

Gadsden Arts, Inc.

Project Title: Gadsden Arts General Program Support

Grant Number: 22.c.ps.105.017

Date Submitted: Friday, June 26, 2020

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 General Program Support Grant Guidelines

Application Type

Proposal Type: Discipline-Based


Funding Category: Level 2

Discipline: Visual Arts

Proposal Title: Gadsden Arts General Program Support

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. **Organization Name:** Gadsden Arts, Inc. 
- b. **FEID:** 59-3247747
- c. **Phone number:** 850.627.5020
- d. **Principal Address:** 13 N. Madison Street Quincy, 32351-2409
- e. **Mailing Address:** 13 N. Madison Street Quincy, 32351-2409
- f. **Website:** www.gadsdenarts.org
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Gadsden
- j. **DUNS number:** 010276264
- k. **Fiscal Year End Date:** 12/31

1. Grant Contact *

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3. Authorized Official *

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4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Arts Center

4.3. Applicant Discipline

Visual Arts

5. Department Name Multipurpose Institutions only (universities, cities, colleges, counties, etc.)

C. Eligibility Page 3 of 12

1. What is the legal status of the applicant? *

- ☐ Public Entity
- ☒ Nonprofit, Tax-Exempt
- ☐ Solo or Individual artists or unincorporated performing company
- ☐ Other (not an eligible response)

2. Are proposed activities accessible to all members of the public? *

- ☒ Yes (required for eligibility)
- ☐ No

3. Do proposed activities occur between 7/1/2021 - 6/30/2022? *

- ☒ Yes (required for eligibility)
- ☐ No

4. How many years of completed programming does the applicant have? *

- ☐ Less than 1 year (not eligible)
- ☐ 1-2 years (required for eligibility for GPS and SCP)
- ☒ 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Excellence Page 4 of 12

1. Applicant Mission Statement - (Maximum characters 500.) *

The Gadsden Arts Center & Museum mission is to foster understanding and appreciation of the visual arts to improve the quality of life in Gadsden County and the region. The organization works to enhance arts education, provide cultural opportunities, and stimulate economic growth in the community.

2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

2.1. Goals, Objectives, and Activities - (Maximum characters 5000.)

Goals: Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

Objectives: Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

Activities: These are the specific activities that achieve the objectives.

OVERVIEW

The Gadsden Arts Center & Museum (GACM) requests General Program Support for 2021 – 2022. Gadsden Arts began just 26 years ago as an all-volunteer effort, and has grown carefully over time, always in service to our mission. Today, we are proud of our organization and its substantial impact in our community. Recent growth has included American Alliance of Museums Accreditation (2016), facility renovation (2016), facility and program expansion (2018). GACM remains community driven, with a small professional staff supported by 87 enthusiastic volunteers.

GACM fills a unique need in our region by hosting major art exhibitions with compelling historical, cultural, or social content. These exhibitions, along with varied interpretive programs, offer a depth of cultural experience for participants and a substantial tourism impact. Additional exhibitions share creative work from our region and support artists' development. GACM offers interpretive and studio programming, from interactive tours and interpretive materials, to the ArtZone drop-in studio, a gateway for families to use GACM services, to art camps and workshops.

GACM professional staff are vitally important to the quality and effectiveness of GACM work. All have master's level education in our field, are experienced, with 8-13 years in our organization, and involved in leadership roles with professional organizations.

GOALS

- Increase awareness of GACM

- Host major exhibitions during 9 months of every year
- Increase participation by families new to museums through the ArtZone
- Make quality, diversity, accessibility, and impact part of every program decision
- Increase membership through branding and value-added benefits
- Expand reach and frequency of ArtReach, Art & Literacy, and School Group Tour programs
- Build stakeholder base through deliberate networking
- Increase adult group tours through periodic phone invitations
- Collect statistical and anecdotal feedback for all programs
- Achieve all stated Strategic Plan objectives for 2021-2022

OBJECTIVES

- Host and interpret 3 major exhibitions
- Host 12 regional exhibitions and 1 permanent collection exhibition
- Engage every 2nd and 3rd grade student in 3 schools with the Art & Literacy Program
- Attract 50 school tour groups from 4 counties
- Double session frequency of ArtReach After School with 3 partners
- Increase GACM membership by 10%
- Increase GACM walk-in visitor traffic by 20%
- Host 30 adult group tours
- Work with 6 graduate level interns

MAJOR EXHIBITIONS

Woman Artists: Four Centuries of Creativity – September–December, 2021, chronicles the emergence of women as professionals in the field of art and recording the extraordinary creative contributions they have made over 400 years. Includes work by Rosa Bonheur, Anna Lea Merritt, Sonia Delaunay, Kathe Kollowitz, Louise Nevelson, and others.

Eluster Richardson 40-Year Retrospective – January–March, 2022, presents four decades of creative work by one of the most accomplished painters to emerge from central North Florida, featuring his Jasmine, dance, quilting, and panoramic seascape and landscape series.

