The Ongoing Impacts of COVID-19: A Survey of Arts and Cultural Organizations and Creative Businesses

Americans for the Arts has been tracking the human and financial impacts of COVID-19 since the pandemic began. As the virus continues to rage in our communities, so does its devastation of the nation’s arts sector. Cancellations have taken place at virtually every arts organization across the country, artists are among the most severely affected segment of the nation’s workforce, and 1 in 10 arts businesses doubt their ability to survive.

This new survey will continue to gather the impact data that are critical to our collective advocacy efforts. In addition, as we all follow the hopeful news about vaccine distribution, this survey also gathers information about the challenges facing the arts sector in the relief/recovery and re-opening processes.

All types of arts and cultural organizations should participate in this survey:
- Nonprofit arts and cultural organizations across all artistic disciplines and service organizations
- Government arts agencies, departments, divisions, programs, and facilities
- For-profit and commercial creative businesses
- Programs that operate under the umbrella of a parent organization or fiscal agent
- Unincorporated programs/collectives

*If you are an individual such as a practicing artist/creative worker/culture bearer, an educator/teaching artist, a creative entrepreneur, and/or a hobby artist, click here to complete our separate survey for individuals*

To begin, click "Next Page" (or "→") below.

SECTION 1 of 5
Background Information

This section is critical because it will allow researchers to analyze the findings based on characteristics such as geography, type of organization, artistic discipline, budget size, etc. Your answers to this survey are considered confidential and will not be shared publicly with any identifying information.

Q1—Please provide your name.

Q2—Provide an email address where you can be reached. This will allow us to follow up if you use the “Save and Continue Later” feature that has been built into this survey. In addition, you will automatically receive a PDF of your completed survey for your records.*

Q3—Provide the name of your organization or business.*
Q4—What is the name of the city or town where it is located?*

Q5—In which state is it located?*
( ) U.S. Territories (e.g., Puerto Rico, Guam, U.S. Virgin Islands)
( ) International (i.e., outside the United States)
( ) List of U.S. States

Q6—In which county is its primary administrative address located?*

Because you have indicated that you are completing this survey on behalf of an organization that is based in New York City, you will be asked a set of additional questions as part of a research collaboration between the New York City Department of Cultural Affairs, the Howard Gilman Foundation, and Americans for the Arts. This survey is an extension of the NYC survey conducted in May 2020. Please answer these questions based on the impact of the entire pandemic beginning in January 2020 through today. These questions will allow for deeper analysis and reporting on the impact of the pandemic on New York City’s cultural industry. The findings will inform programming, policy, and advocacy. We thank you for your participation!

Q7—What is the Federal Employer Identification Number (EIN) that your organization uses? If it uses the EIN of a parent institution or fiscal agent, please select “Not applicable.”
The EIN is a 9-digit number (in the "##-#####" format) that is assigned to an organization primarily for tax purposes. This publicly available number (an EIN is not confidential) is used by researchers and project partners to identify organizations in secondary data sources.*
( ) Enter the EIN here:
( ) Proceed without entering the EIN
( ) Not applicable (i.e., it does not have or use an EIN)

Q8—What is the 5-digit ZIP code of your organization’s physical address? Enter the 5-digit ZIP code in the "#####" format only.*
Q9—Which of the categories listed below describe your organization? Check all that apply.*

[ ] Producing or presenting organization
[ ] Arts center/performing arts venue
[ ] Museum
[ ] Gallery/exhibiting organization
[ ] Makerspace/incubator/development of new work
[ ] Living collection (e.g., zoo, aquarium, botanical garden)
[ ] Arts service organization (discipline-specific)
[ ] Arts advocacy organization
[ ] Arts education organization
[ ] Community-based organization
[ ] National arts service organization
[ ] Local arts agency/local arts council
[ ] State arts agency
[ ] Regional arts organization
[ ] Arts & Business Council
[ ] United arts fund
[ ] School/college/university
[ ] Other government agency, division, department, program, or facility
[ ] Foundation or funder
[ ] Research/policy/planning
[ ] For-profit creative business (e.g., architecture, graphic design)
[ ] Other (brief description requested):

