

**Existing Performance Measures for County Funding  
for Community Organizations**

United Arts  
Goals and Outcomes Table

<b>Measure</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Estimate</b>	<b>FY21 Target</b>
Increase schools participating in the Artists in Schools program	149	154	140	145
Increase schools participating in the Wheels on the Bus Fund for field trip participation	56	67	58	62
Increase amount granted in UAC's Arts for Municipalities grants category over FY20 by 23%	\$45,201	\$52,692	\$48,700	\$60,000
Increase amount granted in UAC's Cultural Access grants category over FY19 by 19%	\$64,160	\$62,776	\$49,625	\$75,000
Work toward three new municipal murals in FY21	1	2	3	3

NC Symphony  
Goals and Outcomes Table

Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
<b>Initiative SEV2.1</b> (Partnerships) Support Wake County schools and nonprofit organizations serving low-income residents through donated tickets for educational and cultural entertainment purposes for students and program participants.	Over 800 tickets provided to organizations including Raleigh Fine Arts Society, Kidznotes, and Musical Empowerment. Estimated Fair Market Value of donated tickets for students and program participants was \$61,560.	Over 820 tickets provided to organizations including TROSA, Philharmonic Association, and NC State University Diversity Activities Board. Estimated Fair Market Value of donated tickets for students and program participants was \$64,092.	Over 950 tickets provided to organizations including SE Raleigh Promise, Helping Hands Mission, and South East Raleigh Elementary School. Estimated Fair Market Value of donated tickets for students and program participants was \$75,050.	Continue to provide donated tickets to schools and organizations serving Wake County residents to enhance access to orchestra music throughout the community.
<b>Initiative SEV2.1</b> (Partnerships) Support Wake County schools and nonprofit organizations serving low-income residents through the donation of ticket packages to be used for fundraising purposes.	Over 150 Ticket packages provided to organizations including Cary Music and Arts Festival, American Heart Association, Marbles Kids Museum, Whittenburg Foundation, North Carolina Master Chorale, and United Arts. Estimated Fair Market Value of donated tickets for fundraising purposes was \$11,550.	Over 150 Ticket packages provided to organizations including NC Opera, Red Cross, Dress for Success, Town of Cary Citizens Advisory Board, and Zebulon Elementary School. Estimated Fair Market Value of donated tickets for fundraising purposes was \$11,625.	Over 150 Ticket packages provided to organizations including A Place at the Table, Carolina Dance Foundation, Dementia Alliance of North Carolina, and Enloe High School Theatre. Estimated Fair Market Value of donated tickets for fundraising purposes was \$11,850.	Continue to provide ticket packages to schools and organizations serving Wake County residents to support their fundraising initiatives.
<b>Initiative SEV2.1</b> (Partnerships) Research, plan and Implement an initiative aimed at providing inclusive and accessible concerts and music education programs to people with disabilities.	NCS conducted research, participated in workshops, organized meetings and collected information from the Kennedy Center, local arts and cultural organizations such as Marbles Kids Museum and DPAC, orchestras throughout the US and abroad, and our own organization and venues.	Compiled research and hired a consultant to help develop and plan the ‘pilot’ sensory friendly concert; created a communications plan; and, identified potential organizations to train applicable staff.	Implemented best practices in the concert venue and performed a pilot concert for approximately 1,400 community members with disabilities and their families. Applied sensory-friendly adaptations to Young People’s Concerts.	Continue to offer an annual concert that is designed specifically for individuals with disabilities and their families. Offer adaptations at additional Young People’s Concerts. Offer a music education concert exclusively for students with special needs and work with classes, schools, and developmental centers to increase access.

## NC Symphony Performance Measures

<p><b>Initiative SEV2.1</b> (Partnerships) Partner with community organizations to provide programming to those with disabilities in the concert hall and beyond.</p>	<p><i>Instrument Zoos</i> provided during select Family Fun Nights at Marbles Kids Museum for people with disabilities. Students from the Governor Morehead School were invited to attend an Open Rehearsal.</p>	<p>4<sup>th</sup> grade students from the Lucy Daniels Center attend a music education concert in Meymandi Concert Hall. An <i>Instrument Zoo</i> was provided at the NC Museum of Natural Sciences Sensory Friendly Night. Arrange Artist Ambassador programs at the Governor Morehead School.</p>	<p>Hosted a two-day residency for approximately 15 students with special needs at Brogden Middle School. Provided educational programs for approximately 40 pre-k children at the Tammy Lynn Center for Development Disabilities. Offered educational programming for approximately 15 students at the Governor Moorhead School.</p>	<p>Continue to partner with schools and community organizations to expand access to NCS programming.</p>
<p><b>Initiative SEV2.1</b> (Partnerships) Provide programming in vulnerable communities at no cost to community members.</p>	<p>Work with Kidznotes to provide NCS musicians for special opportunities. Partner with community organizations serving vulnerable communities including SafeChild, Boys and Girls Club, and Big Brother Big Sister.</p>	<p>Work with Kidznotes to provide NCS musicians for special opportunities. Partner with community organizations serving vulnerable communities including SafeChild, Boys and Girls Club, Community Music School, and Big Brother Big Sister.</p>	<p>Provide our music-and-literacy based pre-school programming to 8 families sheltered at Family Promise. Offer free tickets for our Holiday Pops performance to families from Southeast Raleigh. Partner with community organizations serving vulnerable communities including Helping Hands, Kidznotes, Community Music School, and Southeast Raleigh Promise. Present educational programming to students at PAVE Southeast Raleigh Charter School and Southeast Raleigh Elementary School.</p>	<p>Continue to expand music education opportunities to students in vulnerable communities. Offer support to enable families from those communities to attend Symphony programs at no cost.</p>