Masters of American Photography – April–June 2022, represents the history of American photography from the 1880s to the 1980s, and with these images, a history of our country. Includes iconic images by Eadweard Muybridge, Alfred Stieglitz, Ansel Adams, Walker Evans Dorothea Lange, and others.

REGIONAL EXHIBITIONS

- July–August, 2021: Jerry Lawrence (nature photography)
- July–August, 2021: Renee Lewis (drawings, post-impressionism)
- July–September 2021: 33rd Art in Gadsden Juried Exhibition
- September–December, 2021: GACM Artists Guild (2 exhibitions, varied mediums and subjects)
- November–December, 2021: Dawn McMillan (drawing and painting, architecture and portraiture)
- January–March, 2022: Beverly Hills Figure Group (figurative work)
- January–February, 2022: Jessica Burke (paintings, gender identity and mass media)
- January–June, 2022: GACM Artists Guild (2 exhibitions, varied mediums and subjects)

- March–April, 2022: Firoz Mahmud (stencil painting and mixed-media, social themes)
- May–June 2022: Don Schneider (wood sculpture)

EDUCATION PROGRAMS

GACM offers interpretive and art-making programs for people of all ages and levels of experience.

Admission is free for children 17 & under. All ArtReach, ArtZone, Art & Literacy, and Group Tour programming is also provided free of charge.

INTERPRETATION

- Guided interpretive group tours
- Self-guided interpretive tours
- Teacher and student learning guides
- Inquiry-based student tours with studio activities
- Student art and writing competitions

CULTURAL EVENTS

- Evening with the Arts Gala
- Exhibition receptions with in-depth artist and curator talks (4 receptions and 4 previews)
- Exhibition-based panel discussions
- Artist and Curator lectures
- Partnership in Community-based events (fairs and festivals, i.e. Porchfest, QuincyFest, Chain of Parks Arts Festival, Maclay Arts Day, Museum of Florida History Family Day)

ARTREACH

- **ArtZone Walk-In Studio:** visitors make art with guided facilitation and materials provided, a critical “gateway” for audiences not used to visiting museums. Average visit duration is 2-3 hours.
- **ArtReach Partnership Programs:** regularly scheduled after-school art sessions for students across Gadsden County who otherwise have no art access, held at GACM and at community partners’ sites.
- **Summer Art Camp:** six one-week sessions, scholarships accommodate 50% of campers each year.
- **Art & Literacy Program:** works with 2nd and 3rd grade students exhibitions to teach art content and interpretive looking. Sessions are correlated with teachers’ reading and writing curriculum goals.

INTERNSHIPS AND JOB SHADOWING

Internships designed for college undergraduate and graduate-level students help develop future museum professionals and diversity in our field, and help individual students develop portfolios and work samples, and gain the experience to seek professional jobs upon graduation.

2.2. Partnerships & Collaborations - (Maximum characters 2000.)

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programming (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

Effective partnerships build organizational effectiveness and capacity. GACM continually seeks partners with compatible missions and goals, arranging these through deliberate meetings with details confirmed through written correspondence. Partnerships strengthen efforts to educate, improve quality of life, and stimulate the economy. The arts enhance the activities of civic groups, schools, government, faith and community based organizations, professional development organizations, colleges and universities, senior living communities, fellow arts organizations, and museums.

GACM PARTNERSHIPS

ArtReach After School and Art & Literacy Programs – GACM works with these partners to offer School Group Tours (Gadsden County Schools and Gadsden Elementary Magnet School), Art & Literacy sessions (George W. Munroe Elementary School, Greensboro Elementary School, ArtReach After School (First Presbyterian Church, Boys & Girls Club, GEMS), and ArtZone Children’s Story Time (Gadsden County Library). For School Tours and ArtReach, partners offer student transportation, working space (if off site), and instructional time; GACM provides staffing, programming, and materials. For Story Time, the library provides readings, GACM provides promotion, space, staffing, supplies, and art activities.

Community Revitalization, Tourism, and Economic Development – GACM offers staffing, space, marketing, and activities to facilitate community-based events, working with Quincy Main Street, the City of Quincy, Gadsden County TDC, and Havana Main Street.

Art Education – GACM offers space and solo or joint arts programming to work with Tallahassee Watercolor Society, Quincy Music Theater, FSU Museum of Fine Art, FSU Lifelong Learning Institute, Westminster Oaks, Tallahassee Senior Center, The Links, Delta Kappa Gamma, Tallahassee Community College, and area museums.

Professional Education – GACM staff are frequent presenters and leadership volunteers for the Florida Association of Museums, Florida Art Museum Directors’ Association, Florida Division of Cultural Affairs, and FSU Career Center.

