



## **Museums for America**

**Sample Application MA-20-15-0192-15**  
**Project Category: Community Anchors**  
**Funding Level: \$25,001-\$150,000**

### **Los Angeles County Museum of Art (Museum Associates)**

Amount awarded by IMLS:	\$126,475
Amount of cost share:	\$127,516

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2016 applications differ from those that guided the preparation of FY2014 and FY2015 applications. Most obviously, the names of the three narrative sections and the order in which they appear have changed. Be sure to use the narrative instructions in the FY2016 Notice of Funding Opportunity for the grant program and project category to which you are applying.

## Museum Associates dba Los Angeles County Museum of Art

### Abstract

The Los Angeles County Museum of Art (LACMA) requests a \$126,475 grant from the Institute of Museum and Library Services to launch a three-year pilot program supporting local veterans entitled *Front and Center: Veteran Perspectives in Film* (working title). Through a strategic partnership with the Los Angeles Public Library (LAPL), LACMA will develop a series of filmmaking workshops, screenings, community events, and a resulting digital film archive as a creative resource for veterans and their families to share their unique stories through a compelling and accessible artistic medium. By encouraging participants to share their individual perspectives, the *FaC* initiative aims to illustrate a multidimensional view of the veteran experience to build empathy and understanding within the broader public and bring greater visibility to the veteran community through the visual arts.

Los Angeles County is home to the largest veteran population in the nation with 18% of California's 1.9 million veterans in residence. LACMA and LAPL's decision to partner on an initiative for veterans is based on a mutual commitment to civic engagement in support of this demographic and recognition that veterans need to become a more visible part of the community. Though the wars in Iraq and Afghanistan have been the longest sustained U.S. military operations since the Vietnam War, less than one percent of today's population serves in the armed forces, and it is common for most people to not personally know anyone who serves. Consequently, many veterans and their families experience a condition known as psychological invisibility—the perception of an individual who feels disconnected from others who do not share their experiences and is overshadowed by stereotypical assumptions. In 2013, LAPL launched veterans resource centers within library branches throughout the region in response to the growing need for veteran support programs and social services. Beyond the basic needs the centers fulfill, however, the library identified the lack of an expressive outlet that addressed participants' sense of isolation. To provide a holistic suite of services that complement LAPL's current programming, LACMA offered to develop a multilayered filmmaking program tailored to veterans' personal, creative, and social needs, building on the museum's ongoing initiative to engage non-traditional museum audiences through art and film.

Over a three-year grant period, the project will provide veteran and family participants a safe, judgment-free setting to use art as a catalyst to identify and communicate their personal experiences. The *FaC* project will: (1) offer a series of six, eight-week filmmaking workshops for 144 veterans and 48 family members as a platform for creative expression and connect them to their communities through screenings and discussions of their films; (2) illuminate the veteran experience by hosting an annual "veterans day" at LACMA that will include free admission for all veterans and their families and a suite of public programs including gallery tours, a screening of the produced films, and post-film discussions; (3) convene a national conference for peer organizations to discuss utilizing the visual arts as a tool for veterans' support; (4) compile a public film archive available at LAPL and on LACMA's website; and (5) seed a museum and library partnership that holistically meets veterans' targeted needs to serve as a model for similar programs across the city and the nation.

As a result of the program, *FaC* participants will learn specific filmmaking strategies to identify and communicate personal ideas and increase veterans' visibility within the community. LACMA and LAPL will also establish a model partnership leveraging their respective expertise to maximize resources and build alliances with city and county agencies to serve a critical and growing demographic. Lastly, the public will develop greater understanding about the veteran experience and how arts and cultural organizations can serve as a resource for this population. To measure the impact and effectiveness of the program, LACMA will utilize an outcome-based evaluation process that includes embedded performance assessments within each workshop to allow staff to make iterative changes in real time. The museum will also implement a conferring process between the consulting evaluator, participants, and the teaching artist as a more effective form of a participant interview at the conclusion of every eight-week workshop. Additionally, the museum will conduct interviews at community events to gauge the public's response and will produce interim and final impact reports to be shared with stakeholders at the partner review meetings and peer institutions at the national conference.

