. **MakeArt Accessible** would provide essential guidance and evaluation from contracted disability advocates and organizations to develop and standardize, in the near-term, Audio and Touch Tours by artists on exhibition with which on- and off-site participants can touch and interact. These initiatives would deepen the engagement and learning goals of *all* participants by creating a stronger connection between exhibitions and Mobile MakeArt Kits, while specifically increasing accessibility for participants with disabilities. Consultation will also lead to the development of an Accessibility Roadmap for the museum to serve as a guide for increasing accessibility in the long-term.

In addition to Mobile MakeArt participants, this program supports artists (majority BIPOC) by hiring them to co-author MakeArt Kits, and the need for artist employment opportunities continues to be great. San Francisco has become an increasingly expensive city for artists to be able to make a living, and this has increased in the face of COVID-19. The challenge for Bay Area artists is the focus up an upcoming exhibition, *Fight and Flight: Crafting a Bay Area Life*, which will feature 22 local, historically underrepresented artists (African American, Latinx, LGBTQIA+, and AAPI artists) and will examine the repercussions of the pandemic, its effect on Bay Area artists, and will encourage critical thinking about equity and representation in the arts.

Target Audience & Beneficiaries: **MakeArt Accessible** will target two primary audiences: 1) ~38,000 multigenerational Bay Area residents of diverse backgrounds and income levels visiting the museum, participating in Mobile MakeArt, or engaging virtually with Audio Tours from the museum's exhibition webpages (~7,000 gallery visitors, ~20,000 Mobile MakeArt Participants, ~11,000 virtual exhibition visitors), and 2) ~30 individuals with disabilities from local disability agency partners who will be compensated to evaluate the effectiveness of accessibility initiatives developed under this grant project. Over the last eighteen months, Mobile MakeArt has been regularly surveying participants to gain insight into the impact and areas of improvement for Mobile MakeArt. Additionally, MCD works with between 20-30 community partners annually to distribute Kits and present events, and MCD has also been regularly surveying these partners to evaluate the impact of the program on participants, as well as to gain insight into needs. Similarly, MCD has been evaluating the impact of partnership with local artists hired to co-author MakeArt Kits and activities and requesting feedback on how the process can be improved. MCD has relationships with several local, disability advocacy organizations and will work with these groups to gain insight into the effectiveness of the tools developed under this grant project, as well as to provide feedback on a roadmap for increasing accessibility that will result from outside consultation [See Supporting doc3 for a list of partners/consultants]. Beyond these target audiences in the short-term, **MakeArt Accessible** will result in tangible tools and an Accessibility Roadmap that will benefit visitors and program participants with disabilities *and* has the potential to deepen engagement for *all* of the in-person visitors, virtual, and program participants MCD engages annually (an estimated 240,000 in 2022.)

Strategic Goal Alignment: **MakeArt Accessible** will further the museum's primary vision to make creativity accessible to everyone through increased participation and enhanced accessibility measures. This project also advances the organization's current strategic plan, including Strategic Pillar #3: *Continue Innovation in Exhibitions and Experiences to Enhance Visitorship* under Goal #2 *Continue experimentation with exhibitions, programs, and experience*, and Strategic Pillar #4 *Grow National, Regional and Local Awareness, and Engagement* under Goal #2: *Expand and strengthen collaborative partnerships*. **MakeArt Accessible** will enhance visitorship and program participation through added accessibility initiatives and, importantly, will also strengthen the connective tissue between MCD's Exhibition and Education departments. **MakeArt Accessible** will strengthen collaborative partnerships through the addition of new partners for Kit distributions and events, as well as partnerships with disability advocacy organizations to increase accessibility at the museum and off-site. This project also advances action steps in the museum's Social Justice Blueprint,

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an addendum to the Strategic Plan, which drives the museum's work in advancing equity and includes action items such as expanding on partnerships within the BIPOC and social justice communities, promoting local, BIPOC artists, and increasing honoraria based on the W.A.G.E. (Working Artists in the Greater Economy) calculator.

