



## **Museums for America**

Sample Application MA-10-18-0398-18  
Project Category: Learning Experiences

### **Armory Center for the Arts**

Amount awarded by IMLS:	\$195,000
Amount of cost share:	\$973,728

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing applications for the FY2019 Museums for America grant program differ from those that guided the preparation of FY2018 applications. Be sure to use the instructions in the FY2019 Notice of Funding Opportunity for the grant program and project category to which you are applying.

## **Armory Center for the Arts Abstract**

Art High, a major initiative of the Armory Center for the Arts, makes visual arts education and arts experiences readily accessible to more than 1000 teens annually in order to deepen involvement, education, training, and employment in the arts. Art High is designed to strengthen the Armory's ability to effectively serve the region's at-risk, in-crisis, and incarcerated teens, thus reinforcing the Armory's role as a hub of community learning and engagement.

Art High addresses the dearth of teen-centered arts programming in low-income neighborhoods in Los Angeles County. The initiative meets the critical need for free, high-quality, visual and media arts instruction for teens as expressed by the Armory's broad network of community partners: community and social service centers, libraries, parks and recreation centers, public schools, the Los Angeles County Probation Department, and the Arts for Incarcerated Youth Network. It is a crucial component of the Armory's mission-driven work to nimbly respond to community needs.

Art High courses are held at the Armory's main site studios, easily accessible community partner sites, and a growing network of LA County Juvenile camps, halls, and day reporting centers. All courses are designed and delivered by professionally trained Armory Teaching Artists, each of whom maintains a thriving arts practice that informs their teaching.

During each year of the grant period, the Armory will provide teens with at least 80 Art High courses totaling over 1,500 hours of instruction. Programming runs year round. Art High provides crucial teen engagement opportunities, driven by participant feedback, including mentorship by professional Teaching Artists; portfolio development; career guidance; the Armory's paid Teen Apprentice program; and numerous opportunities for teens to exhibit their work in public exhibitions.

Art High targets at-risk and in-crisis teens from the low-income, disenfranchised neighborhoods of Northwest Pasadena, Boyle Heights, and Lincoln Heights, as well as teens placed at Probation facilities throughout LA County. Most of these teens are either at-risk or profoundly in-crisis, dealing with homelessness, pregnancy, drug abuse, domestic abuse, and gang activity. A number of participating teens are incarcerated, wards of the court, or in foster care.

Outcomes include: 1) Participants build core competency in 21<sup>st</sup> century learning skills through independent and collaborative art projects that nurture the connection between creativity and productivity; 2) Incarcerated youth benefit from arts integration as a core healing-informed strategy for addressing trauma, redirecting lives, facilitating successful reentry, and forging connections to the creative economy; 3) Teens express themselves creatively, explore their abilities, develop their artistic skills, and nurture their self-esteem; 4) Teens experience positive engagement with their community through the arts; and 5) Teens who are facing significant challenges and obstacles in their lives will be inspired, through arts opportunities and experiences, to see a more promising future.

Success in achieving these outcomes will be measured by assessing teen retention; the level of effective collaboration among teens both in class and via related activities; and the degree to which teens increase their knowledge and skill in the arts. The initiative also includes formal assessment, regular in-class observation, and teen focus groups.

## Armory Center for the Arts Narrative

### 1. PROJECT JUSTIFICATION

The Armory Center for the Arts respectfully requests a three-year grant of \$195,000 to support the strategic expansion of our nationally recognized Art High initiative for teens in Los Angeles County. Art High is a major Armory initiative that makes visual arts education and arts experiences readily accessible to more than 1,000 teens annually in order to deepen involvement, education, training, and employment in the arts. Art High is designed to strengthen the Armory's ability to effectively serve the region's at-risk, in-crisis, and incarcerated teens, thus reinforcing the Armory's role as a hub of community learning and engagement. The Armory's Art High Initiative received the 2015 National Arts and Humanities Youth Program Award, the nation's highest honor for after-school arts and humanities programs.