## **1. Project Justification**

**Proposal:** The Los Angeles County Museum of Art (LACMA) requests a \$126,475 grant from the Institute of Museum and Library Services' *Museums for America: Community Anchors* program to launch a three-year pilot supporting local veterans entitled, *Front and Center: Veteran Perspectives in Film* (working title). In collaboration with the Los Angeles Public Library (LAPL), LACMA proposes to create a series of filmmaking workshops, screenings, community events, and a resulting film archive as a creative outlet for veterans recently returned from military service and their families to share their unique stories and build public understanding and empathy about the veteran experience. Over the past three years, LACMA has mined the intersection of art and film by presenting a breadth of exhibitions and public programs to engage non-traditional museum audiences, leveraging today's accessible and user-friendly filmmaking equipment to democratize the act of creating art and expressing ideas. Through the use of this compelling and accessible platform, LACMA intends to bring greater visibility to veterans' experiences and support the needs of a targeted population in an innovative and meaningful way.

LACMA and LAPL's decision to partner on an initiative for veterans and their families is based on a mutual commitment to civic engagement and recognition that veterans need to become a more visible part of the local community. Los Angeles County is home to the largest veteran population in the nation with 18% of California's 1.9 million veterans in residence, and according to the California Department of Veteran Affairs, an additional 30,000 people are expected to return to the state annually for the next several years.<sup>i</sup> Though the wars in Iraq and Afghanistan have engaged the longest sustained U.S. military operations since the Vietnam era, the all-volunteer nature of today's armed forces has resulted in only one percent of the population serving in the military, and it is common for most people to not personally know anyone who serves.<sup>ii</sup> Consequently, today's veterans often feel isolated from family, friends, and neighbors. Psychologists have identified this condition as psychological invisibility—the perception of an individual who feels disconnected from others who do not share similar experiences and is overshadowed by stereotypical assumptions and prejudices. This perceived lack of empathy and sense of isolation is a critical issue for veterans and can lead to other, more detrimental, problems including depression, divorce, and suicide.<sup>iii</sup> In fact, raising public awareness and understanding around veterans' unique experiences is a key aim for many nonprofit and governmental organizations across the nation and is the focal point of several state and national initiatives including Cal Humanities' *War Comes Home* and the National Endowment for the Humanities' *Standing Together* programs.

In addition, the *FaC* project is committed to extending the program to spouses, children, siblings, parents, and extended family members who are often the first line of support and care for veterans. For decades, military forces have instituted family support systems and services, as the challenges surrounding military life are indelibly transferred to their families. According to the Department of Defense, not since the Vietnam War have so many U.S. military families been affected by deployment-related family separation, combat injury, and death. Additionally, while military children are often highly resilient and independent, many feel peers, teachers, and other adults in their lives do not understand what they are going through and experience a similar sense of loneliness and disconnect felt by veterans themselves.<sup>iv</sup> To support military families, Los Angeles is the first city in the nation to ask over one thousand schools within the Los Angeles Unified School District (LAUSD)—another longtime partner of LACMA—to note if parents of students are veterans or if members of the child's family are serving in the military. This database is maintained by the Los Angeles Mayor's Office of Veterans Affairs (MOVA) in partnership with LAUSD and was initiated to ensure that military families are able to access services beyond the veteran alone. The database will provide access to *FaC*'s target audience, helping to relieve the feelings of isolation and invisibility experienced by family members who are also affected.

Through the proposed LACMA/LAPL partnership, the *FaC* initiative will: (1) offer a series of six, eight-week filmmaking workshops for 144 veterans and 48 family members as a platform for creative expression and

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connect them to their communities through screenings and discussions of their films; (2) illuminate the veteran experience by hosting an annual “veterans day” at LACMA that will include free admission for all veterans and their families and a suite of public programs such as gallery tours, a screening of the produced films, and post-film discussions; (3) convene a national conference of museum educators and adult and family librarians to discuss utilizing the visual arts as a tool for veterans’ support; (4) compile a public film archive available at LAPL and on LACMA’s website; and (5) seed a museum and library partnership that holistically meet veterans’ targeted needs to serve as a model for similar programs across the city and the nation.

