



Raw Art Works Prospectus



overview

FOUNDED 1988

CURRENT REVENUE \$1.1 million

DESCRIPTION: Using the power of the arts to transform young lives, Raw Art Works ignites the desire to create and the confidence to succeed—one artist at a time. Located in Lynn, Massachusetts, RAW offers free after-school and summer arts programs for underserved, low-income youth, ages 6 to 18. RAW is the only program in the country where art therapists and professional artists integrate their practice, making art together with at-risk kids and providing them with increased opportunity and responsibility at each developmental stage. RAW’s young artists explore personal and community issues, applying discipline, taking risks, and solving problems. RAW kids develop a track record of success, including artistic and life skills; an understanding of who they are and who they can be; and positive relationships with peers, adults, and the community. RAW is a vital creative force and a culturally unifying presence in Lynn. Nationally recognized in its field, RAW is working to disseminate its approach more widely as an effective means of equipping children and teens to develop the confidence to make life-affirming decisions, and the skills to make great art and build great lives.

INVESTMENT OPPORTUNITY: Raw Art Works is seeking to raise \$2.1 million over two years to engage hundreds of youth in arts activities annually; develop innovative new partnerships and programs that result in artistic and other opportunities for RAW’s kids; deepen engagement with the community and RAW alumni; and test options for earning revenue that leverage existing assets and help maximize RAW’s impact.

THE NEED

Children and youth growing up in urban neighborhoods nationwide are at risk for a range of negative outcomes. In Lynn, Massachusetts, the 9th largest city in the state, 3 of 4 children (76%) come from low-income households.

- The dropout rate in Lynn is 47% higher than the state average.
- In a recent survey, 6 of 10 Lynn teenagers reported witnessing an act of violence in the last year.
- 36 gangs are actively recruiting young people in Lynn.
- Research has shown that after-school arts programs are particularly effective with low-income youth and are associated with increased self-esteem, leadership skills, and better school performance.
- Other than RAW, there are no arts-based youth development programs in Lynn or anywhere on the North Shore.

THE OPPORTUNITY FOR SOCIAL IMPACT

In 2008, RAW completed a \$1.2 million capital campaign to buy and renovate a 10,000-square-foot building in downtown Lynn. Today, RAW is growing into its home and is positioned to continue to innovate and lead in youth arts programming and evaluation.

- The National Endowment for the Arts named RAW one of the top 10 youth arts programs in the country.
- RAW serves over 550 children in after-school and summer programs and over 800 more through shorter arts workshops.
- Since 2004, 90% of RAW’s high school seniors have attended college.
- 94% of all RAW kids report that they have built strong, trusting relationships with their peers and artist mentors.

TWO-YEAR GOALS

- Maintain group programs serving over 550 children a year, including over 200 during the summer
- Leverage RAW’s building and existing assets to
 - add a total of 500 child activity hours per year through new programs and partnerships at minimal cost
 - pilot a total of 4 new revenue-generating opportunities
 - add 3 new community and alumni events a year
- Develop endowment and sponsorship plan
- Increase individual contributions by 15% a year
- Complete one or more national publications and conference presentations related to youth arts evaluation

WAYS TO INVEST

Financial

- \$50,000 – one-month summer program for 200 kids
- \$5,000 – a year of programming for 5 elementary kids
- \$1,000 – a year of events for the community and alumni in RAW’s gallery

In-kind

- Expertise in college admissions—particularly financial aid—to enhance college access mentoring program
- Market research to assess revenue-generating opportunities
- Expertise in corporate giving

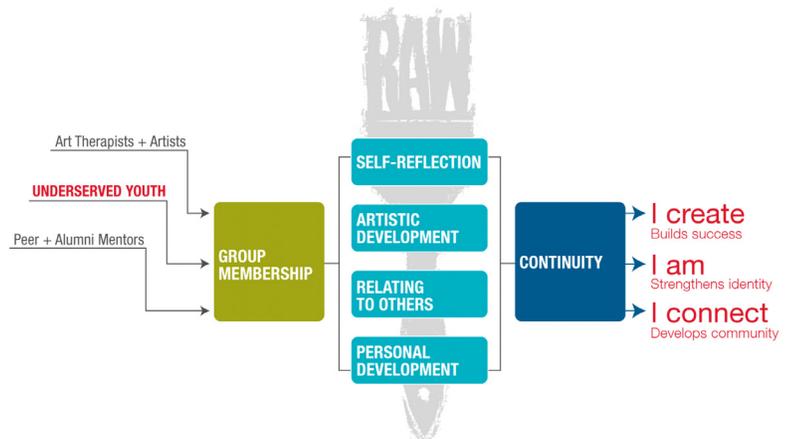


SOCIAL INNOVATION IN ACTION - RAW ART WORKS MODEL

Over two decades ago, Mary Flannery founded RAW when she began placing paintbrushes into the hands of incarcerated teens. What was obvious then remains true today—art has a unique power to reach youth. For those who are struggling with cultural isolation, gang violence, family stress, and other issues, the arts are especially effective in helping them tell their own stories and enabling them to feel safe, supported, and challenged. Flannery was soon joined by Kit Jenkins. Eventually, the pair decided they could have more impact through a long-term intervention that supported kids throughout their journey to adulthood. In 1994, they moved the organization to downtown Lynn and opened a studio and gallery, RAW Space.