Q10—Which of the following artistic disciplines does your organization represent? Check all that apply.*

[ ] All artistic disciplines
[ ] Dance
[ ] Music
[ ] Theater
[ ] Multi-disciplinary
[ ] Arts education
[ ] Museums
[ ] Living collections (e.g., zoo, aquarium)
[ ] Visual arts
[ ] Design
[ ] Folk arts/traditional arts/craft
[ ] Literature/literary arts
[ ] Media arts
[ ] History/heritage
[ ] Other (brief description requested):
[ ] Not applicable

Q11—Which of the following categories best describes your organization’s legal status? If it utilizes the legal status of a parent institution or fiscal agent, answer this question by identifying the legal status of the parent institution/fiscal agent.*

( ) Nonprofit (any formal not-for-profit status)
( ) Government agency, department, division, program, facility, or public university
( ) For-profit/commercial business
( ) Hybrid business model (L3C, social purpose corporation, benefit corporation)
( ) Unincorporated with no formal legal status
( ) Other (brief description requested)
Q12—Which of the following budget categories includes your organization’s total projected income/revenue for its current fiscal year?*

( ) No budget (all volunteer)  
( ) $1 than $24,999  
( ) $25,000 to $49,999  
( ) $50,000 to $99,999  
( ) $100,000 to $249,999  
( ) $250,000 to $499,999  
( ) $500,000 to $999,999  
( ) $1,000,000 to $4,999,999  
( ) $5,000,000 to $9,999,999  
( ) $10,000,000 to $19,999,999  
( ) $20,000,000 to $49,999,999  
( ) $50,000,000 or more

The question below displays only for respondents that did not report “no budget.”
Q13—Does your organization have at least one paid employee or staff? This can include full-time or part-time positions, salaried/hourly/contract positions, etc.*

( ) Yes  
( ) Not currently, but it did have paid employees/staff before the COVID-19 pandemic  
( ) No, it has no paid employees/staff (e.g., all volunteer)

Q14—Before the pandemic, how did your organization occupy its primary physical programming space or facility (e.g., performance/rehearsal space, gallery/exhibition space)? Check all that apply.*

[ ] Rent (e.g., short term, as needed, case-by-case basis)  
[ ] Long-term lease  
[ ] Own  
[ ] Programmatic space is donated  
[ ] Other (brief description requested):  
[ ] Not applicable (e.g., it does not utilize/require physical space for programming)

The final two questions in Section 1 reference “BIPOC” populations (Black, Indigenous, People of Color). The pandemic is disproportionately affecting systematically marginalized populations. These questions will help researchers learn more about this disparity. We acknowledge that there are many phrases used to name communities of color. For the purpose of this survey, we are using the framing of BIPOC as it is a widely used term in the arts and culture field.

Q15—Is your organization led by, created for, AND accountable to members of one or more BIPOC communities?*

( ) Yes  
( ) No  
( ) I prefer not to answer  
( ) Not applicable

Q16—Does your organization primarily serve one or more systematically marginalized communities (e.g., BIPOC, LGBTQ+, people with disabilities, low income, immigrant, aging)?*

( ) Yes  
( ) No  
( ) I prefer not to answer  
( ) Not applicable
SECTION 2 of 5
Attendance and Financial Impacts

CURRENT OPERATING STATUS
Q17—Which of the following best matches your organization’s current overall operating status?*
( ) Open/operating in an expanded capacity (beyond what was originally planned or expected)
( ) Open/operating in a normal capacity (as originally planned/expected)
( ) Open/operating in a modified capacity (different than what was originally planned or expected)
( ) Open/operating in a reduced/limited capacity (below what was originally planned or expected)
( ) Hibernating (suspended operations during the pandemic)
( ) Closed permanently (defunct/gone out of business)

The question below does NOT display for respondents that are closed permanently.