Marketing and Development – GACM works with these organizations to cross-promote programming: Institute of Nonprofit Innovation and Excellence, Council on Culture and the Arts, Gadsden County Times, Havana Herald, Tallahassee Democrat, Eastside Chronicle, and WFSU/WFSQ radio programs.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

GENERAL TIMELINE PRINCIPLES

- Major Exhibitions are selected 3 years in advance
- Large sponsor and donor development is accomplished 4 - 24 months in advance
- Marketing materials are developed 4 months in advance
- Post exhibition evaluation and reporting are completed 2 weeks after closing
- Interpretive content is developed 3 - 9 months in advance
- Promotion of major exhibitions to teachers is sent 6 - 9 months in advance

- Education program research is ongoing
- Professional development is ongoing
- Program evaluation is conducted post- sessions, year-round, and compiled at the end of each season (i.e. ArtReach – May, Art Camp – July)

EVALUATION

- Participation statistics, visitor comments recorded daily, compiled monthly
- Education evaluation tools: administered during or following each program

LEADERSHIP TEAM MEETINGS

- Board of Directors: monthly
- Finance: monthly
- Endowment Trust Board: quarterly
- Exhibitions, Education, Museum Shop, Collections: quarterly
- Event Planning and Receptions: as needed

CULTURAL EVENTS

- Gala: January 2022 (planning August forward, evaluation - February 2022)
- Receptions: quarterly, planning and evaluation ongoing
- Community Events: Porchfest (March), Chain of Parks (April), Arts Day (April), QuincyFest (May), Art & Garden (October), Family Day (October)
- Panel discussions, artist and curator's presentations: ongoing

EXHIBITIONS

July 2021 – June 2022

- Dean Mitchell
- GACM Guild (4)

July – September 2021

- 33rd Art in Gadsden Exhibition
- Renee Lewis
- Jerry Lawrence

October – December 2021

- Women Artists 4 Centuries
- Dawn McMillan

January – March 2022

- Eluster Richardson
- Jessica Burke
- Beverly Hills Figure Group

April – June 2022

- Masters of American Photography
- Firoz Mahmud
- Don Schneider

EDUCATION TIMELINE

July 2021–June 2022

- ArtZone Drop-In Studio (ongoing; activities change every 2 – 4 week)
- Interpretive Programming (ongoing)
- School, Camp, and Adult Tours (ongoing)

August–September 2021

- Docent Recruitment, Training Classes

August 2021–May 2022

- Art & Literacy preparation (August-September), delivery (October – May), evaluation (immediate), evaluation compilation (June), meeting with Schools Superintendent (June)
- ArtReach site identification (August), implementation (September – May), evaluation (June)

February 2022

- ArtCamp planning, teacher recruitment

March – June 2022

- ArtCamp marketing, hiring, enrollment, implementation, evaluation

E. Impact Page 5 of 12

Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefiting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefiting should be one (1).

1. What is the estimated number of proposal events? *

61

2. What is the estimated number of opportunities for public participation? *

592

3. How many Adults will be engaged? *

7,500

4. How many school based youth will be engaged? *

4,200

5. How many non-school based youth will be engaged? *

1,500

6. How many artists will be directly involved?

Enter the estimated number of professional artists that will be directly involved in providing artistic services specifically identified with the proposal. Include living artists whose work is represented in an exhibition regardless of whether the work was provided by the artist or by an institution. This figure should reflect a portion of the total individuals benefiting. If no artists were directly involved in providing artistic services enter 0.

6.1. Number of artists directly involved? *

6.2. Number of Florida artists directly involved?

Total number of individuals who will be engaged?

13485

7. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

- ☒ Children/Youth (0-18 years)
- ☒ Older Adults (65+ years)

8. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

- ☒ Black/African American
- ☒ White

9. Describe the demographics of your service area. - (Maximum characters 1500.)

GACM's service area includes rural Gadsden County, neighboring Leon County, and surrounding counties in Florida's "Big Bend" region.

Gadsden County is among Florida's 5 lowest ranked counties for SES, health, and education. It has a declining population of 46,113 and a median household income of \$39,830. 24.6% of residents live below the poverty line, and it has the highest rate of diabetes in the state. The ethnic composition is 55.3% Black, 32.6% White, 10% Hispanic or Latino, and other.

Neighboring Leon County has a 21% poverty rate. The Big Bend Region has a median household income of \$37,171, 19.5% of households have children, and about 16% of families live below the poverty level.

67% of Gadsden County students and 42% of Leon County students receive free or reduced cost meals. Gadsden County has the lowest High School Graduation Rate in Florida (60.4%) and few students have arts education at school.

In this challenging climate, GACM's Art & Literacy and ArtReach After School programs help to level the playing field for some of the most disadvantaged students in the state of Florida. Dr. Ronald Peterson, Principal of George W. Munroe Elementary School, credited GACM programs for helping bring his school from an "F" to an "A" in 2018. All of GACM's programs bring much-needed quality art experiences to residents across the Big Bend Region, with one school, Taylor County High School, traveling 80 miles to experience them.