**Community Need and Identification:** In response to a significant increase in veterans utilizing its services, LAPL launched veteran resource centers within library branches in 2013 to help connect veterans to agencies that provide educational and employment opportunities, housing and legal assistance, and health services. In the first year of opening these centers, close to 1,000 veterans have utilized these resources. Beyond the basic needs the centers fulfill, however, LAPL identified the lack of an expressive outlet for veterans and their families in the region that addressed their sense of isolation. Around the same time that the resource centers opened, LACMA had launched a mobile classroom that travelled across nine cities throughout Southern California offering free filmmaking workshops to the general public. At select sites located next to senior centers and Veterans of Foreign Wars offices, many veterans attended the workshops to create highly personal and compelling films, triggering positive and, at times, transformative experiences for both the participant and the viewer. It became evident that a similar model could be implemented in a more in-depth and targeted fashion to widely disseminate the stories of a largely obscured population. As a result, LAPL and LACMA determined that it was necessary to offer creative programming designed to connect veterans to the broader public. To provide a holistic suite of services that complement LAPL’s current programming, LACMA offered to develop a multilayered filmmaking program tailored to veterans’ personal, creative, and social needs.

LACMA has gleaned valuable lessons from the experiences of veterans working with the visual arts as a means of expression and overcoming psychological invisibility. Keith Jeffreys is a veteran and the Founder and Executive Director of the United States Veterans’ Artists Alliance—one of the few local organizations that provide resources and classes for veterans to create works of theater, film, and art. According to Jeffreys who has been working with veterans since the 1980s, the idea of art as a tool for creative expression was not valued by the veteran community thirty years ago. In his role as an advisor to the *FaC* project, Jeffreys has emphasized the need to move away from strictly art therapy and the creation of what is often referred to as “trauma art” which is off-putting to veterans who come from a culture of “gutting it out.” In addition to the stigma often surrounding personal expression or seeking help within military culture, offering arts programming through this lens is limiting. To truly understand the totality of veterans’ experiences and to give voice to other important aspects of their lives, Jeffreys advised LACMA to design an enriching program that draws from the veterans’ military background as a starting point, but also encourages the exploration of experiences not overtly related to military themes. Taking such feedback into account, LACMA conceived a robust program that encourages participants to express any aspect of their lives and includes a psychological support component for those who may need additional guidance throughout the creative process.

**Community Benefit:** By providing a platform for participants to share their individual perspectives through film, the project hopes to illustrate a multidimensional view of the veteran experience. While statistics show that many service members face varied physical and mental health conditions and find that readjusting to life at home, reconnecting with family, finding work, or returning to school is an ongoing struggle, others return relatively unscathed and report rewarding experiences in service.<sup>v</sup> Most often, veterans return with conflicted feelings, and the only universal thread is that no one comes home from war unchanged. The project will provide veterans a safe, judgment-free setting to use art as a catalyst to identify and communicate their unique experiences, enabling participants to connect with their families, friends, and communities. In turn, the greater

public will benefit through the wide dissemination of participant-made films via screenings, post-film discussions, community events, and the public film archive. Creating visibility and fostering an open dialogue about the diversity of veteran experiences will break down assumptions and misconceptions about veterans, building understanding and empathy between those who have served and those who have not.

**Performance Goals and Intended Results:** Performance goals for the project include: (1) providing veterans and their families the opportunity and skills to draw inspiration from LACMA's collection to create a film from personal experience and communicate to a broader public; (2) leveraging LACMA and LAPL's partnership to make the experiences of veterans visible and accessible; and (3) employing LACMA's resources to meet the need for the creation of a visual resource and public platform for veterans.

As a result of the project, veteran and family participants will learn specific filmmaking strategies and techniques to make visible personal and familial narratives, ideas, and experiences. In sharing their perspectives with others through the films they create, participants will be able to engage with one another and contribute to a slate of community resources including community events at LAPL and LACMA as well as a public archive of their films. In addition, the project will further LACMA's goal to use art as a catalyst to serve specific needs of an underserved and often overlooked community. In partnering with local organizations such as LAPL, MOVA, and LAUSD to identify this audience and fill a niche in program offerings, the program aims to achieve greater civic engagement within Los Angeles County in support of a critical and growing demographic.

**Advancing LACMA's Strategic Plan:** The *FaC* project specifically advances the museum's strategic plan to build its audience by: (1) extending visitor engagement beyond museum walls; (2) offering public programming that creates new experiences, deepens engagement, and increases understanding of LACMA as a community resource; and (3) pursuing targeted strategies for underserved audiences. To that end, the project extends the museum's vast resources into the local veteran community by hosting six sessions of eight-week workshops, encouraging creativity and a sense of community for 144 veterans and 48 family members; deepens the participants' engagement with art and film and establishes LACMA as a repository for community experiences and stories for veterans and families; and fills the gap in arts programming specifically geared toward this audience. The *FaC* project also allows the museum to work closely and collaboratively with Los Angeles agencies and stakeholders, strengthening community participation and investment in the well-being of the community.

