

## New Creative Investment

ArtsGreensboro and the American Rescue Plan Act (ARPA) Allocation  
from Guilford County + North Carolina Arts Council

### Town Hall Meetings

- January 23, 2023, from 12:00 – 1:30 PM at Van Dyke Performance Space, Greensboro Cultural Center, 200 N Davie Street, Greensboro, NC 27401
- January 23, 2023, from 5:30 – 7:00 PM at Centennial Station Art Center, 121 S Centennial St, High Point, NC 27260
- January 24, 2023, from 12:00 – 1:30 PM via Zoom
- Available at [www.ArtsGreensboro.org](http://www.ArtsGreensboro.org) after 4 PM January 24, 2023

THANK YOU



New Creative Investment  
ArtsGreensboro and the American Rescue  
Plan Act (ARPA) Allocation from Guilford  
County + North Carolina Arts Council



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FOCUS 1:  
SUSTAINABILITY  
AND CAPACITY  
BUILDING FOR ARTS  
ORGANIZATIONS

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## Key Objectives & The How

### OBJECTIVES

- ✓ Strengthen organizations' operational models through diversified revenue streams, staff capacity, and board development
- ✓ Encourage peer-to-peer learning models and collaboration across organizations
- ✓ Ensure organizations remain open and viable, preserving community access to an array of arts and cultural programming.

### HOW

- ✓ Identify key content area experts to work with a cohort of organizations.
- ✓ Work with organizations to identify areas of highest need for long-term sustainability
- ✓ Create cohorts of individuals committed to doing business differently; assign content area experts to work directly with organizations
- ✓ Provide direct support for organizations based on areas of highest need
- ✓ If part of a cohort, provide ongoing operational support for PUBLIC facing programming (free or minimum fee)

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## ELIGIBILITY

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1 paid staff member

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A Board of Directors

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Budget \$50,000 or higher

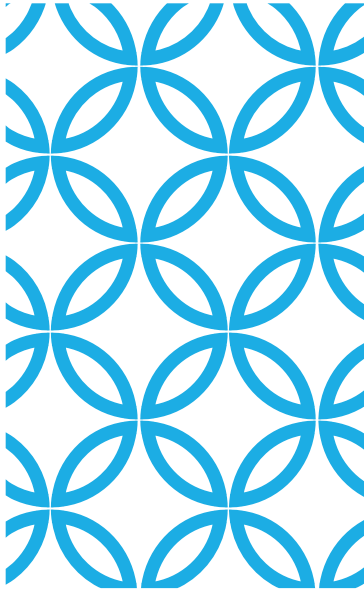
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Based in Guilford County

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## TIMELINE WITH ACTION ITEMS FOCUS AREA 1

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FY2023

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This Session Will Cover:

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Matrix Modeling

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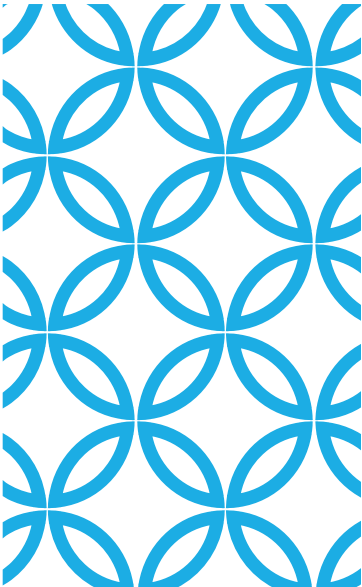
Formation of Cohorts

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Beneficiary Grants

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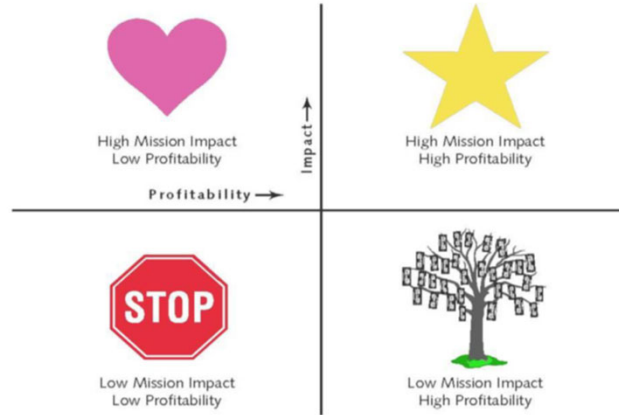
MATRIX MODELING AND  
ORGANIZATIONAL  
CAPACITY ASSESSMENT  
LED BY STEVE  
ZIMMERMAN,  
SPECTRUM CONSULTING