Art High provides free, year-round, sequential standards-based instruction in visual and media arts for teens. Art High courses are held at the Armory's main site studios, easily accessible community and school partner sites, and a growing network of LA County Juvenile Camps. All courses are designed and delivered by professionally trained Armory Teaching Artists, each of whom maintains a thriving arts practice that informs their teaching. The proposed grant project will deepen the reach of Art High programming by 1) expanding the network of Art High partner sites in low-income neighborhoods and at Los Angeles County Juvenile Camps and Halls; 2) building on the Armory's partnership in the Arts for Incarcerated Youth Network, a consortium of eight nonprofits aimed at providing arts programming for incarcerated youth as part of a comprehensive reintegration strategy; 3) deepening strategic alliances in order to meet the needs of a growing network of underserved teens; and 4) refining evaluation techniques and assessment tools. Complementary to this initiative (and funded separately) is increasing the capacity of the Armory's teaching faculty through age-, content-, and constituent-specific professional development training.

### Statement of Need

Art High has recently gone through a growth surge, reflecting findings that demand for the arts far outpaces the actual supply – particularly within low-income communities of color.<sup>1</sup> Through the Armory's founding partnership with the Arts for Incarcerated Youth Network (AIYN), the initiative now encompasses a growing network of juvenile camps, halls, and day reporting centers, representing a new and challenging constituency and work environment. Research also supports the case for building strong, arts-based afterschool programs, particularly in areas where the majority of children live with a single working parent, or two working parents, and are left on their own after school from an early age. The U.S. Department of Justice and the U.S. Department of Education found that youth are less likely to engage in risky behaviors, including tobacco use, drug use, and crime, when afterschool programs are available and accessible. In addition, youth attending afterschool programs tend to watch less television (television being linked with aggressive behavior) and suffer fewer injuries and incidents of victimization.<sup>2</sup> A study by the National Endowment for the Arts found that youth in low socioeconomic conditions who have regular access to arts education activities show better academic outcomes—including better grades and higher rates of college enrollment—than those without a history of arts involvement. Additionally, the study found that young adults who had intensive arts experience in high school are more likely to show civic-minded behavior than young adults who did not. They take an interest in current affairs, as evidenced by comparatively high levels of volunteering, voting, and engagement with local or school politics.<sup>3</sup>

Moreover, studies of arts programming for incarcerated youth has shown significant benefits. New approaches to meeting detained youth's needs are achieving significant success: The Office of Juvenile Justice and

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<sup>1</sup> Laura Zakaras and Julia F. Lowell, *Cultivating Demand for the Arts: Arts Learning, Arts Engagement, and State Policy* (RAND Corporation, 2008)

<sup>2</sup> *Working for Children and Families: Safe and Smart After-School Programs* (Washington, DC: U.S. Department of Education, U.S. Department of Justice, 2000).

<sup>3</sup> James S. Catterall with Susan A. Dumais and Gillian Hampden-Thompson, "The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies," National Endowment for the Arts, Research Report #55, March 2012.

Delinquency Programs reports that “youth receive positive benefits from participation in arts programming and that arts programming tends to have a positive impact on self-image and self-esteem. Arts programs offer more than opportunities to be expressive. Contact with the arts offers a positive stimulus that can interrupt the drift into a negative lifestyle. Arts programs have been shown to empower a population that few programs have been able to reach.” Research has also shown that strong arts programming could be a cost-effective way to reduce youth delinquency and recidivism.<sup>4</sup>

The in-crisis and incarcerated teens served through this program have unique needs. LA County has the largest juvenile justice system in the nation, with nearly 16,000 youth under the jurisdiction of the Probation Department, including more than 1,800 incarcerated in 14 county detention facilities. LA County’s incarcerated youth are more vulnerable than ever before. While the number of youth ordered to camp has greatly decreased in the last 10 years—as has the number of youth housed within each camp—the severity of these youth’s offenses has increased: only the highest-needs youth are now placed in camp, after other efforts have failed. Youth in detention more frequently present with needs across multiple domains—for example, co-occurring mental health and substance abuse. Data from the 2015 LA County Juvenile Probation Outcomes Study demonstrate that our justice system-involved youth “face multiple, complex challenges which extend beyond Probation’s control but have significant impact on whether youth will be successful.” These youth are extremely susceptible to high-risk activities, including gang activity, crime, and drug use. Recidivism is a very real danger: two-thirds will be re-arrested, and up to one-third re-incarcerated within a few years after release.