RAW GROUPS AND ACTIVITIES

RAW offers underserved youth, ages 6 to 18, free after-school and summer programs in the arts organized through 40 different groups. Most groups take place at RAW’s main site, but some meet in schools and community centers. RAW also offers arts workshops as part of its continuum of programs. Middle school students can choose between single-gender and mixed-gender groups. At the high school level, RAW offers an award-winning film school; a technique and portfolio development group; single-gender groups; mentoring; a leadership development program; and Project Launch, a college access mentoring program for all RAW juniors and seniors.



RAW both nurtures and challenges children and teens. Groups are staffed by highly experienced master’s level art therapists. They use their clinical expertise to help kids safely explore difficult personal and community issues through the creation of art. Some groups also receive support from teaching artists or adult mentors, including program alumni. RAW’s kids are encouraged to set goals and pursue their dreams for the future. Each RAW group includes activities that emphasize four critical areas: (1) self-reflection, activities such as journaling that help children explore their self-identity; (2) artistic skill development; (3) relating to others by building meaningful relationships with students, staff, and in the community; and (4) personal development, particularly related to important life skills such as acting as a responsible member of a team. Each art piece is the culmination of a long process and frequently includes written words developed in a disciplined, thoughtful way that add a deeper layer of meaning to the project.

RAW CONTINUITY AND OUTCOMES

RAW’s programs seek to increase each child’s commitment both to RAW and to his or her own development. Children often get involved at a young age, and over time, their relationships with RAW staff and peers deepen. Participation in one group leads to participation in more. RAW makes an impact on children and teens in three main areas (1) **I create** – kids build a track record of success through the development of art skills and life skills; (2) **I am** – kids develop a powerful sense of who they are and what they are capable of; and (3) **I connect** – kids learn to identify and build relationships with people who can support them throughout their lives, including peers, family, RAW itself, and members of the greater community.

RAW’s kids

- Ages 6 to 18
- 70% non-white
- 71% are considered low-income
- 50% speak a language other than English at home
- 42% are from single-parent households
- From Lynn (80%) and surrounding communities



Success Story: Edgar

Edgar first came to RAW when he was an uncertain 11-year-old used to speaking Spanish at home. His family struggled, sometimes needing public assistance. In the seven years he’s been coming to RAW, he has learned to express himself through art and to mentor peers and younger children. Edgar was recently accepted into North Shore Community College where his dream is to develop a portfolio to go to art school.

“RAW has shown me that I am able to do anything with a little courage. When I joined, I was very quiet. Now I’m always talking. RAW has helped me become more of a leader at home and around my friends.”



“I just feel like I have a variety of things I can do with my life now, just everything. I can be this, I can be that...I wish there were a billion RAWs everywhere in the world.”

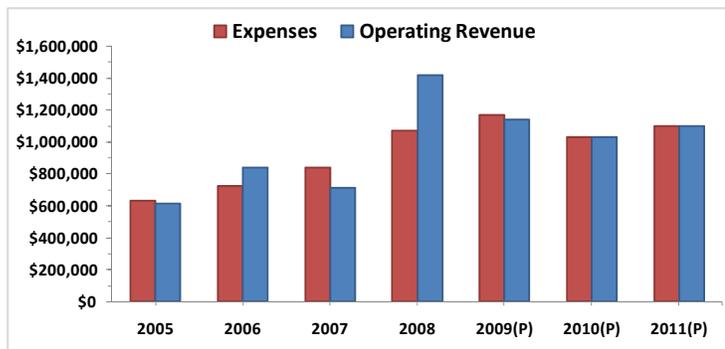
–Sophut, age 16

TEAM AND GOVERNANCE

Kit Jenkins is the executive director of Raw Art Works. She has over 20 years of experience working with teens as an art therapist and is on the faculty of Lesley University. She has been working with Mary Flannery, RAW’s founder, for 22 years. RAW’s leadership team also includes a clinical supervisor, a youth program director, and a director of development, each with more than a decade of experience in their fields. Overall, RAW has 12 full- and part-time staff members and also employs 40 older teens and alumni part time as mentors, teaching assistants, and artists who are commissioned to create public murals. RAW has a 14-member board of directors that includes experts in education, business, nonprofit management, and fundraising.

FINANCIAL SUSTAINABILITY

To achieve its goal of maintaining its current level of service and quality, while also leveraging its building and assets to add new programs, RAW is seeking to raise \$2.1 million over the next two years. As shown in the bar chart, RAW’s expenses and operating revenue have grown steadily over the past four years.



In 2008, RAW completed a \$1.2 million capital campaign to buy and renovate its building.