<b>Initiative E1.1</b> (Education) Provide transportation support to Wake County elementary schools to remove financial barriers so that all students can attend a music education concert at Meymandi Concert Hall.	\$680 in transportation reimbursements sent to Peak Charter Academy.	Over \$25,000 in transportation reimbursements sent to 116 Wake County public elementary schools as an additional investment to improve access to music education.	Over \$3,000 in transportation reimbursements sent to 10 Wake County public elementary schools year-to-date.	Continue to leverage financial resources to provide support that ensures Wake County elementary students have access to comprehensive music education programs.
<b>Initiative E1.1</b> (Education) Offer curriculum-based music education concerts to all 4 <sup>th</sup> graders in the Wake County Public School System at no cost to the students or their families.	Over 12,900 Wake County public school students attended a music education concert at Meymandi Concert Hall.	Over 13,100 Wake County public school students attended a music education concert at Meymandi Concert Hall.	Over 13,200 Wake County public school students will have the opportunity to attend a music education concert at Meymandi Concert Hall. An additional 5,000 Wake County Students from charter schools, private schools, academies, and homeschools will also attend music education concerts.	Over 18,000 Wake County students will have the opportunity to attend a music education concert at Meymandi Concert Hall.
<b>Initiative E1.1</b> (Education) Expand the North Carolina Symphony's presence in the Wake County Public School System.	New initiative begun in FY19.	Worked with county-wide staff at the Wake County Public School System to identify <i>under-resourced schools</i> that would benefit the most from additional music education initiatives in partnership with the North Carolina Symphony.	Partner with Davis Drive Middle School orchestra program to provide NCS musicians to work with orchestra classes to help them prepare for concerts and state assessments. Supplement the orchestra program at East Millbrook Academy of Visual and Performing Arts (the only school of the arts in WCPSS) with musician visits.	Continue to partner with WCPSS to provide supplemental music education resources to high-need schools.
<b>Initiative E1.1</b> (Education) Provide public performance opportunities to Wake County student musicians through the <i>Ovations</i> program.	Over 200 Wake County student musicians from groups including the Davis Drive Middle School String Quartet, Cary Youth Voices Concert Choir, and Martin GT Magnet Middle School Orchestra performed before NCS audiences in Raleigh.	Over 210 Wake County student musicians from groups including Community Music School of Raleigh, Enloe Magnet High School Quartet, and the Capital City Girls Choir performed before NCS audiences in Raleigh.	Over 230 Wake County student musicians from groups including Broughton Chamber Strings, Green Hope Highs School, and West Cary Middle School Chamber Strings performed before NCS audiences in Raleigh.	Continue to provide performance opportunities to student musicians before every classical performance in Meymandi Concert Hall.