The Armory is deeply committed to providing mentorship and arts education opportunities to Los Angeles County teens through the Art High Initiative. Los Angeles county teens have one of the lowest employment rates in the country, with only 16.9% able to find jobs.<sup>5</sup> When teens and young adults lack early employment experiences, they are more likely to struggle with employment as adults. The program addresses the employment gap by providing disconnected youth with crucial vocational and workforce skills, including on-the-job training, mentorship, preparation for entry level employment, and networking. Moreover, the program provides vital training in the creative economy, arts, and entertainment industry sectors. Given that 44% of the state’s creative economy workers reside in Los Angeles (the most in the country), these sectors present a broad scope of employment opportunities, including careers in digital media, entertainment, visual and performing arts, and graphic design.<sup>6</sup>

It is a proven fact that learning through the arts positively impacts cognition and understanding. Numerous studies underscore that the arts impact learning in four key areas: cognition, creativity, communication, and culture. Building upon this premise, Art High aims to increase civic participation, improve academic achievement, and better prepare youth for college and future employment. Moreover, Art High reinforces the thesis, championed in the 2011 *Engaging Adolescents* study by the National Guild for Community Arts Education, that effective teen centered programs combine high-quality arts education with support for accomplishing the key tasks of adolescent development.<sup>7</sup> The initiative effectively links artistic and individual growth, empowering teens to increase their skill in the arts while also building key transferable skills that positively impact their understanding of themselves, their cultures, and their communities.

### **Target Audience**

Art High targets at-risk and in-crisis teens from the low-income, disenfranchised neighborhoods of Northwest Pasadena, Boyle Heights, and Lincoln Heights, areas challenged by gang activity, poverty, and public health issues. The densely populated neighborhood of Northwest Pasadena is predominantly Latino (44%) and African American (31%). Northwest Pasadena is designated as a State of California Enterprise Zone, with the goal of enhancing business retention activities, promoting private investment within distressed areas, increasing job

<sup>4</sup> Tony Silbert and Lawana Welch, “A Cost-Benefit Analysis of Arts Education for At-Risk Youth,” prepared for the Master of Public Policy Program, USC School of Planning, Policy, and Development, 2001.

<sup>5</sup><http://www.brookings.edu/research/interactives/2014/labor-market-metro-areas-teens-young-adults>

<sup>6</sup> [http://www.otis.edu/sites/default/files/2014\\_Otis-Report-on-the-Creative-Economy-of-the-Los-Angeles-Region.pdf](http://www.otis.edu/sites/default/files/2014_Otis-Report-on-the-Creative-Economy-of-the-Los-Angeles-Region.pdf)

<sup>7</sup> <http://www.nationalguild.org/ngCorporate/MediaLibrary/Publications/EngagingAdolescentsGuide.pdf?ext=.pdf>

development opportunities, and encouraging business expansion. Fourteen gangs operate in Northwest Pasadena, adding to area tensions and reinforcing the need for safe zones for children and teens. Boyle Heights and Lincoln Heights (neighborhoods east of Downtown Los Angeles) are primarily Latino (95% and 71%, respectively), and have among the highest percentages of foreign-born residents in the county (52% and 56%). Only 5% of residents in both neighborhoods have a four-year degree, and the median household income is among the lowest in Los Angeles County. These neighborhoods are plagued by gang activity and violence.