IN-PERSON EVENTS
Q18—Before the pandemic, did your organization present, produce, and/or host in-person events such as performances, exhibitions, classes/lessons, meetings/conferences, readings, workshops, etc.? Consider events with physical attendance only. Exclude virtual attendance such as events streamed over the Internet or online galleries.*
( ) Yes
( ) No

The question below displays only for respondents that hold in-person events.

INDOOR VS. OUTDOOR EVENTS
Q19—Before the pandemic, did it hold these in-person events indoors or outdoors?*
( ) Indoors
( ) Outdoors
( ) Both

The question below displays only for respondents that hold in-person events.

CANCELLATIONS
Q20—Has it canceled any in-person events as a result of the COVID-19 pandemic?*
( ) Yes
( ) No

The question below displays only for respondents that hold in-person events.

CURRENT ATTENDANCE STATUS
Q21—Is your organization currently presenting, producing, and/or hosting in-person events?*
( ) It never stopped holding in-person events during the pandemic
( ) It stopped at least once, but is currently holding in-person events
( ) It is not currently holding in-person events, but has identified a target date for when they will start
( ) It is not currently holding in-person events, and has not identified a target date
**The question below does NOT display for respondents that never stopped holding events.**

**RE-OPENING STARTS AND STOPS**

**Q22**—At any point during the pandemic, did your organization re-start holding in-person events, only to close down again due to a pandemic surge/increased health concerns or new COVID-19 restrictions, etc.?*

- Yes
- No

**The question below displays only for respondents that started holding in-person events again.**

**RE-OPENING DATE**

**Q23**—When did your organization begin holding in-person events again? If it has stopped and started more than once, tell us when it most recently started holding events again.*

<table>
<thead>
<tr>
<th>Option</th>
<th>Year/Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>( ) January through June 2020</td>
<td>( ) November 2020</td>
</tr>
<tr>
<td>( ) July 2020</td>
<td>( ) December 2020</td>
</tr>
<tr>
<td>( ) August 2020</td>
<td>( ) January 2021</td>
</tr>
<tr>
<td>( ) September 2020</td>
<td>( ) February 2021</td>
</tr>
<tr>
<td>( ) October 2020</td>
<td>( ) March 2021</td>
</tr>
<tr>
<td>( ) November 2020</td>
<td>( ) April 2021</td>
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<tr>
<td>( ) May 2021</td>
<td>( ) June 2021</td>
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<tr>
<td>( ) June 2021</td>
<td>( ) July 2021</td>
</tr>
<tr>
<td>( ) August 2021</td>
<td>( ) September 2021</td>
</tr>
<tr>
<td>( ) July 2021 and beyond</td>
<td>( ) October 2021</td>
</tr>
</tbody>
</table>

**The question below displays only for respondents that have identified a target date for re-opening.**

**TARGET DATE FOR RE-OPENING**

**Q24**—When is the target date on which your organization currently plans to begin presenting, presenting, and/or hosting in-person programming once again?*

<table>
<thead>
<tr>
<th>Option</th>
<th>Year/Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>( ) February 2021</td>
<td>( ) June 2021</td>
</tr>
<tr>
<td>( ) March 2021</td>
<td>( ) July 2021</td>
</tr>
<tr>
<td>( ) April 2021</td>
<td>( ) August 2021</td>
</tr>
<tr>
<td>( ) May 2021</td>
<td>( ) September 2021</td>
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<tr>
<td>( ) October 2021</td>
<td>( ) November 2021</td>
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<tr>
<td>( ) November 2021</td>
<td>( ) December 2021</td>
</tr>
<tr>
<td>( ) November 2021</td>
<td>( ) 2022 and beyond</td>
</tr>
</tbody>
</table>

**The question below displays only for respondents that hold in-person events.**

**LOST ATTENDANCE**

**Q25**—Provide the total decrease in attendance to all of your organization's in-person events due to the COVID-19 pandemic. This figure should include the total anticipated attendance for canceled events plus decreased attendance to events that did occur attributable to the pandemic. Include the lost attendance for future events that have already been canceled. *Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

**IMPACT ON INCOME/REVENUE**

**Q26**—Did your organization experience an overall change in income/revenue as a result of the COVID-19 pandemic? Please consider all sources of income including earned revenue such as admissions, sponsorships, and retail sales; contributed income and donations; grants/contracts; and revenue from government sources.*

- Income/revenue has decreased
- No change
- Income/revenue has increased
The question below displays only for respondents that report a decrease in income/revenue.