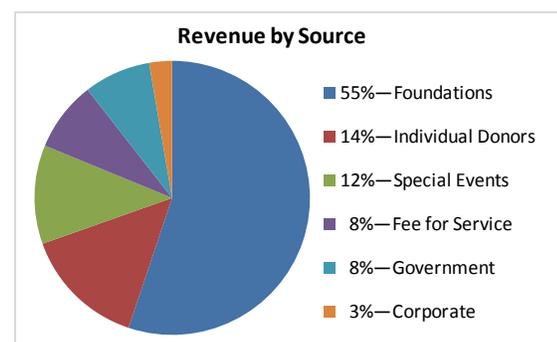
Momentum from this project led to a banner fundraising year in 2008, which allowed RAW to generate a cash surplus and increase its operating budget to approximately \$1 million per year. While RAW has a clear vision for growth, the organization is managing strategically and carefully during the current

economic downturn so that it can emerge in a stronger position than ever. Over the next two years, RAW is planning to maintain its balanced operating budget at around \$1 million as the organization continues to grow into its newly renovated and expanded space.

As shown in the pie chart, RAW has strong backing from foundations that account for 55% of its revenue. Individual donors and special events account for 14% and 12%, respectively. RAW is seeking to increase individual donations by 15% a year over the next two years, including an increase in the number of major new donors and an increase in the average gift size. RAW is also planning to expand its fee-for-service activities. RAW is currently paid to offer programming for Lynn public schools and other local organizations, providing 8% of its revenue. In the next two years, RAW will pilot four new revenue-generating opportunities. Options being explored include a fee-based film summer camp, renting its space when not in use for programming, and fee-based weekend arts master classes taught by RAW staff or alumni. RAW receives 8% of its revenue from government sources, including support for RAW’s film school from the National Endowment for the Arts, youth arts programming support from the Massachusetts Cultural Council, and operating support from the city of Lynn. RAW also receives 3% of its operating revenue from corporate sources.

KEY SOCIAL IMPACT INVESTORS

- The United Way of Massachusetts Bay
- Bank of America
- The Barr Foundation
- The Boston Foundation
- Cabot Family Charitable Trust
- Citizens Bank
- Fidelity Foundation
- J.E. & Z.B. Butler Foundation
- Amelia Peabody Foundation
- The National Endowment for the Arts
- The Smith Family Foundation
- The Surdna Foundation





“Before I started RAW, I had no faith in adults. Not only do I have adults to trust now, but I am also more able to let adults into my life. RAW has pushed me when I needed it and been there when no one else was.”

–Desiree, age 17

PERFORMANCE MEASUREMENT

Program Performance and Organizational Health: Below is a summary of the key measures that RAW will be tracking to demonstrate progress, capture lessons learned and make course corrections as needed. *Note: Fiscal year is June 1 – July 30.*

	FY 2009	FY 2010 (P)	FY 2011 (P)
Program Performance			
Number of children and teens (regular programs)	550	550	550
Number of children and teens (short arts workshops)	800	900	1000
Total number of child activity hours added through new innovative programs and partnerships	-	250	500
Number of events held with community and alumni	8	11	14
Organizational Health/Capacity-Building			
Total number of new revenue-generating options piloted	-	2	4
Number of new individual contributions of at least \$5,000	-	4	6
Percentage increase in individual donations from previous year	-	+15%	+15%
Develop building endowment and sponsorship plan	-	Complete plan	Plan in use
Complete one or more national publications and conference presentations related to youth arts evaluation	-	Research conducted	Completed
Form key board subcommittees (e.g., development, HR, etc.)	-	Formed	Formed
Total revenue	\$1.1 million	\$1 million	\$1.1 million

Social Impact: RAW rigorously collects statistical data, qualitative data (through self-evaluations), and anecdotal data to gauge and increase its impact. RAW has also received a grant from the Barr Foundation to lead the development of best practices for youth arts evaluation that will be disseminated in Boston and nationally. Below is data RAW collected during the 2007–2008 school year.

I Create Builds track record of success, life skills, and art skills	<ul style="list-style-type: none"> Percentage of RAW high school seniors since 2004 who have attended college Percentage of all RAW kids who are proud of their artistic accomplishments 	90% 85%
I Am Strengthens identity, confidence, and character	<ul style="list-style-type: none"> Percentage of RAW teens who know about more options for their future and have higher expectations of themselves Percentage of all RAW kids who learned more about what they believe in and developed the courage to voice it 	81% 74%
I Connect Belonging, relationships, and relating to community	<ul style="list-style-type: none"> Percentage of all RAW kids who built strong, trusting relationships with their peers and artist mentors Percentage of teens who feel more connected to positive resources in their community 	94% 81%



Success Story: Doneeca

Doneeca came to RAW during her last two years of high school. Having faced many challenges growing up as a “mixed race” young person, Doneeca was particularly interested in issues of racial identity. She joined RAW’s film school and participated in RAW’s leadership training program. After participating in RAW’s college access mentoring program, Project Launch, she received a full scholarship from the POSSE Foundation to attend Bucknell University.

In her scholarship acceptance speech, she said, *“RAW, you have become one of the biggest and most influential impacts in my life! You have given me a second home, life-long friends, a job that I love, and people that care about me and accept me for who I am. I am truly blessed to have you all in my life, and I thank you for creating my future.”*