## NC Symphony Performance Measures

<p><b>Objective ES1</b> (Economic Strength) Offer educational and entertainment programming in communities throughout Wake County.</p>	<p><b>Raleigh</b></p> <ul style="list-style-type: none"> <li>• <i>17 full-orchestra education concerts</i></li> <li>• <i>5 Instrument Zoos</i></li> <li>• 6 Young People's Concerts</li> <li>• 29 classical concerts</li> <li>• 15 pops performances</li> <li>• 6 Friday Favorites noon concerts</li> <li>• 14 special event concerts</li> <li>• 3 Soundbites performances in partnership with local restaurants</li> <li>• Partnered with Carolina Ballet for 6 performances of the Nutcracker</li> <li>• Partnered with the City of Raleigh for two performances of Harry Potter and the Chamber of Secrets</li> <li>• 2 Pre-K Music Discovery Programs on August 17 and 19, 2016</li> </ul> <p><b>Apex</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program March 16, 2018</li> </ul> <p><b>Cary</b></p> <ul style="list-style-type: none"> <li>• 11 Concerts including a free Independence Celebration</li> <li>• Pre-K Music Discovery Program August 16, 2017</li> </ul> <p><b>Garner</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 14, 2017</li> <li>• Independence Day Celebration at Lake Benson Park</li> </ul> <p><b>Knightdale</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 17, 2017</li> </ul> <p><b>Wake Forest</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program October 23, 2017</li> </ul>	<p><b>Raleigh</b></p> <ul style="list-style-type: none"> <li>• <i>17 full-orchestra education concerts</i></li> <li>• <i>5 Instrument Zoos</i></li> <li>• 6 Young People's Concerts</li> <li>• 28 classical concerts</li> <li>• 16 pops performances</li> <li>• 6 Friday Favorites noon concerts</li> <li>• 14 special event concerts</li> <li>• 3 Soundbites performances in partnership with local restaurants</li> <li>• Partnered with Carolina Ballet for 6 performances of the Nutcracker</li> <li>• Partnered with the City of Raleigh for two performances of Harry Potter</li> <li>• 3 Pre-K Music Discovery Programs on August 14, 15, and 18, 2018</li> </ul> <p><b>Apex</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program March 16, 2019</li> </ul> <p><b>Cary</b></p> <ul style="list-style-type: none"> <li>• 11 Concerts including a free Independence Celebration</li> <li>• Pre-K Music Discovery Program March 16, 2019</li> </ul> <p><b>Garner</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 14, 2018</li> <li>• Independence Day Celebration at Lake Benson Park</li> </ul> <p><b>Knightdale</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 18, 2017</li> </ul> <p><b>Wake Forest</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program March 16, 2019</li> </ul>	<p><b>Raleigh</b></p> <ul style="list-style-type: none"> <li>• <i>19 full-orchestra education concerts</i></li> <li>• <i>5 Instrument Zoos</i></li> <li>• 6 Young People's Concerts</li> <li>• 28 classical concerts</li> <li>• 17 pops performances</li> <li>• 6 Friday Favorites noon concerts</li> <li>• 15 special event concerts</li> <li>• 4 Soundbites performances in partnership with local restaurants</li> <li>• Partnered with Carolina Ballet for 6 performances of the Nutcracker</li> <li>• Pre-K Music Discovery Program December 14, 2019</li> </ul> <p><b>Apex</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 2, 2019</li> </ul> <p><b>Cary</b></p> <ul style="list-style-type: none"> <li>• 11 Concerts including a free Independence Celebration</li> </ul> <p><b>Garner</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 7, 2019</li> <li>• Independence Day Celebration at Lake Benson Park</li> </ul> <p><b>Holly Springs</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 12, 2019</li> </ul> <p><b>Knightdale</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program August 2, 2019</li> </ul> <p><b>Morrisville</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program June 2020</li> </ul> <p><b>Wake Forest</b></p> <ul style="list-style-type: none"> <li>• Pre-K Music Discovery Program October 22, 2019</li> </ul>	<p>Continue to expand educational and entertainment programming in communities throughout Wake County.</p>
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## NC Symphony Performance Measures

<p><b>OBJECTIVE ES1</b> (Economic Strength) Continue to serve as an economic engine for Wake County</p>	<p>Overall impact is \$16.6 million with 508 jobs representing \$12.5 million in household income and \$721K back to local government in tax revenue.*</p>	<p>Overall impact is \$17.2 million with 528 jobs representing \$12.9 million in household income and \$748K back to local government in tax revenue.* Invested \$1.2 million into Meymandi Concert Hall for the purchase and installation of an acoustical canopy. This transformed the venue into a world-class performing venue for the North Carolina Symphony, North Carolina Opera, Master Chorale, and Pinecone, as well as many visiting performers throughout the year—increasing its future economic impact.</p>	<p>Overall impact is \$17.7 million with 544 jobs representing \$13.3 million in household income and \$773K back to local government in tax revenue.*</p>	<p>Overall impact is \$18.1 million with 557 jobs representing \$13.6 million in household income and \$788K back to local government in tax revenue.*</p>
<p><b>OBJECTIVE ES1</b> (Economic Strength) Serve as the largest performing arts organization in North Carolina while bringing world-class guest artists to audiences in Wake County</p>	<p>Award winning guest artists include the Calloway Sisters and Blind Boys of Alabama.</p>	<p>Award winning guest artists include violin virtuoso Joshua Bell as well as Pulitzer Prize winning composer, Caroline Shaw and singer/songwriter Ben Folds—both North Carolina natives.</p>	<p>Award winning guest artists include soprano Renée Fleming, saxophonist Branford Marsalis, and <i>Hamilton</i> star, Leslie Odom, Jr.</p>	<p>Award winning guest artists will include pianist Angela Hewitt and violinist Augustin Hadelich.</p>

\*Estimated figures calculated using the Arts & Economic Prosperity 5 Calculator created by Americans for the Arts.

