

Grantee Name	
	Fractured Atlas Productions Inc
	<p>Project Title To support and further develop Artful.ly (Fractured Atlas's free ticketing and donor management software)</p>
	<p>Project Progress and Successes</p>
	<p>In 2010, Fractured Atlas embarked on a bold new enterprise with the goal of empowering arts organizations with a technology solution for streamlining their business operations. Built initially to integrate a patron management database with ticketing functions, Artful.ly and Artful.ly Open Source Edition (OSE) are two faces of an open, expanding framework of modular software components. Artful.ly is a web-hosted application, fully supported and maintained by Fractured Atlas and accessible from any Internet-connected device. Artful.ly OSE is self-hosted and fully customizable software, allowing larger organizations to tailor the source code to their individual ticketing, marketing, and fundraising requirements. In the fall of 2013, Fractured Atlas launched Artful.ly to the public, transitioning the software out of its beta phase and into the next stage of its development. The continued and generous support of the Doris Duke Charitable Foundation has been critical to the success of this project.</p> <p>Artful.ly is one of the most strategically important programs to emerge from Fractured Atlas's research and development pipeline, having the potential to serve our existing membership of all disciplines, including more than 3,500 fiscally sponsored artists and arts organizations. Built through community-driven design and an agile development approach, Artful.ly reflects the priorities and needs of our artist constituents. Since its public launch one year ago, Artful.ly has garnered substantial press attention (Wall Street Journal, Crain's, Fast Company, The Chronicle of Philanthropy, etc.) and participation by user artists has more than doubled.</p> <p>As set out in the original proposal, Fractured Atlas has worked closely with the Atlantic Theater Company over the last 14 months to identify the needs of an established mid-size presenting organization. With their advice and guidance, Fractured Atlas has been able to isolate specific requirements, strategize a work plan for more advanced feature development, and add several critical features to Artful.ly. In essence, Atlantic represented a segment of the artistic community and provided close partnership so that the Fractured Atlas development team could better understand which features should be prioritized, how they should look and function, and how the software will be used by similar organizations.</p> <p>Concurrent with this work, Fractured Atlas continues to solicit feedback and ideas from other segments of the arts community and current Artful.ly users. The platform has an extensive Knowledge Base and a very active Feature Request Forum. Artists and arts workers can submit new ideas and vote for features they would find particularly useful. The combination of drawing upon the expertise of Atlantic Theater Company and the ongoing interaction with Artful.ly's diverse constituency has helped Fractured Atlas develop a vital business tool that serves multiple levels of the arts ecosystem.</p> <p>Significant growth has occurred in many areas over the past 14 months:</p>

- > Individual user accounts more than doubled, growing from 2,052 to 4,294.
- > Use by organizations grew from 1,196 to 2,787. Of these, 608 have used Artful.ly to ticket their paid events (up from 245).
- > In addition to the many independent arts groups that Fractured Atlas serves, tax exempt 501(c)(3) organizations now use Artful.ly as a cost-effective way to receive tax-deductible donations (50 at the beginning of the grant term and 119 now).
- > Fractured Atlas's fiscally sponsored projects increased adoption of Artful.ly, doubling from 399 to 794 during the grant period.
- > At the beginning of the grant term, 126 organizations were using the MailChimp integration to engage their patrons and currently 418 organizations use MailChimp to manage electronic communications.

MailChimp recently committed grant funds to support a deeper integration with Artful.ly, which will allow producers to further segment and refine their communications.

In addition to this and other philanthropic support, Artful.ly has increased its earned revenue by 126% over the year prior. (The sole source of earned revenue for Fractured Atlas is a \$2 fee levied on all paid tickets; there are no fees for complimentary tickets and online donations are subject solely to credit card fees.)