10. Additional impact/participation numbers information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

Proposal Events: receptions and previews-8, exhibition tours-4, curator and artist talks-8, special presentations-6, museum cultural events-11, community cultural events-7, ArtZone story time-12, workshops-5. Not included: ArtZone, ArtReach, Art Camp, Art & Literacy sessions.

Public Participation: exhibition days-250, 70 group tours, 60 ArtReach sessions, 15 Art & Literacy sessions, 104 ArtZone drop-in days, 60 Art Camp sessions, 15 workshop sessions, 18 cultural and community events.

Remaining numbers and percentages are tracked and projected through daily participation, museum shop and exhibition records.

11. In what counties will the project/program actually take place?

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. *State Service Organization* applicants: Select all counties that will be served by your programming.

☒ Gadsden

12. Proposal Impact - (Maximum characters 3500.) *

Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal's education and outreach activities.

Organizations: Include the economic impact of your organization as a whole.

Solo Artists: Include any positive social elements and community engagement anticipated from the project.

GACM has substantial impacts for individuals and the community at large in one of Florida's most economically challenged, educationally underserved communities.

ECONOMIC IMPACT

GACM:

- Has an annual impact of \$1,033,116 in the region (Source: Arts and Economic Prosperity V)
- Attracts visitors into the region from out of state (36 U.S. states and 5 countries in 2019) who spend time, spend money, and leave with a positive impression
- Is a source of pride for residents and community leaders, who continue to invest in the community because of GACM's presence
- Activates three buildings on Quincy's historic courthouse square 250 days per year
- Brings residents downtown
- Attracts thousands of visitors into Gadsden County who otherwise would not come
- Sustains 5.5 FTE staff and 5 contract labor positions
- Attracts new homeowners, new businesses, and repeat visitors
- Is the largest "visitor ready" tourism generator in Gadsden County

- With staffed visitor services 250 days per year, offers information to all visitors on behalf of Quincy Main Street and the Gadsden Tourist Development Council

EXHIBITIONS AND EDUCATION

GACM:

- Brings cultural experiences with depth and quality to residents and visitors
- Increases students' art learning and academic achievement through varied programs offered for school groups, children's groups, and chaperones, free of charge
- Offers economic accessibility programs to ensure all residents can use the museum
- Helps teachers achieve curriculum goals in an exciting way through individually tailored group tours
- Provides the only art experiences many Gadsden County children have through regularly scheduled art experiences at GACM and partners' sites after school and through the summer months
- Brings every 2nd and 3rd grade student from participating elementary schools to GACM for inquiry-based tours that teach art concepts and develop interpretive thinking skills
- Builds students' self-image and families' affinity for art through exhibitions of student artwork in the Hinson Children's Gallery and through the Art in Gadsden student art competition and awards ceremony
- Connects art with community organizations and people through activity stations at community events
- Prepares college and graduate level students for professional museum work through internships
- Helps regional artists learn to exhibit their work properly

PHILANTHROPY

GACM:

- Offers a trusted avenue for philanthropists to invest in community cultural education, increased quality of life, and community redevelopment
- Attracts investment by businesses, corporate and family foundations into Gadsden County
- Attracts regional, state, and federal grant funding into Gadsden County

SOCIAL AND INTERPERSONAL RELATIONSHIPS

GACM:

- Fosters lifelong learning, value-added retirement time, and the development of new social relationships through volunteer opportunities, currently hosting 87 volunteers on a regular basis
- Engages the local community, many of whom are new to using museums, and introduces families to one another through the ArtZone drop-in studio
- Fosters collaboration among community organizations and program partners such as 20 area businesses and museums that were engaged in our Big Bend Quilt Trail, schools and churches engaged in ArtReach After School and Art & Literacy Programs, and Main Street organizations collaborating on cultural events

LIFELONG LEARNING

GACM

- Introduces the use of museums for lifelong enrichment to students and families throughout the region
- Teaches processes for interpretive and critical thinking, and helps students develop empathy and tolerance (The Educational Value of Field Trips, Education Next, 2014)
- Offers opportunities every day, year-round for people of all ages to experience humanity worldwide, past and present. Everyone who walks through our doors learns something new.

13. Marketing and Promotion - (Maximum characters 3500.) *

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations, brochures, etc.

GACM is one of two AAM accredited art museums in central North Florida and the only one that is community-owned. Entering our 26th year of bringing quality art experiences to our region, GACM continues a daily, multifaceted effort to create awareness and promote community engagement with our services.

The Gadsden Arts brand combines the personal welcome of a small town with the quality of an accredited institution, and features our historic Bell & Bates Building, an exceptional venue for presenting art experiences and a gathering place in the community since 1912. GACM marketing strategies are continually developed and assessed. We use a combination of new and traditional strategies to reach widely diverse audiences. During 2019, these strategies connected with thousands of new participants, and attracted gains of 33% in earned revenues and 29% in memberships to support our work.