DECREASE IN INCOME/REVENUE

Q27—Estimate the total decrease in income/revenue that your organization has experienced as a result of the pandemic. Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

IMPACT ON EXPENDITURES

Q28—Did your organization experience a change in expenditures as a result of the COVID-19 pandemic? Check all that apply.*
[ ] Incurred unanticipated expenditures (e.g., purchases of new technology/equipment/supplies, enhanced cleaning protocols, unexpected marketing expenses)
[ ] Made cuts to planned expenditures/cost-saving budget cuts (e.g., reductions in staff/payroll expenses, program/production costs, operating costs)
[ ] No

UNANTICIPATED EXPENDITURES

The question below displays only for respondents that report unanticipated expenditures.

Q29—Estimate the total dollar amount of unanticipated expenditures that your organization has incurred as a result of the pandemic. Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

CUTS TO PLANNED EXPENDITURES

The question below displays only for respondents that report cuts to planned expenditures.

Q30—Estimate the total dollar amount of cuts that your organization made to planned expenditures (e.g., cost-saving budget cuts) as a result of the pandemic. Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

FINANCIAL IMPACT

Q31—Has the COVID-19 pandemic had an overall negative financial impact on your organization?*
( ) Yes
( ) No

The question below displays only for respondents that report a negative financial impact.

TOTAL NET FINANCIAL LOSS

Q32—Provide the estimated dollar amount of your organization’s total net financial loss. This figure should include (1) lost revenue such as admissions/sales; (2) lost income such as government funding, grants, and contributions/donations; and (3) unanticipated expenditures such as equipment/technology purchases and enhanced cleaning/disinfecting protocols. Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

OVERALL FINANCIAL IMPACT

Q33—How severe do you expect the overall financial impact of the COVID-19 pandemic to be on your organization?*
( ) 1—Not Severe at All   ( ) 2   ( ) 3   ( ) 4   ( ) 5—Extremely Severe
The question below does NOT display for respondents that are closed permanently.

CONFIDENCE OF SURVIVAL
Q34—Overall, how confident are you that your organization will survive the COVID-19 pandemic and the resulting economic downturn?*
( ) 1—Not Confident at All  ( ) 2  ( ) 3  ( ) 4  ( ) 5—Extremely Confident

SECTION 3 of 5
Employment Impacts

The question below displays only for respondents that currently have (or had) paid staff.

PAYROLL/EMPLOYMENT IMPACTS
Q35—Did your organization take any of the following actions to reduce staff and/or decrease payroll as a result of the COVID-19 pandemic? A furlough is a mandatory temporary leave of absence from which the employee is expected to return to work or to be restored from a reduced work schedule. A layoff is generally considered a separation from employment due to a lack of work available. Check all that apply.*
[ ] Froze salaries (no cost-of-living adjustments, no performance raises, etc.)
[ ] Reduced/cut salaries to decrease payroll expenses
[ ] Hiring freeze or did not fill vacant positions
[ ] Laid off or terminated employees/staff
[ ] Furloughed employees/staff
[ ] Laid off or terminated artists/creative workers
[ ] Furloughed artists/creative workers
[ ] Laid off or terminated contractors, consultants, etc.
[ ] Furloughed contractors, consultants, etc.
[ ] No

The question below displays only for respondents that laid off or furloughed staff/employees or instituted a hiring freeze (i.e., respondents that impacted staff size).

PERCENTAGE OF TOTAL EMPLOYEES/staff IMPACTED
Q36—What is the approximate percentage of your organization’s pre-pandemic total employees/staff that are currently laid off or furloughed?*
( ) 0%
( ) 1%-25%
( ) 26%-50%
( ) 51%-75%
( ) 76%-99%
( ) 100%

The question below displays only for respondents that laid off or furloughed staff/employees or instituted a hiring freeze (i.e., respondents that impacted staff size).