PROJECT WORK PLAN •

Project Activities Schedule: Beginning in September 2023, staff will begin meeting with a disability consultant to make a plan for the creation of an Accessibility Roadmap as well as to advise on the development and implementation of the first round of Mobile Touch Tours based on the 2023 *Fight & Flight* exhibition. In January and May 2024 a separate consultant will be contracted to record At-A-Glance and Immersive Audio Tours in conjunction with exhibition openings. An all-staff disability training led by the disability consultant will take place in January 2024. Quarterly check-ins with the disability consultant will be scheduled to monitor the progress of the development of the Roadmap and Audio and Touch Tours. Touch Tours will be developed in-house in conjunction with the exhibition schedule, with exhibitions launching in February and July 2024. At the same time, evaluation by participants as well as input sought from specific disability agency partners will inform course correction of Audio Guide and Touch Tour development and implementation. Drafting of the Roadmap by staff will begin in November 2023 and carry through with adjustments and refinements based on input from consultants and disability agency partners through July 2024, with adoption by staff and board in August 2024. Kit Distributions and Mobile MakeArt events will continue to be presented regularly, with partnership development, marketing/PR, Kit development in collaboration with Artist Collaborators, supply purchasing, translation of Kit instructions in Mandarin, Spanish, and Arabic, and evaluation ongoing. MCD will present approximately 10 Mobile MakeArt events/distributions per month during the grant term, ~120 total. Marketing/ promotion through social media posts, the museum's website, newsletter, and via partner networks will be ongoing.

Project Staff/Consultants/Partners: This project will be led by S. Charlotte Jones, MCD's Education Director, who has worked at the museum since 2015 and has directed the development of MCD's educational framework and MakeArt programs [see Supportingdoc4]. At MCD, Jones is responsible for department management, development of MCD's public and private programs, and fostering collaborations with local artists, institutions, and community partners. Marie Deininger, Education Coordinator, will assist Jones in Mobile MakeArt Kit development, distribution, off-site Touch Tour implementation, and evaluation of MakeArt Kits and Touch Tours among participants. She will also oversee volunteers who help package MakeArt Kits behind-the-scenes. Ariel Zaccheo, MCD's Curator, will provide key cross-departmental partnership in order to develop exhibition-related Touch Tours for use on-site and off, will oversee the creation of Audio Tours, and will lead the development of the Accessibility Roadmap. Sarah Beth Rosales, MCD's Marketing and Communications Director, will regularly promote Mobile MakeArt as well as new accessibility initiatives. Beginning in 2023, MCD will launch its new IDEA (Inclusivity, Diversity, Equity and Access) Fellowship, amplifying an underrepresented voice in the field of craft and/or design by offering a year of paid training and mentorship to professionals pursuing careers in curation and education. In 2023, the Curatorial IDEA Fellow will work alongside MCD's Curator and exhibition artists, following guidance from accessibility consultants, to develop a Touch Tour related to the *Fight & Flight* exhibition for use in the museum's galleries and in the community through Mobile MakeArt. In 2024, the Education Fellow will pick up this work and lead implementation of the accessibility prototypes, as well as evaluation and course correction based on input from participants and local disability organizations. The 2024 IDEA Education Fellow will also work with MCD's Curator and exhibited artists, following guidance from accessibility consultants, to develop additional Touch Tours based off of 2024 exhibitions and will subsequently oversee evaluation of these Tours, as well as Audio Tours developed by outside consultants in 2024. MCD will contract with Cheryl Green of StoryMinders to develop three At-a-glance and three Descriptive Audio Tours for exhibitions in 2024. MCD will also contract with Cecile Poretz, Assistant Director of Disability Access & Inclusion at University of California, San Francisco, to provide staff accessibility training and overall guidance of the development of accessibility initiatives and the Accessibility Roadmap. In addition to staff and consultants, several key organizational partnerships will contribute to the success of **MakeArt Accessible**. These include current organizational partners for Mobile MakeArt, such as Title 1 elementary school Bret Harte, Bayview Opera House, and Safe Passage Park. Ongoing partnerships with local disability focused organizations, including Blind Posse, Creativity Explored, and LightHouse for the Blind, will also be central in providing guidance and feedback on accessibility initiatives and the Accessibility Roadmap. [See full list of partners and consultants in Supportingdoc3.]

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Project Resources: Resources required for this project include MCD staff time (Curator 10%, Executive Director 3%, Project Director/Education Director 40%, Education Coordinator 75%, Marketing Director 3%) and grant funds to support: a Disability Consultant to conduct a training and advise on the development of new Accessibility Initiatives (Audio and Touch Tours) and the Accessibility Roadmap, an outside consultant to record Audio Tours, honoraria for Artist Collaborators and artists contributing Touch Tours, compensation to participants from disability agencies for feedback sessions, contracted translation services, routine costs associated with the Mobile MakeArt Van (gas/insurance), and packaging and supplies for Mobile MakeArt Kits and Touch Tours. This grant will support \$50,000 (24%) of the total project budget of \$210,450. MCD will match the remaining \$160,450 from other sources, including the participation of the new IDEA Fellows (Curatorial Fellow 30% and Education Fellow 50%; funded separately).