Many of the teens participating in Art High attend Title I low-income schools in the Pasadena and Los Angeles Unified School Districts with high percentages of English Language Learners, Special Needs Students, and students with learning disabilities. According to the California Standardized Testing data, high percentages of these teens are underachieving in multiple subject areas. Moreover, lack of funding has virtually eliminated all arts programming in most of the region's public schools. Most of these teens are either at-risk or profoundly in-crisis, dealing with homelessness, pregnancy, drug abuse, domestic abuse, and gang activity. A number of participating teens are incarcerated, wards of the court, or in foster care. These teens are highly susceptible to continuing patterns of dangerous activity.

### **Advancement of Strategic Plan**

The Armory's philosophy is centered on a revolving three-year Strategic Plan comprised of six goals (see attachment) designed to advance the Armory's mission, vision, and values by developing and refining efforts to deepen participation and visibility, broaden support, and increase advocacy. Creation and fulfillment of strategic plan objectives are a collaborative effort by the Armory's Board, staff, faculty, community partners, and community advisory committee.

Central to the Armory's mission and vision is a deep commitment to advancing cultural equity through enhancing public access to the arts. This premise is driven by the belief that the arts and arts education are essential components of a well-rounded human experience and a civil community. Art High builds on the Armory's many years of experience working with diverse groups of teens and its established partnerships with schools and social service organizations. The initiative empowers teens to experience accomplishment, creative self-expression, personal fulfillment, and collaboration with peers through unique arts courses. The short- and long-term intended outcomes of Art High align closely with all areas of the Strategic Plan and help fulfill the Armory's mission of making high-quality arts activities available to all.

### **Program Goals**

Art High is a *Learning Experiences* program focused on art education program development and delivery. The program supports the first two IMLS Agency-level goals in the following ways: 1) Art High values the perspective of the learner and has always placed teens at the center of the program, nimbly responding to the needs and wants expressed by our teen constituents. Through engaging arts experiences such as exhibition of their work, participation in collaborative public art projects, and partnerships with local social service organizations, Art High teens regularly engage with their communities; and 2) Art High reinforces the Armory's role as a strong community anchor and a hub of arts activity in the region. The initiative is fortified by strong partnerships with regional school districts; city, county, state, and federal government agencies; social service agencies; community-based organizations; institutes of higher education; and local businesses.

The program also meets IMLS special interest areas of collaboration with other organizations; formative and summative evaluation; staff professional development; interdisciplinary programming; and services for diverse and underserved audiences in the community.

## **2. PROJECT WORK PLAN**

### **Project Activities**

Art High enables students to build their art skills progressively in a structured, focused, ongoing program, fully preparing those wishing to later pursue art studies at the postsecondary level. A number of components make the Art High experience unique: sequential visual arts courses providing foundation through advanced

instruction; mentoring by professional artists; portfolio development; career guidance; an internship program; and opportunities to participate in public exhibitions. All courses are tuition-free.

Course content is designed and delivered by professional artists with a particular talent and passion for teaching teens, and with a deep commitment to guiding in-crisis teens via arts involvement. Art High Teaching Artists hold advanced degrees and have an active art practice, which brings authenticity and originality to their teaching practice. In their capacity as mentors, these artists are able to provide insight on what it takes to prepare for a career in the arts. This ranges from guidance on educational preparation for various career paths, to practical insight on the entrepreneurial side of pursuing a career as an artist, to portfolio review for teens applying to art school. As a result of this close mentorship, many of the teens coming out of the Art High program have gone on to pursue postsecondary study at prestigious art schools such as California Institute for the Arts, Art Center College of Design, and Otis College of Art and Design.