Effective and affordable marketing avenues to attract visitors from a distance include:

- **Paid Facebook** advertising in targeted areas
- **Print advertising** through the Limelight, with USA Today network online ads across Florida and neighboring markets
- **Visit Florida TMAP Partnership**, which offers press releases, Facebook posts, and visitor center rack card distribution

GACM is attracting growing numbers of visitors from the region, across Florida, and surrounding states. Visitors came from 36 U.S. states last year. Conversations with visitor services staff confirm that many may have been coming through Florida, but visited Gadsden County for GACM programming, with awareness created by these marketing efforts and also word of mouth from other visitors.

Additional strategies are needed to reach local audiences. Recognizing that many local families lack internet services or newspaper subscriptions, we share flyers at library branches, schools, restaurants, and churches; post ads in school yearbooks; and offer extensive Free Admission promotions (i.e. first Saturdays and community-based events). The last helps bring visitors into GACM from surrounding small towns.

With the advent of our COVID-19 building closure, **GACM has added new tools to bring art experiences to our audiences and communicate with stakeholders.** We anticipate continuing these strategies beyond the current health crisis, recognizing that we make thousands of new connections and serve hard to reach audiences through these channels:

- **ZOOM Webinars used with Facebook Live** to offer ***Art Talks Live!*** exhibition discussions with staff and guest speakers – our first online Director's Circle Preview was a big hit, with BYO wine included!
- **ZOOM Meetings** for staff, board, and working committees
- **Facebook, Mail Chimp, and YouTube** to share ***Gadsden Arts @ Home*** art-making and interpretive programming

GACM requests feature articles and radio programs for major exhibitions with interviews of staff and guest speakers. Feature providers include Tallahassee Democrat, Council on Culture and the Arts, WCTV, and Cultural Notes. Our current major exhibition, *Eddy Mumma: Compelled to Create*, is featured in the AAM's **Museum Magazine** and will be featured in **FORUM**, the magazine of Florida Humanities.

GACM launched its fully redesigned website this month to offer a streamlined design and more effective e-commerce interface. **Additional year-round marketing strategies include:**

- **16 online and print calendars** (i.e. Tallahassee Democrat, WFSU, Florida A&M University, Tallahassee Community College, Florida State University, Tallahassee Magazine, WCTV, Visit Florida)
- Online **E-news** (2,900 subscribers), **website** (gadsdenarts.org), **YouTube**, and **Facebook**
- **Press releases** sent to 30 media outlets
- Regional **LAA email advertising**
- **Public radio** underwriting spots
- **Networking** through professional organizations, i.e. Florida Association of Museums, American Alliance of Museums, Association of Fundraising Professionals
- **Presentations** to civic, community, business, and retirement groups
- **Social media networking** supported through workshops for volunteers to promote social sharing
- **Print promotion** (i.e. invitations, Gadsden Arts Magazine)
- **Cross-promotion** through partners including Quincy and Havana Main Streets, and Gadsden Tourist Development Council

F. Management and Operating Budget Page 6 of 12

1. Fiscal Condition and Sustainability - (Maximum characters 1750.) *

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

GACM is financially sound and managed conservatively, aiming for a 5% operating net each year to build cash resources. **Currently, GACM has the following resources:**

- **Cash on hand** for operations and programs totaling \$252,000(6 months' expenses)
- **Endowments** totaling \$645,000, 55% of which is growth
- **Assets** totaling \$2.9M
- **Zero liabilities** long-term

GACM's fiscal management structure ensures judicious use of resources. The GACM Finance Committee and Board manage GACM resources, while the Endowment Trust Board (ETB) manages the endowment. Endowment principal has never been invaded. The 2.5% endowment spending policy facilitates annual investment in GACM and ensures long-term fund growth, and additional growth is available if needed.

GACM has also been proactive with facility maintenance, and all buildings are in excellent condition. Lighting is all LED; security systems were upgraded and buildings re-roofed in 2017; interior and exterior renovation was done in 2016 and 2018; art studio windows and the building's pre-action sprinkler control system were replaced in 2019.

From 2019 through mid-February 2020, GACM enjoyed the most rapid growth in its history, with a 30% increase in participation, 33% growth in earned revenues, and 29% growth in membership. The strategic plan, developed in 2019, was a road map to "the next level" for our organization.

In late February, with the COVID-19 crisis, GACM recognized the need to change course. Leadership began meeting every 2 weeks to respond proactively. The GACM Finance Committee, Board, and Director developed a 10-phase retrenchment plan with trigger points to cut expenses, sustain high impact programming, and extend organizational resources. With this plan in place, leadership will now focus on creating and implementing revised development strategies, and update operational and strategic plans. **With these plans, GACM will weather the current crisis and a short- or long-term recession while sustaining the programming set forth in this proposal.** GACM has also applied for CARES Act PPP funds to extend support for GACM staff.