Risks: A common pitfall when developing initiatives for people with disabilities is to create programming without meaningful leadership and input from individuals from within those communities. Authors of the 2021 book “The Art of Access: A Practical Guide for Museum Accessibility” point out: “*Meaningful inclusion entails opportunities for members of disability communities to advise on and design accessible public programs, exhibitions, and spaces from the very beginning. People with disabilities should be the ones leading the conversation about their own interests and needs, a principle summed up in the expression “nothing about us without us.”* To mitigate this risk, **MakeArt Accessible** will leverage ongoing partnerships with disability advocacy partners for guidance, input, and course correction, as this is essential to ensure that the accessibility initiatives launched are reflective of the communities they are intended to serve.

Evaluation: For Mobile MakeArt Kits, staff will tally Kits distributed/number of participants and survey participants, agency partners, and Artist Collaborators on a quarterly basis to gain insight into changes in knowledge and attitude. For Audio and Touch Tours, the museum will also survey participants on a quarterly basis and build in regular checkpoints to get feedback from disability advocacy groups to assess the efficacy of these newly developed tools and what course correction is needed. Checkpoints with disability agencies will also inform whether or not the Accessibility Roadmap is reflective of community needs. Regular departmental and museum wide meetings will ensure grant activities are on track.

PROJECT RESULTS • Reflecting the primary vision of MCD to make creativity accessible to everyone, the goal of **MakeArt Accessible** is to expand the accessibility of MCD exhibitions and education programs for traditionally underserved communities including low-income children and families, BIPOC communities, and those with disabilities. **MakeArt Accessible** will continue the important work seeded by the 2021 Inspire! grant, increasing Mobile MakeArt’s audience by 54% to an estimated 20,000 children and adults, adding ~10 new partners, giving ~12 local, primarily BIPOC artists a competitive wage to co-author MakeArt Kits, and increasing accessibility for 7,000 in-person and 11,000 virtual exhibitions visitors through the development of an Accessibility Roadmap as well as specific tools such as Audio Tours accessible on the museum’s website and Touch Tours, to be used on-site and in the community. Participant and partner surveys, conducted online and in-person, will assess progress against Mobile MakeArt’s goals, including whether Kits were successful in helping participants feel creative, connect with their child or another adult, and/or learn something new about craft or design. They will also assess whether participants felt their accessibility needs were met, and whether partners believe Mobile MakeArt participation was beneficial for the people with whom they work. Surveys to Artist Collaborators will assess the success of the collaboration and whether artists believe that their participation provided a platform for exposure and/or networking. These surveys will also assess the impact of Touch Tours and whether they have helped participants connect more meaningfully with MCD’s exhibitions. Feedback collected from disability advocacy groups on Audio and Touch Tours will seek to assess whether or not the inclusion of such initiatives has aided in engagement with exhibition content and whether these tools and the Accessibility Roadmap have contributed to a feeling (attitude) that the museum is inclusive of people with disabilities.

Products and Sustainability: This grant will invest in the development of several tangible products that will serve the museum far into the future, including 12 multilingual MakeArt Kits, 2) three Touch Tours, 3) six Audio Tours (3 At-A-Glance, 3 Immersive), and 4) an Accessibility Roadmap that will guide future accessibility initiatives. **MakeArt Accessible** will also nurture community partnerships among disability advocacy organizations and community organizations working with people from underserved communities. It will provide employment and exposure for BIPOC artists, create a refined process for developing Touch Tours for future exhibitions, strengthen the ties between Exhibitions and Education programs, and increase staff knowledge and skills in welcoming and engaging people with disabilities.

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Schedule of Completion	Sept '23	Oct '23	Nov '23	Dec '23	Jan '24	Feb '24	Mar '24	Apr '24	May '24	June '24	July '24	Aug '24
Accessibility Roadmap												
Meeting with Accessibility Consultant												
Accessibility Training for Museum staff												
Drafting of Accessibility Roadmap												
Guidance from Disability Agency Partners												
Adoption of Accessibilty Roadmap												
Accessibility Intiatives (development + implementation)												
Guidance from Accessibility Consultant												
Development of Accessibility Initatives (Audio & Touch Tours)												
Implementation of Accessibility Initatives												
Evaluation of accessibility among museum audience												
Evaluation of accessibility w/ Disability Agency Partners												
Mobile MakeArt Expansion (ongoing)												
Partnership development												
Marketing and PR for program												
MakeArt Kit Development (1 per month, ongoing)												
Hiring and meeting with Artists												
Purchase of supplies												
Translation of instructions												
Packing and preparation												
Kit Distribution (ongoing)												
Kit Distribution from museum and offsite												
Evaluation of participants, partners and artists												

MakeArt Accessible Digital Product Plan

The Museum of Craft and Design's **MakeArt Accessible** project will include recording six digital Audio Tours to enhance audience engagement of its exhibitions and programs. As part of this project, the museum will create a set of best practices to inform the development of and storage processes for future related digital products.