FEATURES

Several significant features were released during the grant term that improve the Artful.ly experience for both artist users and their patrons. Users can look at the Feature Development Roadmap on the Artful.ly site to track which features have been complete and which are in development or still planned. Following are the features that have been released to the public during the grant period:

1. Companies and Institutions: Records can now be identified as a business by type (foundation, corporation, government, etc.) and users can track communications and interactions with the company.
2. Fractured Atlas Login: In order to provide a more seamless experience for artists using multiple Fractured Atlas programs, users can now log in to Artful.ly with their Fractured Atlas user name and password. This is especially helpful for fiscally sponsored projects using the ticketing and donation functions.
3. Expanded Box Office Functionality: The box office interface allows users to sell tickets at the door and over the phone. This feature has been updated to allow organizations also to accept donations in person at the Box Office and/or apply a discount code to these sales. The Box Office interface is also now compatible with touch screen devices and has been recalibrated for faster ticket sales at the door.
4. Print-at-Home Tickets: Event producers can now activate a kit that will attach an image of a patron's tickets to his or her order confirmation email. The patron can print the tickets at home to present at the event.
5. Scanning Tickets: Artful.ly now has an iOS app that works on iPhone and iPod Touch devices. It is available for free through the Apple Store. With it, producers can scan the QR codes on tickets their patrons print at home. The app also offers producers a mobile door list to monitor checkins.

6. Donation Storefronts: This feature allows organizations with 501(c)(3) status to create a custom donation page in Artful.ly Organizations can set custom giving levels and modify the donation appeal patrons see when buying tickets. With no fees other than the 3.5% credit card fee, the donation storefront is an affordable ways for organizations to receive credit card donations online.

Features currently being beta tested:

1. Memberships & Member-Only Pricing: Organizations can create and sell a variety of memberships. They can also define special member-only ticket pricing and access.

2. Season and Flex Passes: Organizations can create and sell a variety of passes. When a patron purchases a pass, he or she will receive a unique passcode that can be used to reserve free tickets to certain events and shows. This is useful for festivals, concert or lecture series, or season discounts.

Some advanced features connected to the work with Atlantic Theater Company, including assigned seating, relationship tracking, and fundraising campaign management, are reaching the end stage of development. The next priorities on the Feature Development Roadmap include user permission management (for administrative and accounting control) and the ability to accept reoccurring donations (such as monthly pledges).

Thanks to support from DDCF and other funders, the basic functions of Artful.ly are free to the artists and organizations using it to manage their business. The basic functions include online sales of free tickets and the customer relations management features. All credit card transactions are subject to a 3.5% credit card merchant fee. The \$2 service fee per online ticket sold is passed on to the ticket buyer, and there are no fees for cash transactions through the Box Office interface.

CASE STUDIES

Fusebox Festival in Austin, Texas, is an eleven year old hybrid art festival that presents performances, exhibitions, talks, screenings, workshops, and more for its annual one-week event. They have used Artful.ly for the past two-and-a-half years because it has given them significant control and access to their audience and donor data. In 2014, Fusebox took a risk and decided to make the entire festival free, using Artful.ly to manage reservations to individual events. The result was overwhelming support from corporate sponsors, and they experienced a significant increase in contributed revenue after the festival. They were able to communicate effectively with attendees in the crucial time right after the event. Artful.ly earned no revenue for ticketing the free events, of course, but Fractured Atlas was proud to be involved with the on-going financial and artistic success of Fusebox Festival.

BEAT (Brooklyn Emerging Artists in Theater) is a performing arts initiative serving the diverse communities of Brooklyn. BEAT benefits from several Fractured Atlas programs, accessing insurance, fundraising with fiscal sponsorship, and ticketing with Artful.ly. For their 2014 festival, they ticketed over 20 near-capacity and sold out performances with Artful.ly. They also beta tested the new passes features