2. Evaluation Plan - (Maximum characters 1750.) *

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

GACM uses a range of empirical and anecdotal evaluation methods to evaluate our organization's effectiveness, including our relevancy to audience needs and interests, service to diverse audiences, programmatic and overall organizational impacts.

Evaluation Tools:

- **Attendance and participation** tracked daily, weekly, monthly, and annually
- **Visitor origins** collected through our guest register
- **Visitors' responses to exhibitions** captured through our Exhibition Comment Books
- **Member and donor trends** tracked through an integrated database solution
- **Use of print materials**, i.e. exhibition guides, family scavenger hunts)
- **Online use of viewable/downloadable materials**, i.e. audio tours, exhibition catalogs
- **Social media comments** posted on Google, Instagram, and Facebook
- **Participant evaluation forms** designed for school programs, classes, workshops, group tours, and Art Talks Live! programs
- **Visitor comments** captured through conversations with visitor services staff
- **Stakeholder comments** captured through Board-to-Member phone campaign
- **Program observations** from working committee volunteers
- **Individual meetings** between the Executive Director, board members and donors
- **Thank you calls from the Executive Director** to all donors \$500 and up
- **Phone calls to lapsed members** requesting feedback
- **Student writing and art samples** collected through competitions and ArtReach programs
- **Conversations with decision makers** in public and private schools and local government
- **Assessment of actual performance vs. the Strategic Plan and Operational Plan**
- **Monthly and annual operating budget performance**
- **Economic Impacts** measured through direct expenditures, visitor numbers, numbers of new businesses and residents attracted due to GACM presence, and the Arts and Economic Prosperity V calculator

Evaluation is more important than ever as we move through the COVID-19 crisis and ensuing recession. It will guide decisions and planning forward as we work to reduce expenses while sustaining high quality, high impact programming.

3. Completed Fiscal Year End Date (m/d/yyyy) *

12/31/2019

4. Operating Budget Summary

	Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1.	Personnel: Administrative	\$25,000	\$23,500	\$22,000
2.	Personnel: Programmatic	\$155,302	\$173,000	\$139,772
3.	Personnel: Technical/Production	\$55,344	\$52,587	\$49,958

4.	Outside Fees and Services: Programmatic	\$22,000	\$20,900	\$18,000
5.	Outside Fees and Services: Other	\$28,711	\$27,275	\$25,912
6.	Space Rental, Rent or Mortgage			
7.	Travel	\$2,800		
8.	Marketing	\$17,000	\$20,000	\$17,000
9.	Remaining Operating Expenses	\$96,830	\$106,000	\$100,000
A.	Total Cash Expenses	\$402,987	\$423,262	\$372,642
B.	In-kind Contributions	\$24,000	\$24,000	\$24,000
C.	Total Operating Expenses	\$426,987	\$447,262	\$396,642
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$15,000	\$8,000	\$15,000
11.	Revenue: Contracted Services	\$101,000	\$75,000	\$85,000
12.	Revenue: Other	\$28,481	\$23,000	\$25,000
13.	Private Support: Corporate	\$40,000	\$35,000	\$32,000
14.	Private Support: Foundation	\$33,500	\$58,500	\$33,500
15.	Private Support: Other	\$146,843	\$146,500	\$140,000
16.	Government Support: Federal	\$27,000	\$11,000	
17.	Government Support: State/Regional	\$12,000	\$19,000	\$20,000

18.	Government Support: Local/County	\$11,000	\$7,000	\$10,000
19.	Applicant Cash	\$19,641	\$40,263	\$16,100
D.	Total Cash Income	\$434,465	\$423,263	\$376,600
B.	In-kind Contributions	\$24,000	\$24,000	\$24,000
E.	Total Operating Income	\$458,465	\$447,263	\$400,600

5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

2020 and 2021 budgets reflect current and anticipated changes following the Budget Cut and Trigger Point plan created in response to COVID-19 and the recession.

- With a strong year in 2019, a development position was added; in 2020 staffing will be reduced
- Percentage cuts will be used to preserve core staff positions while reducing expenses
- 2020 Foundation income adds a \$25K grant for ArtReach programming
- Applicant cash is endowment funding at the 2.5% spending policy, plus anticipated use of cash reserves in 2020
- Travel will be eliminated until economic conditions improve

6. Paid Staff

- ☐ Applicant has no paid management staff.
- ☐ Applicant has at least one part-time paid management staff member (but no full-time)
- ☐ Applicant has one full-time paid management staff member
- ☒ Applicant has more than one full-time paid management staff member

7. Hours *

- ☒ Organization is open full-time
- ☐ Organization is open part-time

G. Management and Proposal Budget Page 7 of 12

1. Rural Economic Development Initiative (REDI) Waiver *

☐ Yes

☒ No

2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at <http://dos.myflorida.com/cultural/grants/grant-programs/>. Proposal Budget expenses must equal the Proposal Budget income.