## **2. Project Work Plan**

**Program Activities:** Over a three-year period, the *FaC* program will consist of a series six, eight-week sessions to be held at the Veteran Resource Center at Exposition Park Library, the largest center in LAPL. The Exposition Park branch serves as the primary hub for all of the veteran resource centers and is staffed by veteran volunteers to provide face-to-face assistance. Each session will begin with a morning workshop for 16 participating veterans followed by an afternoon workshop for eight other veterans each paired with a family member. Professional teaching artists will lead inquiry-based discussions of how artists express human experiences such as conflict, family, guilt, heroism, loyalty, sacrifice, and service. Participants will draw inspiration from these artworks and learn filmmaking techniques in storyboarding, shot design, camera angles, lighting, framing, sound, and editing to visually convey personal narratives that may be difficult to communicate verbally. Given the capacity of art and the filmmaking process to bring emotions to the surface, LACMA will work closely with an art therapist and a veteran counselor throughout the planning and implementation of the program to anticipate challenges, train staff to recognize when to seek professional help, and provide support for participants in real time. Following each series of eight-week sessions, the resulting films will be screened at the library for participants and their families and friends. Complimentary LACMA memberships will be distributed for ongoing access to the museum. Embedded impact studies will be conducted

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during each workshop and at the conclusion of every eight-week series in order to analyze and adjust programming to better meet outcomes and participant needs. Two partner review meetings held at the conclusion of the third and sixth sessions will be led by LACMA Associate Vice President of Education Sarah Jesse. Stakeholders including LACMA staff, LAPL, MOVA, and LAUSD will review the program's progress, allowing staff to make iterative changes for the following sessions and potential future offerings.

In 2014, Los Angeles County instated November 1<sup>st</sup> as Veterans in the Arts and Humanities Day, and in honor of this designation, LACMA will host an annual day for veterans at the museum as part of *FaC* programming. The event will include a public screening of participant films, gallery tours centered on themes from the workshops, and post-film discussions led by LACMA teaching artists to engage the public in a conversation about the veteran experience. All veterans and their families, regardless of their participation in the program, will receive complimentary admission to the museum. To promote these community events, LACMA will create a page on its website, lacma.org, and will publicize the program via the museum's social media outlets and e-blasts, reaching a minimum of 700,000 impressions. The museum will also distribute flyers promoting the events on-site, through Southern California-based veteran service organizations, LACMA's partner schools throughout LAUSD, and the 73 branches of the LAPL. Additional targeted outreach will be made via phone, social media, and email to various service organizations. The veterans days will also be listed on lacma.org as part of the museum's ongoing series of free days and special offers.

At the culmination of the pilot, LACMA will host a national conference inviting other museum and library colleagues to discuss best practices and strategies in utilizing the visual arts in working with the veteran community. Museum educators, adult and family librarians, and other art-service professionals from around the country will be invited to attend a day at the museum with keynote lecturers and breakout groups to discuss the methods that the represented organizations are already implementing and to share lessons learned for planning future programs.

Further, the *FaC* initiative will culminate in a lasting public film archive available through the Veteran Resource Center at the Exposition Park Library and on LACMA's website, serving as an accessible resource for individuals, support groups, and other veteran-oriented organizations and programs. The created films will be archived gradually at the conclusion of every eight-week session. Over the course of the pilot, LACMA and LAPL anticipate serving approximately 144 veterans and 48 family members, as well as the users of the film archive and attendees at the screenings and annual LACMA veteran days.

**Program Partners and Target Audience:** LACMA will collaborate with LAPL to plan and implement this pilot, and the partners will utilize the database of veterans maintained by MOVA and LAUSD to promote the program and identify participants. This collaboration will provide direct access to a new audience of veterans and their family members not currently served in a customized way by LAPL and LACMA. One to two months prior to each session of workshops, LACMA will reach out to veterans and military families listed in the database via email and will collect program registrations via an online application form. Participants will be accepted on a first-come-first-served basis.