STAFF RECOVERY
Q37—Do you anticipate that your organization will return to its pre-pandemic level of employees/staff?*
( ) Yes, it has already returned to its pre-COVID level of employees/staff
( ) Yes, it will return by the end of 2021
( ) Yes, but it will take until 2022 or longer to return
( ) No, these staff size changes are permanent (or likely to be permanent)
( ) Unsure
The question below displays only for respondents that laid off or furloughed artists/creative workers.
PERCENTAGE OF TOTAL ARTISTS/CREATIVE WORKERS IMPACTED
Q38—What is the approximate percentage of your organization’s pre-pandemic total artists/creative workers that are currently laid off or furloughed?*
( ) 0%  ( ) 26%-50%  ( ) 76%-99%
( ) 1%-25%  ( ) 51%-75%  ( ) 100%

The question below displays only for respondents that laid off or furloughed artists/creative workers.
ARTIST/CREATIVE WORKER EMPLOYMENT RECOVERY
Q39—Do you anticipate that your organization will return to its pre-pandemic level of hiring artists/creative workers?*
( ) Yes, it has already returned to its pre-COVID level of hiring artists/creative workers
( ) Yes, it will return by the end of 2021
( ) No, it will take until 2022 or longer to return
( ) No, these artist/creative worker employment changes are permanent (or likely to be permanent)
( ) Unsure

The question below displays only for respondents that have instituted any layoffs or furloughs.
PAYROLL/EMPLOYMENT REDUCTIONS
Q40—Using the table below, provide the current status of your organization’s pre-pandemic workforce. Enter numbers only and round to the nearest whole number (i.e., no decimals). Enter “0” if the answer for any box is zero. We recognize that exact numbers may not be available. Your best estimate is fine.*

<table>
<thead>
<tr>
<th></th>
<th>Total PRE-PANDEMIC HEADCOUNT</th>
<th>Overall Number of Positions That Have Been LAID-OFF</th>
<th>Overall Number of Positions That Have Been FURLOUGHED</th>
<th>Number of Positions That Have Been REHIRED FROM FURLOUGH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff/employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artists/creative workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other workforce (e.g., contractors, consultants)</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION 4 of 5
Financial Agility and Adaptability
Q41—Using the table below, provide the total operating income and expenditures for your organization’s FY2019 and FY2020, and estimates for FY2021. Enter numbers only and round to the nearest whole number (i.e., no decimals). Enter “0” if the answer for any box is zero. We recognize that an exact figure may not be available; your best estimate is fine.*

<table>
<thead>
<tr>
<th></th>
<th>Total Operating Income</th>
<th>Total Operating Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019</td>
<td>$_______________</td>
<td>$_______________</td>
</tr>
<tr>
<td>FY2020</td>
<td>$_______________</td>
<td>$_______________</td>
</tr>
<tr>
<td>FY2021 (est.)</td>
<td>$_______________</td>
<td>$_______________</td>
</tr>
</tbody>
</table>

RECOVERY FUNDING AND PROGRAMS
Q42—Using the table below, tell us about the actions that your organization took to secure economic relief from the COVID-19 pandemic. An answer is required for each row.*

<table>
<thead>
<tr>
<th></th>
<th>Did Not Apply/ Did Not Attempt to Secure</th>
<th>Applied/ Attempted to Secure but DID NOT RECEIVE</th>
<th>RECEIVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal government relief funds (e.g., PPP loan)</td>
<td></td>
<td></td>
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<tr>
<td>Local or state government relief (e.g., New York Shared Work Program)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Relief funds from private foundations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relief funds from individual donors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reductions in rent or other concessions from landlords, vendors, etc.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions on agreements with unions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The question below displays only for respondents that secured relief funding (above).
TOTAL PANDEMIC RELIEF FUNDING
Q43—Provide the estimated dollar value of the total pandemic relief received or secured by your organization (identified above) from the beginning on the pandemic through today. Enter numbers only. We recognize that an exact figure may not be available; your best estimate is fine.*

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DIRECT RELIEF TO ARTISTS/COMMUNITIES
Q44—Did your organization provide direct relief to artists/communities impacted by the pandemic in any of the following ways?* Check all that apply.