**Marbles Kids Museum**  
**Goals and Outcomes**  
**FY2021**

Measure	FY18 Actual	FY19 Actual	FY20 Updated Estimate	FY21 Estimate
<b>Visitation</b> - Marbles achieves strong visitation levels by engaging children and their families in play-based learning through accessible and innovative exhibits paired with high quality, guest-driven programs and services.  *Strategies to ease over-crowding intentionally resulted in decreased visitation.	687,646 - total guests;  531,027 - museum 131,480 - theater 25,139 - events	676,334 - total guests;*  530,620 - museum* 119,581 - theater 26,133 - events	679,000 - total guests;  550,000 - museum 100,000 - theater 29,000 - events	690,400 - total guests;  565,000 - museum 95,000 - theater 30,400 - events
<b>Membership Base</b> - Marbles maintains a solid family membership base by providing exceptional member experiences and valuable benefits at an affordable cost.	4,979 member households	5,779 member households	6,000 member households	6,300 member households
<b>Field Trip Participants</b> - Marbles achieves learning impact for students starting in pre-K by offering innovative, unique field trip experiences that align with the NC Standard Course of Study.	76,301 participants  Due to overcrowding and capacity constraints, museum group visits continue to be capped in FY18.	72,305 participants  Unusual weather patterns affected fall school group attendance in FY19.	78,000 participants	78,000 participants
<b>Participants in Pre-K School Readiness Programs</b> - Marbles improves school readiness for vulnerable pre-K children through Ready Set School and Ready to Read Playdate. In partnership with WCPSS, Wake County Libraries, Smart Start and Wake Up and Read, programs serve children who have never attended a formal daycare or pre-K program and are likely to attend a high-needs elementary school in Wake County.	3,259 participants	3,826 participants	3,500 participants	3,700 participants
<b>Kick-off to Kindergarten Participants</b> - Marbles helps kindergartners and their families prepare for the transition to school during two Kick-off to Kindergarten events offered free to rising Wake County kindergartners and their families.	2,430 participants	4,134 participants	3,500 participants	4,000 participants
<b>WCPSS Title I Summer Family Playdate Participants</b> - Marbles supports healthy outcomes and school success for vulnerable children and their families through playful learning, parent resources and family engagement during series of free evening events held each summer.	2,512 participants	3,010 participants	2,500 participants	3,000 participants

Measure	FY18 Actual	FY19 Actual	FY20 Updated Estimate	FY21 Estimate
<b>Camp Participants and Scholarships</b> - Marbles sparks learning and growth in children ages 3-12 through award-winning camp programs that serve a diverse group of children, with 16% of campers receiving scholarship assistance and a free healthy lunch while at Marbles.	3,411 participants 15.8% of summer campers with scholarship assistance.	3,796 participants 15.5% of summer campers with scholarship assistance.	3,700 participants	3,800 participants
<b>Participants in Free Access Programs for Children with Special Needs</b> - Marbles fosters inclusion and connection for children with special needs and their families through free, after-hours Family Fun Nights that offer a calm, quiet museum environment and access to community resources.	1,445 guests	1,612 guests	1,700 guests	1,800 guests
<b>Participants in Weekly Family Access Programs for Vulnerable Communities</b> - Marbles nurtures healthy development, learning and family engagement for vulnerable communities through access programs including "Play Late for Less" every Thursday and select Fridays and free Family Nights for community organizations serving high-needs families.	41,197 participants	49,899 participants	51,000 participants	52,500 participants
<b>Volunteer Hours and Number of Volunteers</b> - Marbles connects our community, provides youth leadership development and practices outstanding stewardship through meaningful volunteer experiences.	15,523 volunteer hours 439 volunteers	14,190 volunteer hours 527 volunteers	15,500 volunteer hours 600 volunteers	15,500 volunteer hours 600 volunteers
<b>Family Enrichment Special Event Participants</b> - Marbles strengthens families through unique and innovative child development and family engagement experiences and special events that help meet growing demand for high quality programming.	3,228 participants	3,965 participants	4,200 participants	4,200 participants
<b>Renovation &amp; Expansion Planning and Implementation</b> - Marbles continues implementing expansion plan in partnership with Wake County to meet demand, expand our physical footprint and improve campus connectivity and appeal.	Worked with Wake County on RFP for Phase 1 expansion design package.  Proceeded with projects to respond to pre-expansion needs for added capacity and programs.  Purchased the 16,000 sq ft two-story building at 207 E. Hargett St.	Worked on Phase 1 renovation & expansion schematic design package.  Continued with projects to respond to pre-expansion needs for added capacity and programs.  Initiated capital campaign planning.	Complete design development and construction documents for renovation & expansion.  Initiate capital campaign fundraising for renovation & expansion.	Continue implementing renovation & expansion capital project on Marbles campus.  Continue capital campaign fundraising for renovation & expansion.