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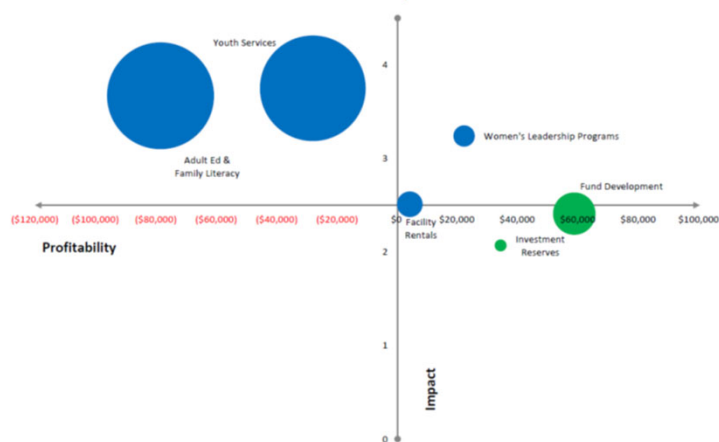
# The Matrix Model



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Case Study  
Matrix Map



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### Cohorts are formed\*

- Fundraising and Next Generation Supporters
- Staff and Board Leadership with Succession Planning
- New, emerging or small organizations (budgets less than \$50,000)

*\*Final cohort focus areas determined by Matrix assessments.*

Each area may have multiple cohorts.  
Organizations choose to opt-into cohorts.



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## Tentative Timeline for FY23-24 Activity

Component	Topics Covered	Virtual (v) In Person (IP)	Tentative Timeline
Town Hall Meetings	Overview of ARPA funding allocations - introduce key players, timelines, etc.	In-Person	January 23 - 24
Confirm Participants			by February 5

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Component	Topics Covered	Virtual (v) In Person (IP)	Tentative Timeline
Kickoff: The Matrix Map Process (all participants)	Sustainability overview / Introduction to the Matrix Map ^ Process overview ^ Strategic challenges ^ Articulating impact ^ Define programs ^ Selecting impact criteria ^ Conducting the survey	In-Person	February 8
Check In (1:1 conversations)	Mission impact assessment	Virtual	February 15 - March 8
Recruit Cohort Consultants	Define scope, launch call for submissions, host info sessions/Q&A		March 1 - 31
Launch FY24 Funding Process	Define scope, launch call for submissions, host info sessions/Q&A		March 1 - 31

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Component	Topics Covered	Virtual (v) In Person (IP)	Tentative Timeline
Determine Profitability (all participants)	Profitability overview Template introduction	Virtual	March 6, 7, 8, or 9
Coaching (1:1 conversations)	Profitability / Mission Impact Assessment	Virtual	March 8 - April 12
FY24 Funding Review			April
Plotting the Matrix Map	Spectrum creates a matrix map and packet for each organization	Virtual	April 12 - May 16
Key Messages of the Matrix Map (all participants)	Reviewing and reading the matrix map Initial priorities	In-person	Mid-May TBD
Coaching (1:1 conversations)	Strategic Priorities Creation of final assessment document	Virtual	May 23 - June 30
FY24 Funding Confirmed			June

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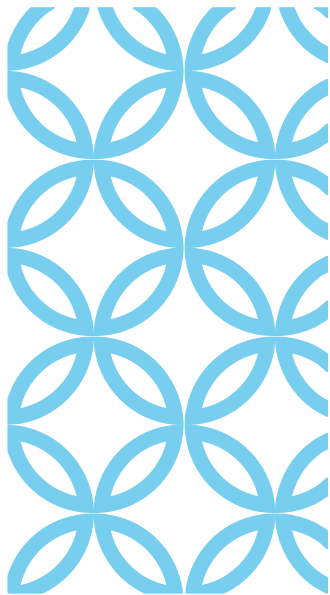
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Component	Topics Covered	Virtual (v) In Person (IP)	Tentative Timeline
Subject Matter Cohorts	Themes based on findings from Matrix Map, coaching, impact assessments	Virtual/In-person	August - October
Rebecca Thomas Cohorts	Business + operating model strategies	Virtual/In-person	October - January 2024
Subject Matter Cohorts	Themes based on findings from Matrix Map, coaching, impact assessments	Virtual/In-person	October - December
Rebecca Thomas Cohorts	Business + operating model strategies	Virtual/In-person	February – May 2024
Subject Matter Cohorts	Themes based on findings from Matrix Map, coaching, impact assessments	Virtual/In-person	January – March 2024
Rebecca Thomas Cohorts	Business + operating model strategies	Virtual/In-person	June – September 2024