Art High courses take place at the Armory's studios, which include a darkroom (one of the few fully equipped darkrooms accessible in this area), a painting and drawing studio (which accommodates live model drawing for advanced students), a fully equipped digital lab, a ceramics room, a letterpress studio, and public galleries. Courses are also taught at the Armory's partner sites in Pasadena (La Pintaresca Teen Center, Jackie Robinson Center, and artWORKS Teen Center), Boyle Heights and Lincoln Heights (Learning Works @ Homeboy Industries and Central Juvenile Hall), and at a number of LA County Probation sites (to date, the Armory has held programming at twelve different juvenile camps, halls, and day reporting centers). In Pasadena, Boyle Heights, and Lincoln Heights, partner sites are clustered together in central locations, near public schools and public transportation, enabling teens to easily and safely access sites for high-quality free arts programming. Courses include mural design and installation, drawing and painting, digital photography, aerosol, recording studio, mixed media, ceramics, letterpress, and screen printing.

As part of Art High, the Armory offers paid apprenticeships to students, ages 14-20, who assist Teaching Artists. Paid apprenticeships are a crucial element of the Armory's outreach efforts to low-income, at-risk students. Apprentices provide vital assistance to Teaching Artists in their work with underserved youth. Most importantly, they act as role models for the younger children from their own neighborhoods. Under the mentorship of committed, experienced Teaching Artists, Apprentices are encouraged to make affirmative life choices and to be proactive about moving in a positive direction, thus moving away from the pressure of negative choices and habits found in their schools and neighborhoods. The apprenticeship program provides a unique work experience, paired with one-on-one mentoring, that gives teens direction and support at a critical juncture in their lives.

The Armory also serves as the key program partner for the Pasadena Unified School District's (PUSD) College and Career Pathways program. In this role, the Armory is responsible for providing all students enrolled in an arts career pathway with an opportunity to participate in meaningful workplace learning, including internships, job shadowing, and part-time and/or summer employment.

The Armory provides its faculty of Teaching Artists with ongoing professional development training to understand the challenges of teaching teens, and to develop the skills required to work in multiple community settings. Each Armory faculty member goes through an intensive nine-month fellowship program at the beginning of their career with the organization. Professional development seminars for all teaching staff at the Armory are held throughout each year. Trainings address issues ranging from curriculum development to behavior management, such as: understanding and teaching special needs populations; behavioral issues with adolescent teens; understanding autism; digital technology resources; animation for the novice; and creative writing and journaling in visual arts classes.

### **Project Risks**

Although the Armory is highly experienced in working adeptly with partner site organizations, developing new partnerships and establishing efficient working relationships always takes time and careful planning. New partnerships run the risk of challenges in communication and program implementation. This is especially true in

working with in the juvenile camps and halls, where Armory program staff and teaching faculty are required to go through numerous layers of security clearance in order to gain access to the premises. Even once they have gained access, it is vital to develop a strong relationship with an internal site administrator, who provides support during the program and facilitates participation among detainees – many of whom have been incarcerated for violent crimes or gang activity. In order to address this risk, the Armory always writes into budgets and timelines significant planning time prior to program rollout, in order to build relationships and address any potential issues. The Armory has also found that it is crucial to budget additional funds to support unanticipated travel time for the artist residencies in the juvenile camps, many of the camps being located in the outer reaches of Los Angeles County (some 50 miles away).

### **Planning, Implementation and Management**

Staff members responsible for overseeing Art High are actively involved in program developments, oversight, and assessment methodologies. Administrators include:

- Lilia Hernandez, Director of Community Programs, is responsible for implementing community programs at partner sites. Hernandez is highly experienced in developing community partners. She has overseen significant growth of initiative, spearheading expansion into Boyle Heights, Lincoln Heights, and the juvenile camps. Hernandez will play a key role in outreach and assessment.
- Lorraine Cleary Dale, Director of Education, is responsible for training all Armory Teaching Artists. In addition, she will develop additional trainings for faculty and staff that focus on social emotional learning and trauma informed care.
- Joan Dooley, Director of Studio Programs, will oversee the development and implementation of all teen studio courses, including the placement of Teaching Artists.
- Scott Ward, Executive Director, provides broad program oversight and is the key liaison between the Armory and the Arts for Incarcerated Youth Network. He approves new program sites and works closely with Hernandez and Cleary Dale to ensure smooth implementation.