**Program Management:** As Project Director, Sarah Jesse, LACMA's Associate Vice President of Education, will oversee all aspects of *FaC*, including program design, training, and evaluation, as well as lead the partner review meetings and shape the content of the national convening. Sofia Gutierrez, LACMA's Education Coordinator, and Edwin Rodarte, Adult Services Librarian at LAPL, will cultivate partnerships, identify participants, coordinate logistics, and oversee program implementation. Consultant Susy Watts, a researcher and evaluator with extensive experience conducting impact studies, will develop and manage evaluation methods and procedures, including conducting interviews, refining data collection protocols and trainings, and analyzing

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report findings. Dr. Lisa Kandra is an art therapist with a Ph.D. and a dual M.A. in Clinical Psychology and Art Therapy. Marc Adam Renteria is a veteran who overcame homelessness, unemployment, PTSD, and traumatic brain injury to receive a Masters in Social Work and is a veteran counselor. Together, Dr. Kandra and Mr. Renteria will train *FaC* staff and serve as resources for participants as required.

**Program Timeline:** LACMA has already conducted initial planning meetings with LAPL, MOVA, Dr. Kandra and Mr. Renteria, to discuss the basic infrastructure and design of this project. The museum is also working closely with Ms. Watts to begin preliminary work on research and evaluation methodology. LACMA is utilizing general operating funds to carry out this planning phase.

During the grant period, the *FaC* program will begin with a training session for teaching artists in December 2015 with recruitment for the first eight-week session of workshops starting January 2016. The first session of workshops including the post-film screenings and evaluation data analysis will be held from March to May 2016. Following the same structure of recruitment taking place one to two months before the session commences, the second session of workshops will take place from July to September 2016 and the third session is scheduled for October through December 2016. Analysis for these first three sets of workshops will be conducted in January 2017 and a partner review meeting will be held in February 2017. Teaching artists will have a second training session in March 2017. The last three sets of workshops will be held from March through May 2017, July 2017 through September 2017, and February 2018 through April 2018. Similarly, analysis for the final three sets of workshops will be conducted in April 2018 and programming will conclude with the final partner review meeting in May 2018.

The produced films will be archived following every eight-week session and is scheduled to be finalized at the conclusion of the final workshop in May 2018. The consulting evaluator will complete the full final impact report including final findings, *FaC* curriculum, program model, and instructional resources from the entire scope of the *FaC* program by August 2018, which will be shared at the national conference at LACMA later that month. The annual veterans days at LACMA will be held on November 1, 2016, 2017, and 2018.

**Required Resources:** LACMA will hire a program evaluator, art therapist, veteran counselor, and six teaching artists to effectively run the program. The grant will also allow the museum to purchase equipment for the workshops, such as laptops, software, cameras, and other supplies. LACMA will also need to design marketing materials to aid participant recruitment, serve as branding within the library, and promote the film archive and veterans days to the public. Grant funds will also support honoraria for two keynote speakers to participate in the national convening and four museum educators and librarians to present their programs and lead discussion groups as well as travel for key staff to national museum and library conferences to share *FaC* findings.

**LACMA Cost Share:** LACMA will contribute both human and financial resources to the project. Personnel from the Education, Graphic Design, and Audiovisual Departments within the museum will be needed to perform the various tasks and activities. The museum's shared costs of \$127,516 for the project will include staff salaries from the museum's general operating budget, travel to national conferences, and complimentary LACMA "Dual" level memberships for program participants to continue their engagement with the museum.

**Evaluation Plan:** To measure the impact and effectiveness of the *FaC* program, LACMA will utilize an outcome-based evaluation process that includes formative and summative quantitative and qualitative data collection as outlined in the attached evaluation plan. All performance indicators based on participants' increased knowledge of art concepts and learned filmmaking skills will be observable in group discussions and in the created works. Embedded performance assessments will be conducted in workshops via discussions and

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inquiry-based prompts led by the teaching artist. Assessments will be scored by multiple responders including the consulting evaluator and teaching artists to ensure the reliability of the findings.

Outcomes and indicator sets for each intended result will allow teaching artists to note when any one participant is facing technical, artistic, or personal challenges during each workshop. Teaching artists will also be trained to code the films for indicators that highlight project outcomes. Additionally, sample groups of veterans and family participants will meet with the teaching artist and evaluator to annotate their films and artistic process and discuss in further detail. This conferring process, where the film itself is central to the conversation and becomes a vehicle for reflective discussion, is a more effective form of a participant interview. The evaluator will provide ongoing feedback to the teaching artists and project staff at the conclusion of each eight-week series, allowing for real-time adjustments.