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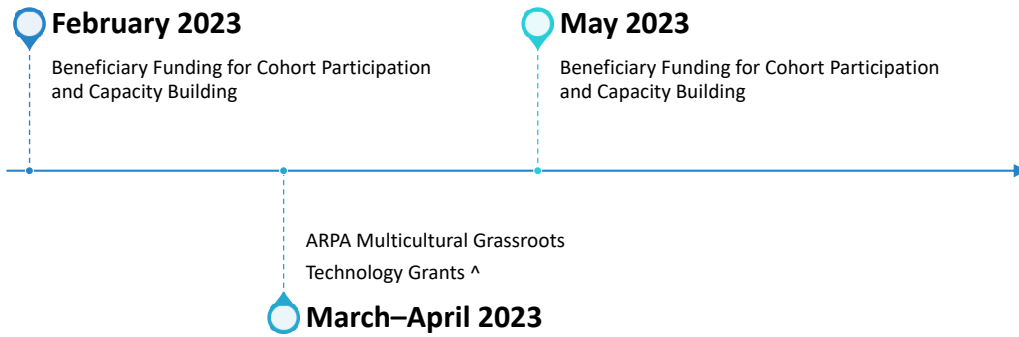


Beneficiary Grants are made to support stipends for cohort participation and organizational support

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## GRANT SUPPORT TIMELINE FISCAL YEAR 2023



^ See Presentation Entitled ARPA Multicultural Grassroots and Technology Grants

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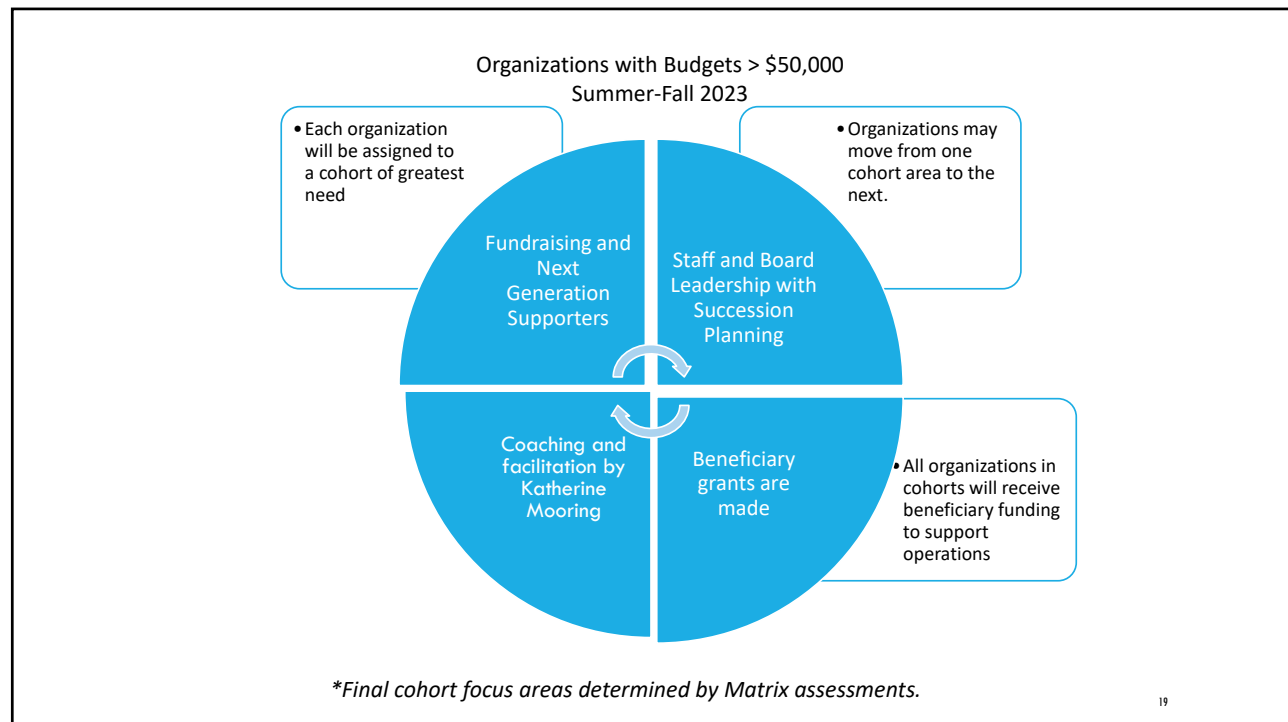
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LOOKING  
FORWARD