The Armory Teaching Artists responsible for designing and delivering programming are seasoned, MFA-degreed Armory-trained arts educators with established studio art practices. They are adept at reaching diverse youth populations, working with at-risk and in-crisis youth, and designing and delivering innovative arts curriculum. Teaching Artists working in the Art High Initiative receive ongoing professional development training to ensure quality of delivery and the development of current visual arts vocabulary, and to promote up-to-date utilization of best teaching practices. Most are graduates of the Armory's nine-month Teaching Artist Fellowship Program. Each class utilizes a trained Assistant. Several Armory Teaching Artists were once themselves in-crisis teens, and have a special affinity for working with this population. They readily embrace the unique challenges of working with in-crisis youth who have extremely limited arts backgrounds.

### **Timeline**

During each year of the grant period, the Armory will provide teens with at least 80 Art High courses totaling over 1,500 hours of instruction. Programming runs year round. Studio and community partner site courses typically meet for quarterly terms, each consisting of ten-week sessions meeting once a week for two hours. Courses at the LA County Probation Camps follow varying formats, but generally meet twice a week for twelve-week sessions, with one final culminating event. Courses at the LA County Juvenile Halls generally meet four times a week for three-week sessions (detainee turnover is higher in the Halls, therefore sessions are shorter). Evaluation is ongoing, and professional development trainings and workshops occur quarterly. Orientation sessions for Teaching Artists and administrators are built in for new programming sites.

### **Financial, Personnel, and Other Resources**

The total program budget is \$1,168,728 over three years, of which \$195,000 is requested from IMLS. The cost share is supported by major grants from the W.M. Keck Foundation, Eisner Foundation, Ralph M. Parsons Foundation, Ann Peppers Foundation, Rose Hills Foundation, Green Foundation, and Capital Group. Additional non-matching support is provided by the Los Angeles County Arts Commission, the City of Los Angeles

Department of Cultural Affairs, and the California Arts Council. Additional support is provided through the fundraising efforts of the AIYN, which contributes a stipend to each partner for each unit of programming within AIYN (however, as the stipends do not cover the cost of programming, it is vital to secure IMLS funds to help cover the difference). Art High is a sustainable and cost-effective model for programming, in that it allows the Armory to run tuition-free programs year-round at partner sites without incurring offsite facility costs. Partner site contributions (space and administrative support) are valued at \$2,500 in in-kind support per site.

### **Tracking Progress**

Art High is evaluated on an ongoing basis through assessment of participant expectations and experiences and in-class observation. Over the past decade, the Armory has tested and refined numerous assessment approaches, including formal written evaluation (rubrics, pre- and post-surveys) and informal evaluation (focus groups, observation, casual interviews). The Armory has also worked with numerous evaluators, including The Research Group at UC Berkeley's Lawrence Hall of Science, UCLA's Center for Research on Evaluation, Standards, and Student Testing, and Teachers College, Columbia University. These formal evaluators have helped the Armory develop and implement new assessment tools for our programs.

Art High evaluation will consist of a post-course survey that addresses the designated Performance Measure Statements as well as program-specific components. In addition, the initiative will be assessed through diligent in-class observation; regular meetings with Teaching Artists; and informal focus groups with teens to get their feedback on their needs and wants. Armory staff and Teaching Artists are thus able to assess the following meaningful criteria: 1) technical skill development in the arts; 2) Student engagement demonstrated by level of participation and task completion; and 3) Student behaviors such as ability to stay on-task and peer respect. Armory staff always track and analyze student attendance and re-enrollment, which enables us to refine our outreach efforts on an ongoing basis. The juvenile camp component will be formally evaluated by pre-participation and final debriefing surveys, to be completed by all participants. The Armory has contracted Elida Ledesma, MPH, to direct evaluation in the camps (please see Supporting Document 3 for the comprehensive 2017 AIYN evaluation report).