For General Program Support the Proposal Budget should match the operating budget minus non-allowable expenses (see non-allowable expenses).

2.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Finance & Membership	\$5,000	\$5,000	\$0	\$10,000
Totals:		\$5,000	\$5,000	\$0	\$10,000

2.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Executive Director	\$25,000	\$25,000	\$0	\$50,000
2	Education Director	\$15,000	\$15,000	\$0	\$30,000
3	Museum Assistant	\$5,000	\$5,000	\$0	\$10,000
Totals:		\$45,000	\$45,000	\$0	\$90,000

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Curator	\$18,770	\$18,770	\$0	\$37,540
Totals:		\$18,770	\$18,770	\$0	\$37,540

Amount of Grant Funding Requested:

\$68,770

Cash Match:

\$68,770

In-Kind Match:**Match Amount:**

\$68,770

Total Project Cost:

\$137,540

3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

3.2. Revenue: Contracted Services *

#	Description	Cash Match	Total
1	Earned Revenues	\$25,000	\$25,000
Totals:		\$0	\$25,000

3.6. Private Support: Other *

#	Description	Cash Match	Total
1	Contributions	\$43,770	\$43,770
Totals:		\$0	\$43,770

Total Project Income:

\$137,540

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$68,770	\$68,770	50%

Line	Item	Expenses	Income	%
B.	Cash Match	\$68,770	\$68,770	50%
	Total Cash	\$137,540	\$137,540	100%
C.	In-Kind	\$0	\$0	0%
	Total Proposal Budget	\$137,540	\$137,540	100%

4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

PROPOSAL BUDGET NOTES

- GACM is located in a REDI county but will provide a 1:1 cash match for state funding
- Earned revenues include memberships, event tickets, museum shop sales commissions
- Contributed income includes individual contributions to the Annual Giving Program, which exceeded \$100,000 in 2019 and is anticipated to do so again this year, and Education Program Contributions

H. Accessibility Page 8 of 12

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) *

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at <http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/>. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

KNOWLEDGE: comprehensive accessibility is extremely important for the diverse participants whom we serve. We seek learning opportunities to keep knowledge current in this regard. In 2015 our Education Director attended the LEAD conference at the Kennedy Center in Washington, D.C. In 2017, GACM hosted a VSA Florida workshop. In 2018, GACM received a studio art accessibility toolkit. GACM staff have attended DCA and COCA accessibility workshops. Appropriate symbols are included on GACM materials.

PHYSICAL ACCESS: GACM's facilities underwent complete renovation from 1997-2000 and additional renovation-expansion in 2016 – 2018. All facilities and programs are ADA compliant and designed to be accessible to persons with disabilities. Exhibition installations are hung at 58" eye level for older visitors. Text panels are set in 16-point type. Pedestal heights accommodate viewing by visitors using a walker or in a wheelchair. The ArtZone has magnetic walls for children to display art. Generous public hours facilitate access for working families.

ECONOMIC ACCESS: With the exception of Art Camp, which is subsidized and offered at a low cost, all GACM education programs for children and adults are offered free of charge: the ArtZone; exhibition admission for children 17 and under; guided tours for children and adult groups. Admission Passes can be checked out at public library branches. GACM also hosts Admission-Free evenings and Saturdays.

EXPERIENTIAL ACCESS: One large barrier to participation is lack of experience with museums. This thread runs through all potential audiences. ArtReach and Art & Literacy programs offered positive GACM experiences for 4,711 participants in 2019, and over the years, students have begun to use GACM on their own. The ArtZone attracts diverse families, 80% of whom also visit the museum's galleries. Community festivals, group tours, program partnerships, and admission-free initiatives also introduce GACM to new museum-goers.

VOLUNTEER ACCESS: 87 volunteers serve the community through Gadsden Arts on a regular basis, and 100+ help during the year in all aspects of museum programming and in leadership roles. Volunteers learn, develop meaningful social relationships, and become an integral part of our organization.

CONTENT ACCESS: Programs are specifically designed for the age, experience, and learning objectives of the intended target audience. School materials are correlated with curriculum goals. Whenever possible, selected materials are also translated into Spanish.

LOCATION: GACM employs technology such as **YouTube**, **ZOOM**, and **Facebook Live** to make programs accessible. Video tours and downloadable materials are offered online. With the COVID-19 shutdown, **Gadsden Arts @ Home** and **Art Talks Live!** programs were added, and will continue as these allow us to

connect with patrons who live elsewhere, don't drive at night, and have other barriers to being at GACM. The entire Permanent Collection is also accessible via our website.

Individual or Solo Artists: Skip questions 2-5 and move on to section I.

2. Policies and Procedures

☒ Yes

☐ No

3. Staff Person for Accessibility Compliance

☒ Yes

☐ No

3.1. If yes, what is the name of the staff person responsible for accessibility compliance?

Grace Robinson

4. Section 504 Self Evaluation

☒ Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.