[ ] Cash assistance
[ ] Food
[ ] Supplies and necessities (e.g., personal protective equipment)
[ ] Participated in a mutual aid network
[ ] Other (brief description requested):
[ ] No

LIQUIDITY
Q45—Did your organization take any of the following actions in order to obtain (or secure access to) cash during the COVID-19 pandemic? Check all that apply.*

[ ] Spent cash reserves/savings
[ ] Used an existing loan or line of credit
[ ] Acquired a new loan or line of credit
[ ] Sold investments (stocks, bonds, etc.)
[ ] Sold assets (art, equipment, real estate, etc.)
[ ] Used endowment principal/corpus
[ ] Other (brief description requested)
[ ] None

*The question below displays only for respondents that are not permanently closed.

VIRTUAL DELIVERY OF CULTURAL PROGRAMMING
Q46—Is your organization currently delivering artistic programming/content virtually (streaming performances or recordings, exhibitions online, etc.)*

( ) Yes, it started delivering online programming/content for the first time as a result of the pandemic
( ) Yes, it is delivering about the same amount of online programming/content as it did before the pandemic
( ) Yes, and it has increased/enhanced its online programming/content as a result of the pandemic
( ) No

*The question below displays only for respondents that are delivering virtual content.

REVENUE FROM VIRTUAL PROGRAMMING
Q47—Which of the following statements best describes the earned or contributed revenue that is generated by or supports your organization’s virtual programming/content?*

( ) The revenue covers the costs of creating and distributing its virtual programming/content
( ) The revenue does not cover the cost of creating and distributing its virtual programming/content
( ) There is no revenue generated by or supporting its virtual programming/content

*The question below displays only for respondents that are delivering virtual content.

ACCESSIBILITY TO VIRTUAL PROGRAMMING
Q48—Since the onset of the pandemic, which of the following are true with regard to accessibility to your organization’s virtual programming? Check all that apply.

[ ] It has taken action to improve access for people with disabilities
[ ] It has taken action to improve access for people who speak languages other than English
[ ] It has taken action to improve access for people with limited or no access to reliable internet
[ ] Its virtual programming has been fully accessible since before the pandemic began, and no improvements were necessary
[ ] Other (brief description requested)
[ ] None
The question below does **NOT** display for respondents that are **closed permanently**.

**PANDEMIC OPERATING STRATEGY**

**Q49—**Which of the following categories most accurately describes your organization’s **overall/predominant operating strategy throughout the pandemic**? We recognize that it may have used several of these strategies at some point in coping with and responding to COVID-19. Please choose one. *

( ) My organization has **transformed** (e.g., changed mission/purpose/focus, significantly altered programs/services)

( ) My organization has **innovated** (e.g., invested in the development of new programs/services, delivered products/services differently such as transitioning to virtual programming)

( ) My organization has **mobilized** (e.g., operated as close to “normal” as possible)

( ) My organization has **streamlined** (e.g., reduced staff, reduced expenses, reduced programming, delivered the programming/services that are possible given the circumstances)

( ) My organization has **hibernated** (e.g., furloughs/layoffs, very little production, spent as little money as possible, waiting for the pandemic to end)

( ) Other (*brief description requested*):

**SECTION 5 of 5**

**Re-Opening and Recovery Challenges/Opportunities**

*The question below displays only for respondents that lease, rent or borrow physical space.*

**LOSS OF PHYSICAL PROGRAMMING SPACE**

**Q50—**Did your organization **lose access** to its primary physical programming space during the pandemic due to financial hardship or other factors related to the pandemic (excluding pandemic-related travel restrictions)? *

( ) Yes, it uses one physical space, and it lost access to it

( ) Yes, it uses more than one physical space, and it lost access to **all** of them