### **Sharing Results**

The project team will share results through the Armory's annual convening on working with at-risk and in-crisis youth. These convenings, well-attended by non-profit arts and social services agencies in Los Angeles, are of substantial benefit to the community as they provide a forum for the exploration of working with high-need, arts-poor populations. The Armory recently hosted Create Justice: A National Discussion on Arts and Justice, a new national initiative focused on the intersection of arts and juvenile justice organized by Carnegie Hall's Weill Music Institute and the Arts for Incarcerated Youth Network. Results will also be shared through active participation in the Teaching Artist State Collaborative, a collective designed to support arts non-profits and teaching artists in the education field, the Arts for Incarcerated Youth Network, and the National Art Education Association. These opportunities provide a forum to share program challenges and to seek guidance from other arts and social service non-profits.

## **3. PROJECT RESULTS**

### **Performance Goal and Performance Measure Statements**

Art High explicitly meets the goal of *Learning: Develop and provide inclusive and accessible learning opportunities* by providing free and accessible arts programming and arts experiences that respond to the particular needs of each of our target audiences; cultivate 21<sup>st</sup> century skills and lifelong learning; and build on the power of art to shape a society of creative and capable individuals. The Armory will collect and report on the corresponding data for both Performance Measure Statements under this goal by incorporating these components into the post-assessment survey.

### **Intended Results**

Art High intended results, all tied to the needs identified in Section 1, include: 1) Participants build core competency in 21<sup>st</sup> century learning skills through independent and collaborative art projects that nurture the connection between creativity and productivity; 2) Incarcerated youth benefit from arts integration as a core



healing-informed strategy for addressing trauma, redirecting lives, facilitating successful reentry, and forging connections to the creative economy; 3) Teens express themselves creatively, explore their abilities, develop their artistic skills, and nurture their self-esteem; 4) Teens experience positive engagement with their community through the arts; and 5) Teens who are facing significant challenges and obstacles in their lives will be inspired, through arts opportunities and experiences, to see a more promising future.

### **Capacity to Effect Change**

Art High instills in participants an appreciation for the power of art as a means for self-expression and social interaction. Through multiple and diverse access points to high-quality programming, teens actively participate in the arts in a way that positively impacts their individual perspective. Armory programming inspires participants to build on the power of art to make positive changes in their lives. In this way, the initiative changes the behaviors and attitudes of our target populations, while also increasing their knowledge and skill in the arts. Key performance indicators include:

- **Art Knowledge and Skill:** to what degree are participants able to increase knowledge and skill in the arts? This is measured through ongoing observation and careful mentorship by Armory Teaching Artists.
- **Collaboration:** how effectively are participants able to collaborate with their peers? This is measured through observation of youth and teen interaction in collaborative art projects.
- **Retention:** how many participants are re-enrolling in classes, and how many show up week after week? This is tracked and assessed internally, and openly discussed and addressed with partner site administrators.

### **Tangible Products**

The Armory will coordinate numerous exhibitions of teen work, including at the Armory's annual *Art High* exhibition and at the biannual Pasadena Art Night exhibitions at artWORKS Teen Center. The project will also yield an estimated three large-scale murals per year, designed and installed by groups of incarcerated youth at the LA County Probation Camps (please see Supporting Document 2 for samples of murals and other artwork). In addition, the Armory will organize and host its annual convening for practitioners working with at-risk and in-crisis youth, next scheduled for Fall 2018.

### **Sustainability**

The Armory is at a critical juncture as it continues the expansion of its Art High programming into the LA County Probation Department in order to meet demand by the target population of incarcerated youth. The Armory has been so successful working with at-risk youth throughout Los Angeles County that we are recognized as a leader in the field. Deepening our work throughout the county, including expanding our programming to teens in the juvenile justice system, is the next step in deepening our outreach and impact. At this time, it is essential for the Armory to build organizational capacity and deepen services for extremely high-risk youth at a series of sites throughout our communities. Funding from the Institute of Museum and Library Services will provide crucial leverage for the Armory to obtain increased funding and multi-year commitments from longtime and new funders.