☐ Yes, the applicant completed the Abbreviated Accessibility Checklist.

☐ No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

4.1. If yes, when was the evaluation completed?

4/1/2020

5. Does your organization have a diversity/equity/inclusion statement?

☒ Yes

☐ No

5.1. If yes include here: - (Maximum characters 1500.)

DIVERSITY / EQUITY / INCLUSION STATEMENT

As part of fulfilling its mission, the Gadsden Arts Center & Museum shall not discriminate on the basis of race, religion, sex, sexual orientation, age, national origin, physical or mental handicap, marital status or veteran status.

The Gadsden Arts Center & Museum provides equal opportunities in all phases of its employment practices including recruitment, selection, training, performance evaluation, promotion, pay and benefits, and termination as required by state and federal law and consistent with the intent of Title VII

of the Civil Rights Act of 1964, Age Discrimination in Employment Act. All employment decisions will be based solely on merit and without regard to factors not related to job performance, such as race, color, religion, sex, sexual orientation, age, national origin, physical or mental handicap, marital status or veteran status.

The Gadsden Arts Center & Museum will make every reasonable effort to accommodate employees who have handicaps/disabling conditions as required by state and federal law and consistent with the intent of the Americans with Disabilities Act of 1990.

-- Adopted by the GACM Board of Directors, October 2010; GACM Board Leadership Manual, p.61

I. Attachments and Support Materials Page 9 of 12

Complete the support materials list using the following definitions.

- **Title:** A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description:** (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

Content Type	Format/extension	Maximum size
Images	.jpg, .gif, .png, or .tiff	5 MB
documents	.pdf, .txt, .doc, or .docx	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

MacOS productivity files such as Pages, Keynote, and Numbers are not acceptable formats. Please save files into .pdf format before submission.

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
Sub W-9 Gadsden.pdf	34 [KB]	6/26/2020 8:30:37 AM	View file

2. Support materials (required)

File	Title	Description	Size	Type	View (opens in new window)
1 GACM Magazine.pdf	1 Gadsden Arts Magazine		1475 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
2 GACM Online Resources.docx	2 GACM Online Resources		70 [KB]		View file
3 GACM Facility Photographs.pdf	3 GACM Facility Photographs		224 [KB]		View file
4 GACM Education Photo Pages.pdf	4 GACM Education Program Photos		1468 [KB]		View file
5 GACM Excerpts from Partner Letters.pdf	5 GACM Excerpts from Partner Letters		226 [KB]		View file
6 GACM Recent Marketing Samples.pdf	6 GACM Marketing Samples		11041 [KB]		View file
7 GACM Interpretive Content Samples Southern Quilting.pdf	7 GACM Interpretive Content Samples	Interpretive content samples from the Southern Quilting Project and Southern Quilting 1830s to Today exhibition	2500 [KB]		View file
8 GACM Docent Handbook.pdf	8 GACM Docent Handbook		765 [KB]		View file
9 GACM Strategic Plan 2020–2025.pdf	9 GACM Strategic Plan 2020-2025		161 [KB]		View file
10 GACM Operational Plan.pdf	10 GACM Operational Plan		567 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

In accordance with Section 15.182, Florida Statutes, the grantee shall notify the Department of State of any international travel at least 30 days before the date the international travel is to commence or, when an intention to travel internationally is not formed at least 30 days in advance of the date the travel is to commence, as soon as feasible after forming such travel intention. Notification shall include date, time, and location of each appearance.

1. Notification of International Travel

☒ I hereby certify that I have read and understand the above statement and will comply with Section 15.182, Florida Statutes, International travel by state-funded musical, cultural, or artistic organizations; notification to the Department of Economic Opportunity.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

The following question relates to the Florida Single Audit Act. Important: if you answer yes to the following question, State law requires you comply with the Florida Single Audit Act, Section 215.97 Florida Statutes, by uploading an audit report below. You will need to select "Save" at the bottom of this page to make your changes final.

See: <https://apps.fldfs.com/fsaa/> and https://flauditor.gov/pages/pdf_files/fsaa%20q_a.pdf for more information and specific definitions.

1. Has your organization met the \$750,000 annual assistance threshold identified in Section 215.97 F.S. and 2 CFR 200 from all combined state sources and/or all combined federal sources during your organization's last fiscal year?

☐ Yes

☒ No

L. Review & Submit Page 12 of 12

1. Guidelines Certification

☒ I hereby certify that I have read and understand the guidelines and all application requirements for this grant program outlined under section 265.701, Florida Statutes and incorporated by reference into Rule 1T-1.039, Florida Administrative Code.

2. Review and Submit

☒ I hereby certify that I am authorized to submit this application on behalf of Gadsden Arts, Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

2.1. Signature (Enter first and last name)

Grace Robinson