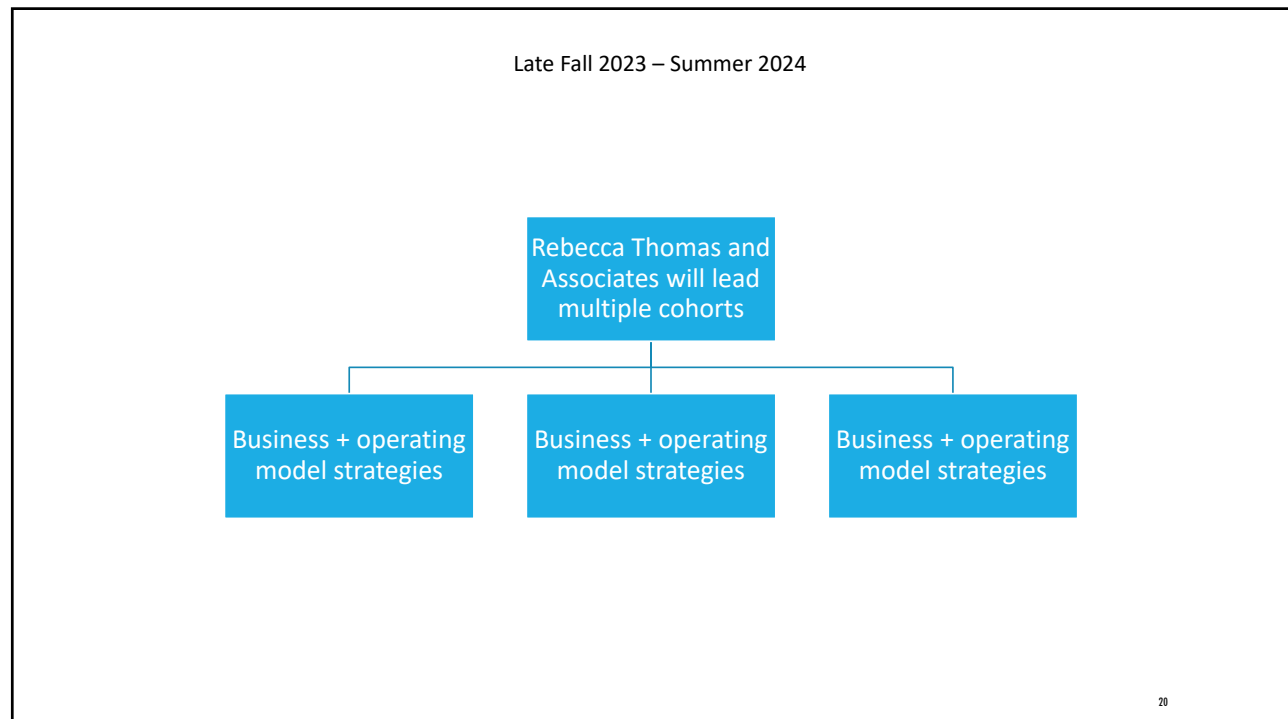
FY2024  
&  
FY2025

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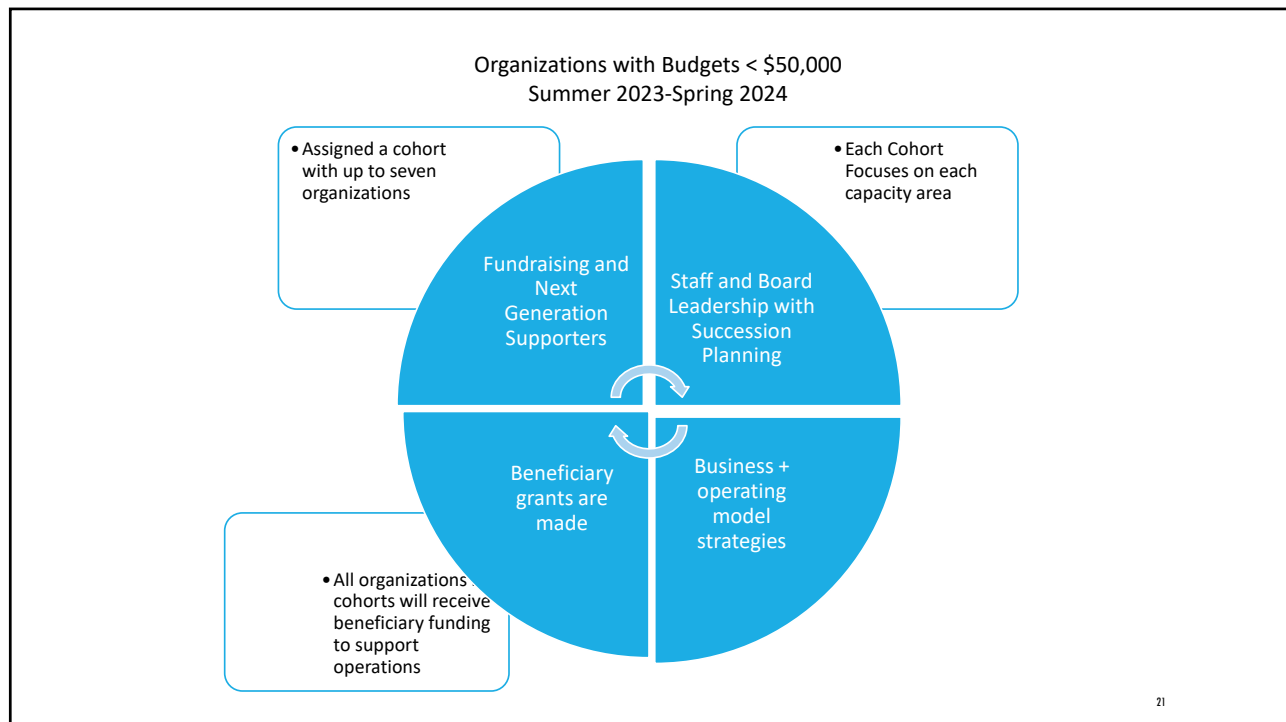
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# QUESTIONS?