( ) Yes, it uses more than one physical space, and it lost access to **some** of them

( ) No

*The question below displays only for respondents that lost access to physical space.*

**RETURN TO PHYSICAL PROGRAMMING SPACE**

**Q51—**Do you anticipate that your organization will **regain access** to the physical programming space or facility it needs when the pandemic is over? *

( ) It will return to the same space(s)

( ) It will likely return to different space(s)

( ) It will likely return to some of the same spaces, and some different ones

( ) No

( ) I don’t know/unsure
The question below displays only for respondents that are currently operating in a reduced capacity and/or not currently holding in-person events.

BARRIERS TO RETURNING TO IN-PERSON PROGRAMMING

Q52—What are the three (3) most prominent barriers preventing your organization from returning to in-person activity/programming? Choose no more than three responses from the list below.*

- [ ] Not allowed to open due to government restrictions/guidelines
- [ ] Customers are unlikely to attend
- [ ] Lack of available artists or creative product
- [ ] Loss or lack of physical programming space or facility
- [ ] Impractical to produce our arts product in the current environment
- [ ] Not enough staff to operate effectively
- [ ] Lack of cash/capital needed to produce and deliver content/product
- [ ] Cannot afford to operate with limited attendance
- [ ] Cannot afford the necessary cleaning/sanitization protocols
- [ ] Staff/board do not feel it is safe to open
- [ ] Will not open until the vaccines are distributed widely
- [ ] Knowledge/understanding of our audience’s readiness to return
- [ ] Other (brief description requested):
- [ ] Not applicable
- [ ] None

The question below displays only for respondents that are currently operating in a reduced capacity and/or not currently holding in-person events.

RESOURCES NEEDED TO RETURN TO IN-PERSON PROGRAMMING

Q53—Which of the following resources does your organization need before it can return to in-person programming? Check all that apply.*

- [ ] None (it is prepared to re-open as soon as it is safe/allowed to do so)
- [ ] Cash/funding
- [ ] Staff
- [ ] Cultural programming/content
- [ ] Artists/creative workers
- [ ] Audience/customers
- [ ] Access to physical space/facility
- [ ] Improvements to physical space/facility
- [ ] Marketing/advertising
- [ ] Personal protective equipment (PPE), cleaning/disinfecting supplies, and signage
- [ ] Other (brief description requested)
The question below displays only for respondents that need resources in order to re-open fully.

LENGTH OF RUNWAY NEEDED TO RETURN TO IN-PERSON PROGRAMMING

Q54—How long do you think it will take to assemble the resources needed to return to in-person programming (that you identified in the question above)? In other words, if the pandemic vanished today, how long would it take your organization to secure these resources? An answer is required for each row.*

<table>
<thead>
<tr>
<th>Resource</th>
<th>Less than 1 month</th>
<th>1-2 months</th>
<th>3-4 months</th>
<th>5-6 months</th>
<th>More than 6 months</th>
<th>Unsure/Not confident this resource will be available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash/funding</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Staff</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Cultural programming/content</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Artists/creative workers</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Audience/customers</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Access to physical space</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Improvements to physical space</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Marketing/advertising</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>PPE/supplies/signage</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Other (provided above)</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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<td>( )</td>
</tr>
</tbody>
</table>

The question below displays only for respondents that need resources in order to re-open fully.

POTENTIAL IMPACT OF FEDERAL RELIEF FUNDS

Q55—Would access to additional government COVID-19 relief or recovery funding impact the length of time it will take your organization to assemble the resources you identified in the question above? For example, loans or grants to help organizations keep, hire, or re-hire creative workers, or funds to underwrite the creation of new work or offset other startup/re-opening expenses.

( ) It would accelerate the timeline (i.e., I think we would assemble the resources more quickly)
( ) It would help us to achieve the timeline
( ) It would have no impact on the timeline
( ) Other (brief description requested)
IMPACT ON PARTNERSHIPS
Q56—Which of the following are true regarding the status of your organization’s programmatic partnerships during the pandemic? Check all that apply.