The first year will help staff determine improvements that can be acted on immediately during the second year of the program. Regular meetings at the conclusion of every three, eight-week sessions with the teaching artists and the two partner review meetings will also be utilized to weigh project findings and articulate how the program can be improved. Participants' engagement with the museum will also be tracked by the box office through a tagged LACMA membership, and community interviews held at the film screenings at LACMA will gauge the general public's response to veterans' experiences. In addition, the number and length of workshops, program participants, completed films, and attendance at events and use of museum memberships and library center will be tracked for program fidelity and engagement statistics. A final impact report will be produced at the end of the third year, and the *FaC* program model—complete with the curriculum, evaluation results, and key findings from the local and national gatherings—will be distributed to stakeholders, attendees of the conference, as well as on the museum's website.

**Sharing Results:** Sharing the results of the *FaC* initiative and increasing awareness of veteran issues are a critical component of the project. The film archive will be available at the Veteran Resource Center in Exposition Park, as well as globally on LACMA's website, which welcomes over 4.5 million visitors a year. An impact report on the museum's findings will also be published and circulated at the culmination of the project. Ms. Jesse will present both initial and final conclusions at the partner review meetings with stakeholders. A national gathering at the end of the pilot program targeted specifically at museum educators, librarians, and other art-service providers will present data from the impact report and instigate a larger conversation regarding the role of arts and cultural organizations in supporting veterans and their families as well as best practices for serving this community. In addition, LACMA will publish a press release describing the impact of the program to invite the media and general public to utilize the film archive and attend the veterans day celebrations at the museum. Staff will contribute articles to LACMA's award-winning *Unframed* blog, highlighting the importance of the program through participant testimonials and excerpts of films made by the participants. Ms. Jesse and Mr. Rodarte will also submit proposals to present *FaC* at the American Alliance of Museums and American Library Association's annual conferences.

### **3. Project Results**

**Expected Outcomes, Performance Indicators, and Target Assessment:** LACMA aims to achieve the following change in knowledge, skills, and behaviors through the *FaC* program:

- For participants: enhanced understanding of art concepts and filmmaking strategies to identify and communicate personal ideas, experiences, and thoughts through film.
- For LACMA and LAPL: increased opportunities to maximize resources and expertise to make the experience of veterans visible and accessible to the broader public, and build on partnerships with city and county agencies to serve targeted audiences.



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- For the Los Angeles community: deeper knowledge and understanding of veteran experiences.
- For the broader veteran support community: greater awareness of the ways visual arts and cultural organizations can serve as a resource for veterans.

To measure participant outcomes, LACMA will conduct performance-based assessments through workshop discussions, analysis of the created films, and conferring interviews with participants, the evaluator, and teaching artist. For participants, performance indicators include but are not limited to: (1) identifying specific concepts about the human condition addressed by artists and personally; (2) employing compositional conventions, camera angles, and sound to communicate meaning and ideas; and (3) comparing similar or contrasting viewpoints about thoughts and interpretations of life events in produced work. We project that 75% of participants will learn these skills. LACMA will collect and review data sets throughout each session and will refine subject entry points and content to better address participants' needs and ensure program effectiveness. In addition, LACMA and LAPL will measure the success of their partnership based on attendance and program effectiveness, which will be reviewed regularly through the evaluator's updates on project findings as well as through the partner review meetings. Year one of the program will determine the program's strengths and weaknesses, and outcomes will be adjusted accordingly for years two and three. Both institutions expect 100% completion of their respective roles and responsibilities and hope to fill at least 90% of participant slots.

Lastly, the program has long-term goals to enhance the broader Los Angeles community's perception of veterans and increase veteran service organizations' awareness of visual arts resources for the population's social and psychological needs. LACMA will conduct community surveys to gauge a potential shift in perception of veterans, but progress to meet these goals will be ongoing. The greater community will be able to participate through events at LAPL and LACMA and the national conference.

**Tangible Products:** As explained in the Digital Stewardship Form, the project will culminate in approximately 72 veteran-made films to be archived at LAPL, on LACMA's digital asset management systems and YouTube channel, and in part on lacma.org. In addition, the initiative will produce a project design model that includes a suggested timeline for planning and implementation, a list of local and national veteran organizations using art-based approaches and the attributes that make those programs successful, and instructional strategies for filmmaking workshops. This model and program findings will be documented in an impact report that will be shared with partners and peer institutions. The conferring protocol designed for the evaluation model, which is unique to the museum education field, will be shared with interested museums and libraries as a particularly beneficial guide for using participant-made artwork as a means for developing and communicating ideas.