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# New Creative Investment Beneficiary Grants

## About

Utilizing funds from Guilford County American Rescue Plan Act, ArtsGreensboro will work across the county to provide a framework for a new, more sustainable arts sector. The investment will provide creatives, artists, and art organizations with the tools and resources to become financially stronger and better able to serve the community.

## Objectives

Strengthen organization's operational models through diversified revenue streams, staff capacity, and board development.

Encourage peer-to-peer learning models and collaboration across organizations.

Ensure organizations remain open and viable ensures community access to an array of arts and cultural programming.

If part of a cohort, provide ongoing operational support for PUBLIC facing programming (free or minimum fee)

## Application Eligibility Requirements

- Organization must have at least one staff member
- Organization must have a Board of Directors
- Organization must have an Annual Operating Budget over \$50,000
- Organization must reside within Guilford County

## Grant Funding

The initial round of beneficiary allocations will be made to organizations in Spring 2023 to underwrite your time and investment in completing the Matrix Map over a 5-month period. February - June 2023

Grant applications are reviewed by the New Creative Investment Steering Committee, ArtsGreensboro Grant Committee and approved by the Board of Directors.

## Reporting Requirements

Each subgrantee's full participation in the Nonprofit Sustainability Program will result in a Matrix Map which will serve as the final report. If an applicant is unable to complete the Matrix Map a written final report will be required.

Questions and Assistance If applicants have questions or need assistance, please contact Grants Coordinator, Deb Ruffino 336-279-7081 or [grants@artsgreensboro.org](mailto:grants@artsgreensboro.org).

New Creative Investment Organizational Support	GC and NCAC Combined FY23	GC and NCAC Combined FY24	GC FY25	GC FY26	Total
Organizations of Color Cohort	60,000	80,000	50,000	50,000	240,000
Beneficiary Grants	391,350	248,333	183,333	183,333	1,006,349
ARPA Multicultural Grassroots Grants (open now)	66,743	100,000			166,743
Total	518,093	428,333	233,333	233,333	1,413,092

# ArtsGreensboro

## New Creative Investment Team

### Staff

#### *Deb Ruffino, Grants Coordinator + ARPA Team Leader*

Deb is a graduate of UNCG BA in Theatre Education, worked in Los Angeles, California at International Creative Management - Motion Picture Casting and Packaging as an Administrative Assistant for 10 years, Manager of Marketing Research facility for two years. Returned to Greensboro in 1995 and worked 25 years in the jewelry industry- Carlyle and Company as Watch Buyer managing 35 plus stores and over 12 watch lines. Schiffman's as Estate Jewelry Merchandiser and watch Buyer for east coast. Replacements as an estate watch buyer.

Deb has been working with ArtsGreensboro for over two years, bringing her organizational, mentorship and community building skills to her work as the Grants Coordinator.

#### *Chaunte Rankin, Director of Finance, Operations, and Shared Services*

Chaunte Rankin has nearly 20 years of office management and accounting experience. She has a background in both the automotive and digital marketing fields and has managed budgets and offices for large and small companies. She managed multiple car dealerships under the same umbrella company and remained with that company for 17 years until its dissolution. Since that time, Chaunte has ventured into the digital marketing industry, managing a web developer team at a small digital marketing agency in Greensboro. In addition to finance and office management, she has a passion for the arts and taught choral music in the Guilford County School System. Chaunte is a Greensboro native and graduated from North Carolina A&T State University.

Chaunte leads the Organizations of Color Cohort, oversee the Shared Services Program in is SHRM Certified.