[ ] Lost or ended at least one programmatic partnership because of the pandemic
[ ] Put at least one programmatic partnership on hold because of the pandemic
[ ] Created or developed at least one new programmatic partnership because of the pandemic
[ ] Strengthened or expanded at least one existing programmatic partnership because of the pandemic
[ ] Other (brief description requested):
[ ] Not applicable

The question below displays only for respondents that are not permanently closed.
LEVEL OF FOCUS ON RACIAL EQUITY
Q57—How would you describe your organization’s level of focus on the issues of racial equity, justice, diversity, and inclusion (1) at the beginning of 2020 and (2) currently? Check at least one response for each row.*

<table>
<thead>
<tr>
<th>(1) Level of focus at the start of 2020</th>
<th>No focus</th>
<th>Limited focus without plans to expand</th>
<th>Limited focus with plans to expand</th>
<th>Key focus integrated into other efforts</th>
<th>Stand-alone focus in parallel with other efforts</th>
<th>Primary focus of organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2) Level of focus currently</td>
<td></td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

EQUITY ACTIONS/REFORMS
Q58—Which of the following actions or reforms did your organization take in the wake of the racial justice protests during 2020? Check all that apply.

[ ] Issued an internal statement (to staff/board)
[ ] Issued an external statement (to customers, media, and the public)
[ ] Created/adopted a formal diversity, equity, and inclusion plan
[ ] Strengthened an existing diversity, equity, and inclusion plan
[ ] Hosted community listening sessions dedicated to the racial equity movement
[ ] Provided diversity, equity, and inclusion training for board and/or staff
[ ] Dedicated space/time for your staff and/or board to have conversations about racial equity
[ ] Provided support to staff such as time off, donation matching, or mental health resources
[ ] Launched a new program or curatorial effort to center BIPOC artists/communities
[ ] Launched an internal examination of pay equity and/or other equity concerns
[ ] Expanded programmatic accessibility for communities of color
[ ] Changed/modified/adapted how it connects with audiences/constituents
[ ] Created new partnerships to foster/promote anti-racist programming
[ ] Opened its lobby or facility as a safe space for protesters
[ ] Other (brief description requested)
[ ] None
The question below displays only for respondents that are not permanently closed.

FUNDAMENTAL CHANGES
Q59—As of today, do you believe that your organization will have experienced any of the fundamental changes listed below when the pandemic is finally over? Check all that apply.*
[ ] Its business model will be fundamentally changed
[ ] The nature of its artistic product will be fundamentally changed
[ ] Its staff structure will be fundamentally changed
[ ] The makeup of its audience(s) will be fundamentally changed
[ ] Its revenue/income model will be fundamentally changed
[ ] The physical space it utilizes (or the way it uses it) will be fundamentally changed
[ ] Its mission/purpose will be fundamentally changed
[ ] Its artistic delivery mechanism(s) will be fundamentally changed
[ ] Its leadership model/structure will be fundamentally changed
[ ] Other (brief description requested):
[ ] None

The question below displays only for respondents that are not permanently closed.

TECHNICAL ASSISTANCE
Q60—Of the topics listed below, which are the three (3) most pressing technical assistance needs that would help your organization reopen/recover right now? Choose no more than three responses from the list below.*
[ ] Financial modeling
[ ] Strategic planning
[ ] Resource sharing/merger
[ ] Board development
[ ] Marketing and communications
[ ] Individual giving
[ ] Legal
[ ] Human resources
[ ] Other (brief description requested):
[ ] None

FINAL THOUGHTS
Q61—OPTIONAL—Are there any significant aspects of your organization’s experience during the COVID-19 pandemic that you feel were not reflected or captured in this survey, or any additional thoughts/feedback/stories that you wish to share? Use the space below.

____________________________________________
____________________________________________

LAST PAGE

THANK YOU!!

We appreciate your willingness to help us continue documenting and reporting the impact of the COVID-19 pandemic on the arts and cultural sector. In a few seconds, this browser will be redirected to Americans for the Arts’ disaster preparedness web page.