TYPE

What digital products will you create?

The Museum of Craft and Design (MCD), in collaboration with a selected independent contractor, will develop and record three Immersive Audio Tours and three At-A-Glance Audio Tours that include original descriptions of art, craft, and design objects related to the Museum's exhibitions for audiences to utilize, in-person and/or virtually. Each Audio Tour will be also transcribed using accessible document titles, subtitles, and heading styles, font colors, and font size, and will be available online to download for free. Audio Tour digital files and transcriptions will be posted online to MCD's website (www.sfmcd.org), accessible via standard web browsers, for the public.

AVAILABILITY

How will you make your digital products openly available (as appropriate)?

MCD's Audio Tour files will be available to the public for free on the MCD website (www.sfmcd.org), promoted through MCD's social media platforms (Facebook and Instagram), and highlighted in MCD's e-communications. Audio Tours will be openly available online and accessible via standard web browsers and Android/iOS Mobile devices. No special tools are required beyond use of a device with data/internet access.

ACCESS

What rights will you assert over your digital products, and what limitations, if any, will you place on their use? Will your products implicate privacy concerns or cultural sensitivities, and if so, how will you address them?

MCD will not include any copyrighted material in any digital products associated with the MakeArt Accessible project. MCD, and any independent contractors the Museum chooses to work with, will have explicit permission to create and record original descriptions of art, craft, and design objects included in any given Audio Tour. All Audio Tour content will be owned by MCD, and will be made available to members of the public for free online. In collaboration with its community partners, MCD will carefully consider the content developed for each Audio Tour, and include content warnings when sensitive material will be described, when applicable. MCD will track and evaluate participation with its Exhibition Audio Tour content to inform the project's development and impact.

SUSTAINABILITY

How will you address the sustainability of your digital products?

MCD will archive all online web pages including links to digital Audio Tours and their transcriptions for future reference. All Audio Tour files will be saved/stored in MCD's networked cloud-based storage system, ensuring long-term preservation. Digital files and related transcription documents will be checked regularly to verify their integrity.

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Performance Measurement Plan	
Effectiveness:	At the end of each month, using the visitor database and website analytics, Exhibition staff will compare the number of in-person and virtual exhibition visitors against the grant goals.
	At the end of each month beginning in February 2024, Exhibition staff will review the exhibition survey and user analytics for the website to track how many people utilized Touch and Audio Tours.
	At the end of each month, Education staff will compare the tally of Kits distributed and Mobile MakeArt participants against the grant goals.
	At the end of each month beginning in February 2024, Education staff will review participant/partner surveys to see how many people utilized Touch Tours.
	On a monthly basis beginning in January 2024, Exhibition staff will report on the development of the Accessibility Roadmap at all-staff meetings.
	At quarterly meetings with department heads, Exhibition staff will report on the progress of new Accessibility Initiatives and their impact, as reported by respondents to exhibition surveys.
	At quarterly meetings with department heads, Education staff will report on the number of Mobile MakeArt partnerships formed, Kits distributed, and events held the prior quarter.
	At quarterly meetings with department heads, the Marketing and Communications Director will report on promotion of Accessibility Initiatives and Mobile MakeArt and discuss promotional strategies as an action item.
Efficiency:	At quarterly meetings, the Business Manager will present a budget evaluation, ensuring grant expenditures are on track, assessing the dollar value of MakeArt Kits per participant with volunteer hours factored in, and tabulating the amount of grant funds directed towards supporting artists and people with disabilities.
Quality:	On a bi-monthly basis, the Marketing and Communications Director will distribute an email blast to ticket holders and members to encourage responses to the visitor survey, also accessed via QR code from the exhibition and on exhibition webpages. Surveys will collect data on usage and assess the impact of Accessibility Initiatives.
	On a bi-monthly basis, Education staff will collect survey data from Mobile MakeArt participants and organizational partners, assessing the impact of Mobile MakeArt as well as the impact and engagement of Touch Tours.
	On a bi-monthly basis, Education staff will collect survey data from Artist Collaborators about the quality and impact of their experience co-authoring MakeArt Kits with MCD.
	At three points during the performance period, Exhibition staff will hold in-person and/or zoom sessions to receive feedback on the development of Accessibility Initiatives by Disability Agency Partners.
	On a quarterly basis, Exhibition and Education staff will meet with the Disability Consultant to evaluate the progress of the Accessibility Roadmap and the development of Accessibility Initiatives.
Timeliness:	At quarterly meetings with department heads, staff will review grant materials, including the grant budget, Performance Measurement Plan, Project Work Plan and Results from the application narrative, and the Schedule of Completion to ensure targets are being met and to provide any necessary course correction.