### Consultants

#### *Katherine Mooring, Lead Consultant*

Katherine Mooring founded MOKA Partners, LLC in 2021 to support nonprofit organizations through project management, program design and delivery, community engagement and leadership/board development. Previously, she spent 19 years with the Arts & Science Council of Charlotte-Mecklenburg (ASC) in varying roles, culminating as Senior Vice President, Community Investment. During her tenure at ASC, she specialized in implementing community-wide projects engaging a wide range of stakeholders and administered up to \$15MM in annual organizational investments in cultural and community organizations, creative individuals, PreK-12 education programs, public art, planning and other community-based programs and services.

In addition to overseeing all of ASC's external grantmaking investments, Katherine led the design and implementation of ASC's capacity building efforts from 2005-2021, including the Cultural Leadership Training (CLT) Program, a nine-month training program for emerging board leaders (2005 – present), an intensive coaching program for mid-career nonprofit professionals, as well as a broad array of other professional development offerings for nonprofit staff, board and individual creatives. She also partnered with local subject matter experts to offer cohort-based trainings for ASC grantees focused on sustainable business practices for emerging organizations, increasing competency of cultural organizations relative to diversity, access, inclusion and equity, and building organizations' resource development capacity.

In 2020, Katherine led the ASC team charged with designing distribution and reporting protocols for The Coronavirus Aid, Relief, and Economic Security (CARES) Act funding from the City of Charlotte and Mecklenburg County in support of individual creatives and smaller arts and cultural nonprofits suffering financial hardship due to the COVID-19 pandemic. The resulting Arts, Culture & Creativity Fund allocated \$1.2 million to 123 eligible creative individuals and 38 eligible small to mid-size cultural nonprofits with budgets less than \$1 million. Of the individual artists, 35% identified as African American/Black, 11% Hispanic/Latinx, 9% Multiracial, 2% Native American/Alaska Native and 2% Asian. Additionally, Katherine has overseen program and fiscal management for a (\$1MM+) Department of Education-funded arts education initiative, as well as numerous ASC programs funded directly by Mecklenburg County, NC.

*Steve Zimmerman, Principal, Spectrum Nonprofit Services*

Steve Zimmerman founded Spectrum Nonprofit Services, a management consulting firm for nonprofit organizations, in Milwaukee in 2007. With a Yale M.B.A. and experience from working at community-based nonprofit groups as a director of development, chief financial officer, and associate director, he has helped hundreds of nonprofits around the country better sustain their financial viability in order to maximize the impact they have in pursuing their missions.

Zimmerman is co-author, with Jeanne Bell and Jan Masaoka, of 2010's *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability* and, with Bell, 2014's *The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions*.

*Rebecca Thomas, Principal, Rebecca Thomas + Associates*

Rebecca Thomas founded RTA to help nonprofits and their supporters balance their societal aspirations with business realities. She assists nonprofit leaders in making choices that build organizational health and adaptability. She collaborates with philanthropies to design and implement grant strategies and programs that contribute to vibrant communities.

Rebecca speaks and writes about the relationship between nonprofit finances and mission success, and she advocates for improvements in the way money flows to the sector. She is the co-author of Critical Steps Toward Capital Health in the Cultural Sector, The Case for Change Capital in the Arts and Change Capital in Action: Lessons from Leading Arts Organizations. Her essays have appeared in *Grantmakers in the Arts' Reader*, *Philanthropy News Digest* and the *Chronicle of Philanthropy*.



As a former dancer, Rebecca has a particular passion for advising arts and culture nonprofits and grantmakers. She is an advisory board member for SMU DataArts and a member of the finance committee of Lark Play Development Center. She formerly served on the boards of DataArts, José Mateo Ballet Theatre and the Rock School for Dance Education.

Before founding RTA, Rebecca was Vice President at Nonprofit Finance Fund (NFF), a community development financial institution that brings together investments, knowledge and advice to unlock the potential of mission-based organizations. There, she led NFF's arts strategy, designed and implemented national programs, and directed business and product development efforts. Among her achievements was running the six-year \$15 million Leading for the Future initiative, a program that combined flexible capital with advice to help leading performing arts organizations transform their business models to achieve artistic goals. Rebecca is also the architect of two online financial data platforms, developed in partnerships with the Cultural Data Project and GuideStar.

#### *Dr. Pamela Palmer*

Pamela Palmer has provided consultation in various roles related to leadership, organizational, program, and community development. Her professional experience also includes consulting in the areas of program development and management, organizational development, staff development, program evaluation, and community development. She also has a special interest in church development. It is her desire to support church-based initiatives that help members maintain a spiritually-driven life. She currently leads the Guilford County Resource and Referral Center as one of the founders and Executive Director. In addition, she was an Instructor and Assistant Professor of Nonprofit Leadership and Management, for 23 years, at High Point University.