**Sustainability:** LACMA and LAPL are committed to creating a sustainable program and resource for veterans. Following the culmination of the three-year initiative, long-range, sustainable strategies will be formulated and help guide an expanded slate of workshops at Exposition Park Library and other veteran resource centers located in library branches throughout Los Angeles. Beyond local impact, we hope the project will inspire similar programming for veterans at other museum and library partners across the country.

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<sup>i</sup> U.S. Census Bureau (2012), <http://quickfacts.census.gov/qfd/states/06000.html>

<sup>ii</sup> "The Military-Civilian Gap, War and Sacrifice in the Post-9/11 Era," *Pew Research Center* (2011), <http://www.pewsocialtrends.org/2011/10/05/war-and-sacrifice-in-the-post-911-era/>

<sup>iii</sup> "Invisible Wounds: Psychological and Neurological Injuries Confront a New Generation of Veterans," *Iraq and Afghanistan Veterans of America* (2009), [http://issuu.com/iava/docs/invisible\\_wounds\\_2009](http://issuu.com/iava/docs/invisible_wounds_2009)

<sup>iv</sup> "Military Family Lifestyle Survey," *Blue Star Families* (2013), <https://www.bluestarfam.org/2013-military-family-lifestyle-survey>

<sup>v</sup> "Returning Home from Iraq and Afghanistan: Assessment of Readjustment Needs of Veterans, Service Members, and Their Families." *Institute of Medicine of The National Academies* (2013), <http://www.iom.edu/Reports/2013/Returning-Home-from-Iraq-and-Afghanistan.aspx>

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 Schedule of Completion

<b>Year One</b>	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	June-16	July-16	Aug-16	Sept-16	Oct-16	Nov-16
<b>Activity 1:</b> Teaching Artist Training	■											
<b>Activity 2:</b> Workshop Recruitment		■	■	■		■	■			■		
<b>Activity 3:</b> Filmmaking Workshops				■	■	■		■	■		■	■
<b>Activity 4:</b> Film Screening at LAPL						■				■		
<b>Activity 5:</b> Program Evaluation		■	■	■	■	■	■	■	■	■	■	■
<b>Activity 6:</b> Evaluation Data Analysis						■				■		
<b>Activity 7:</b> Partner Review Meeting												
<b>Activity 8:</b> Annual Veterans Day												■
<b>Activity 9:</b> Upload to Film Archive						■	■			■	■	
<b>Activity 10:</b> Impact Reports Complete												
<b>Activity 11:</b> National Conference												

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Year Two	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	June-17	July-17	Aug-17	Sept-17	Oct-17	Nov-17
<b>Activity 1:</b> Teaching Artist Training				■								
<b>Activity 2:</b> Workshop Recruitment			■	■		■	■					
<b>Activity 3:</b> Filmmaking Workshops				■	■	■		■	■			
<b>Activity 4:</b> Film Screening at LAPL	■					■				■		
<b>Activity 5:</b> Program Evaluation	■										■	
<b>Activity 6:</b> Evaluation Data Analysis		■				■				■		
<b>Activity 7:</b> Partner Review Meeting			■									
<b>Activity 8:</b> Annual Veterans Day												■
<b>Activity 9:</b> Upload to Film Archive	■	■				■	■			■	■	
<b>Activity 10:</b> Impact Reports Complete		■	■									
<b>Activity 11:</b> National Conference												

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<b>Year Three</b>	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	June-18	July-18	Aug-18	Sept-18	Oct-18	Nov-18
<b>Activity 1:</b> Teaching Artist Training												
<b>Activity 2:</b> Workshop Recruitment		■										
<b>Activity 3:</b> Filmmaking Workshops			■	■	■							
<b>Activity 4:</b> Film Screening at LAPL					■							
<b>Activity 5:</b> Program Evaluation		■	■	■	■							
<b>Activity 6:</b> Evaluation Data Analysis					■	■						
<b>Activity 7:</b> Partner Review Meeting						■						
<b>Activity 8:</b> Annual Veterans Day												■
<b>Activity 9:</b> Upload to Film Archive					■	■						
<b>Activity 10:</b> Impact Reports Complete								■	■			
<b>Activity 11:</b> National Conference									■			