	<p>with great success. Artful.ly has special functionality for fiscal sponsees that allows an organization to connect its accounts. This integration with fiscal sponsorship meant that their patrons could easily add a donation to their ticket purchases and many did.</p> <p>BEAT Festival 2014 included:</p> <ul style="list-style-type: none"> > 12 events (i.e. productions) > 23 shows (i.e. instances of productions) > They sold 14 passes which were good for all shows in the festival > And those 14 pass holders used their passes to reserve 45 tickets > Plus, BEAT sold another 2,737 individual tickets, about 50% of those were free tickets <p>THE FUTURE FOR ARTFUL.LY</p> <p>As Artful.ly moves into the next phase of development, features that have already been built will continue to be improved and fused with additional functionality. For example, it will be possible to connect individual records and put them into a "household" thereby improving communications with those constituents. Producers will also be able to define relationships between individuals and companies such as employer/employee, friends, and relatives. Regular maintenance and software updates will continue, as the software is continually fine-tuned.</p> <p>Longer term goals include options to manage admissions for classes and conferences, which would allow Artful.ly to serve a new spectrum of arts organizations. These types of events require customizable forms and ticketing structures that are not yet possible, however. Another way Artful.ly might grow would be to manage other areas of a venue, such as concession and merchandise sales, with rapid point-of-sale capability. These various features would greatly expand the breadth of Artful.ly users, with potential to include museums, independent movie theatres, and educational institutions.</p> <p>Artful.ly has also garnered interest from presenters and producers in Canada, the United Kingdom, and Australia. Since Artful.ly is web-based software and not an outsourced ticketing company, it could be used by the international artist community, especially for English speaking countries where currency would be the principal translation challenge. While an international expansion is not planned at present, the inquiries demonstrate the increasing and positive reputation of the platform.</p> <p>Fractured Atlas is deeply grateful to the Doris Duke Charitable Foundation for its significant and ongoing investment in the development of Artful.ly.</p>
	Challenges / Obstacles / Failures Encountered in the Project
	<p>Like building a house, developing software can present unexpected challenges that may result in the work taking longer than expected or may redirect efforts to a different area. It is a process and much learning occurs which will have an impact on shaping the ultimate outcome. While it has progressed tremendously and enjoyed strong success, the Artful.ly project has seen some unexpected turns, and certain elements have taken extra time to complete.</p> <p>In order to serve fiscally sponsored projects fully, Artful.ly needs to have the</p>

	<p>ability to process partially-deductible tickets. However, this functionality has proved to be very difficult and complicated to build. Often requested by fiscally sponsored projects, the ability to charge a donor for a ticket that is partially a donation in a single transaction remains difficult because of differing credit card processors, databases, and administrative back-ends for each program. This functionality remains high priority, however, especially as Fractured Atlas moves towards more seamless integration of all its programs serving artist members.</p> <p>The timeline for working in partnership with the Atlantic Theater Company has extended to at least April 2015. Multiple factors have contributed to the work taking more time than anticipated. Both Atlantic and Fractured Atlas have had changes in staff, and for the software development team, it has proved hugely challenging to build significant new features simultaneously with maintaining and refining existing functionality. However, the primary challenge has been the tremendous complexity of the requirements of a larger and more sophisticated fundraising and ticketing organization and the time necessary to build these advanced features.</p>
	<p>What was learned from these that might be of benefit to others?</p>
	<p>Fractured Atlas continues to adapt to a changing field and has learned that projects of this nature must also be agile. The initial work on Artful.ly emerged from an extensive community-design outreach effort to ensure that it would meet the needs of the field. The feedback loop with users and potential users remains vital to the project. Focusing too narrowly on meeting a single user's needs can lead to building sub-optimal features that cost a lot to rework for the wider user base. Having learned this the hard way, we are reminded how critical it is to go out and ask for lots of feedback from lots of users. Staying committed to our community-design principles seems to be the best way to continue building relevant tools for a rapidly changing arts and culture landscape.</p> <p>Artful.ly has also taught us about the time needed to on-board and integrate new software developers with the team. Training new employees is a challenge at any organization, and we have learned that it can take programmers more than six months to become familiar with a Fractured Atlas projects and codebase.</p>
	<p>Links to relevant website(s) and/or project publications, reports, etc.</p>
	<p>http://www.fracturedatlas.org/ https://www.artful.ly/about https://artfully.zendesk.com/entries/21562008-Feature-Development-Roadmap http://www.metro.us/local/artists-learn-to-code-with-nonprofit-organization-fractured-atlas/tmWndC---88QhfN2gEXyOY/ http://www.xconomy.com/new-york/2014/04/25/the-arts-meet-coding-fractured-atlas-fellowship-for-tech-training/ http://upstart.bizjournals.com/companies/media/2014/04/29/should-artists-learn-to-code.html http://pando.com/2014/04/11/will-starving-artists-turn-to-coding-instead-of-waiting-tables/</p>
	<p>If someone wishes to speak with your organization further about your project, would there be a willing contact? Y/N</p>
	<p>If yes, please provide contact name and information for preferred method of contact (email, phone, etc).</p>

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