She attended Winston-Salem State University (undergraduate school) and North Carolina A&T State University for her Masters Degree in Human Resource Counseling. Pamela completed the Leadership Studies Doctoral Program at North Carolina A&T State University.

In addition, Pamela has served and continues to serve, on various nonprofit boards and committees, in hopes that she will make contributions that foster quality services and integrity; to the many individuals impacted by human services on a local, state, regional, national and international level. Some of her recent board and volunteer commitments are to her church, the United Way of Greater High Point, Guilford County Area Mental Health Association, Mayor of High Point's Workforce Preparedness Task Force, and Executive and Program Committee member of the American Friends Service Committee. Other volunteer and board commitments over the years include YMCA of Jamestown, Davidson County Smart Start, Youth Unlimited, North Carolina Institute of Political Leadership, Head Start (Raleigh, NC), the Volunteer Center of Greensboro and a host of others.

#### *Robert Donnan, Independent Consultant*

Robert Donnan is an independent community and economic development consultant who focuses upon the vibrancy, effectiveness and long-term sustainability of community-based arts organizations; strengthening the creative economy; small business coaching designed to serve creative entrepreneurs, downtown revitalization, entrepreneurial ecosystem development, and strategies to advance diversity, equity and inclusion.

Robert helps startup entrepreneurs, small businesses, and nonprofit organizations, including philanthropic investors, translate strategic opportunities into action and accomplishment. He also conducts local and regional economic assessments, develops strategic frameworks and policy advisories, facilitates community-based initiatives, advises regional network-building, and leads strategic planning efforts. He currently is consulting in-depth with The Arts of the Albemarle (AoA), a cultural arts center in Elizabeth City, NC to help develop a new strategic plan that more fully integrates AoA into Pasquotank County's cultural and economic life.

#### *Karen Eber Davis*

Before founding her firm, Karen Eber Davis developed the Sarasota County Community Development Block Grant Program. Under her leadership, this infant program received the National Association of Counties National Affordable Housing Award for the Down Payment Assistance Program. To date, the program helped over 1,800 families realize their dreams of homeownership. She also worked with the City of Ft. Lauderdale and the Florida Department of State, Division of Cultural Affairs, where she developed the division's first audit program. In an earlier position at Good Shepherd Lutheran Church in Tampa, she organized senior, youth, and children groups plus family activities. Her youth staffing work with the Florida Synod of the Lutheran Church in America supported youth ministries in 120 congregations in Florida.

As a Graduate Fellow, she earned her Master's Degree in Business Administration (MBA) from the University of South Florida, focusing on finance and marketing. She graduated magna cum laude from the University of Connecticut with a bachelor's degree in psychology. During her undergraduate studies, she participated in two award-winning research projects, one on self-esteem and a second on children's concepts of sexual identity.

## Sustainability and Resiliency Initiative Steering Committee

### **Responsibilities**

Steering Committee members will bring their experience and/or relevant knowledge related to the overarching goals for the ARPA initiative Sustainability and Resiliency in the Arts Ecosystem.

- Leveraging their combined expertise, members will provide recommendations to steer the project to success
- Review, understand, and monitor overall goals and objectives
- Review project timeline(s) and budget(s) and make recommendations for changes and modifications
- Review Initiative focus areas, strategies, outcomes, and metrics, and modify as needed
- Serve as an advocate and information ambassador for the Sustainability and Resiliency Initiative
- Assist in the development of a funding rubric for organizational support
- Make recommendations to the ArtsGreensboro Board on organizational support

### **Steering Committee Members**

- Kami Rowan (Board member), Steering Committee Chair

- expertise: understands the arts ecosystem
- Maria Gonzalez
  - expertise: board development, funder, multicultural startup organizations
- Mary Herbenick (GNPC)
  - expertise: connector, GCS, access to nonprofit resources
- Tara Sandercock
  - Expertise: community building, DEAI, funder, connector, nonprofit organizational development
- Carlos Olvera (HP Arts Council)
  - expertise: business owner, board chair HPAC
- Peter Reichard
  - Expertise: business development, entrepreneurship, fundraising, board experience
- Cyril Jefferson (HP City Council, nonprofit leader)
  - expertise: retired GCS principal, nonprofit experience
- Carl Ashby (Finance Committee of the Board)
  - expertise: Finance

#### Nonvoting Members

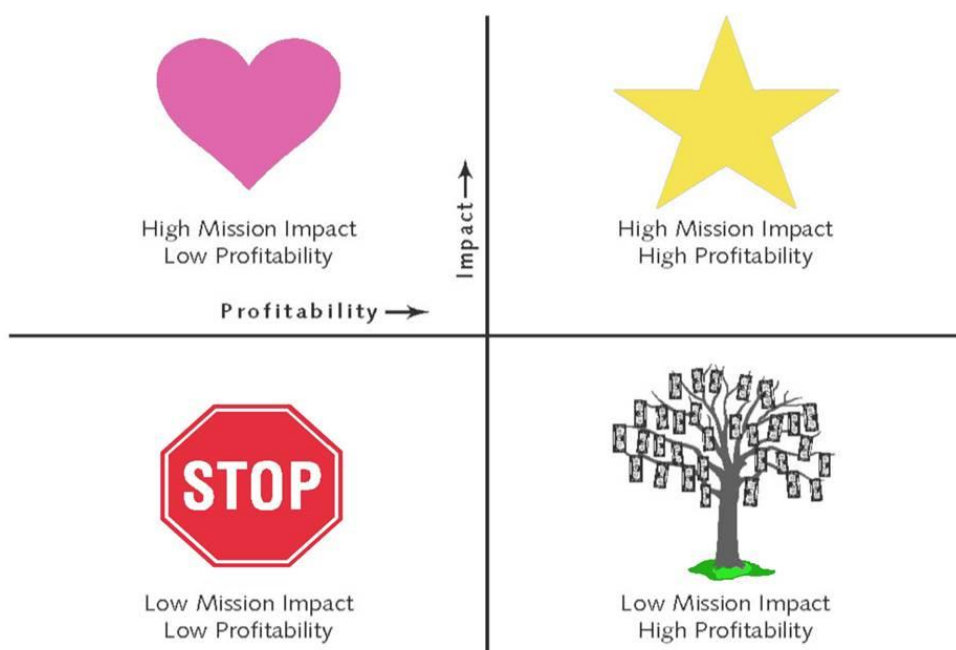
- Allie Arpajian, Director, High Point Arts Council
- TBD, Chief Creative Economies Officer, Creative Greensboro (Ryan Deal until 3/1/22)

## VISUALIZING YOUR BUSINESS MODEL

### The Matrix Map Overview

In today's dynamic environment, nonprofits need business models that can evolve quickly to changing community needs. To be sustainable, leaders must make strategic decisions with or without a strategic plan in place. The matrix map is an engaging tool that turns an organization's business model into a dynamic visual integrating the mission impact and financial viability of the organization. Beyond just a picture though, the matrix map offers strategic inquiries for board and staff to frame choices and make the necessary and, at times difficult, adjustments to strengthen.

The business model encompasses not only how the organization generates revenue, but also how it allocates its resources to accomplish its mission. Therefore, to visualize our business model we start by looking at each of our activities on both financial profitability and mission impact. The matrix is then broken into four quadrants with a differing strategy for each quadrant to strengthen the business model.



The matrix map is created by assessing the mission impact and profitability of each mission-specific and fund development program. The activities are then plotted on the matrix according to the assessment. The resulting image paints a picture of the organization's current business model, showing how the organization achieves impact while remaining financially viable.

A sample is included on the following page. The bubble size represents the expenses for each program. From the map you can see where the organization is generating revenue, where the organization is allocating resources and which of the organization's activities are having impact. How these activities inter-relate is what determines the sustainability of the organization.

# SAMPLE MATRIX MAP



## STRATEGIC INQUIRIES & IMPERATIVES

The placement on the matrix map of individual programs helps provide nonprofit leaders with a starting point – a strategic direction to consider and ultimately argue for or against. The key is to entertain options other than the status quo and to be in a stance of rigorous inquiry about the possibilities.



### *The Heart Quadrant*

#### **Starting Point: Keep and contain costs**

- Can we envision this program achieving the same impact – or very close to it – with a different cost structure?
- Is there a different revenue strategy to consider?



### *The Star Quadrant*

#### **Starting Point: Invest and grow**

- Do we understand the needs and motivations of stakeholders who make the star possible?
- Are there opportunities (i.e. new geography, new population, complementary programming) to expand the program's impact and revenue?



### *The Stop Sign Quadrant*

#### **Starting Point: Close or give away**

- Can we innovate this program to move out of this quadrant?
- How long will we give ourselves to move the stop sign?
- Is that the best use of resources?



### *The Money Tree Quadrant*

#### **Starting Point: Water and harvest, increase impact**

- Can the net surplus be increased and, if so, what investment will that growth require?
- Are there means to reducing the program's cost and improve the margin?
- Are there ways to achieve greater impact by making the program stronger?
- Is it aligned with our brand?