

Pack Square Cultural Partnership Maintenance and Operations Support

FY 2018 Buncombe County Community Funding

Pack Square Cultural Partnership

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Application Form

Project Name*

Name of Project

Pack Square Cultural Partnership Maintenance and Operations Support

Amount Requested*

Amount Requested

\$395,000.00

Service Area*

Which Commissioner Districts are served by this program?

Access a map of Buncombe County Commissioner districts [here](#).

District 1

District 2

District 3

Which county sustainability goal aligns best with the goals of this project?*

Based on the Buncombe County Sustainability Plan, select a Category, Goal & Objective that align with the focus of the project and the specific results that will be achieved.

Access the Buncombe County Sustainability Plan [here](#).

Community > Educational Resources that Match the Needs of the Community > Promote programs that supplement equitable educational opportunities for all ages

If applicable, select a second sustainability goal that aligns with project goals.

Result 2 is optional - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Community > Educational Resources that Match the Needs of the Community > Increase parent/community involvement in education

If applicable, select a third sustainability goal that aligns with project goals.

Result 3 is optional - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Community > Citizen Participation in Community Decisions > Increase opportunities for civic engagement and participation

Project Description

Project Description*

Description of Project

The Pack Square Cultural Partnership (PSCP), composed of the Asheville Art Museum and Diana Wortham Theatre, fulfills the public-private vision established nearly 25 years ago for the creation of a major cultural center for economic growth, civic engagement and arts education. Since 1992 the center, in partnership with Buncombe County, has helped revitalize a moribund downtown and become a dynamic cultural hub for the entire County. The cultural center is continuing to evolve as the Museum expands into a major regional center for the visual arts, while the Theatre expands into a multi-venue center for the performing arts. The PSCP is growing the community investment that created the cultural center for the next generation. The long-term County support remains vital to the success of this endeavor. With this critical support from the County for maintenance and operations, the two organizations work diligently with their own supporters to create vibrant programming attracting diverse audiences. The Theatre also provides a venue for many local performing arts organizations, while also presenting its own programs of renowned touring artists and educational programs. The Theatre has nurtured the creation of new performing arts organizations adding a new dimension to the area's cultural offerings. The Museum is a strong and dynamic organization with a 68 year history of partnering with other organizations and supporting art and education in Buncombe and beyond. Its unique collections, exhibitions and educational programs annually explore WNC heritage and contemporary issues through outstanding American and regional art and provide otherwise unavailable educational services to adults and children. The Museum supports local artists and arts businesses, offers opportunities for exploration and inspiration, and is a vital educational resource for pre-K-college students, teachers, and lifelong learning audiences for the County and region.

How many people will this project serve?*

State the number of individuals or households in Buncombe County that will be served by this project. Also state the number of people that will experience the desired result. For example, if dropout prevention services are being delivered to 100 students, how many will successfully graduate from high school?

In FY16 the PSCP served 188,091 participants through innovative visual and performing arts programs. Participation in Theatre programs exceeded 56,800, of which 33,120 were for events presented in by local arts groups using the Theatre, 11,000 were students, teachers and parents primarily from Buncombe County attending educational programs and performances, and 13,500 were for touring artists presented by the Theatre. The Theatre presented or hosted 216 public events and programs during the year, an average of more than four per week. The Museum served 129,491 participants, on-site and through outreach, including 18 special exhibitions and nearly 500 educational programs. Nearly 21,000 pre-K-12 students participated in

Museum educational programs and activities last year, of which over 8,000 were Buncombe students. Buncombe residents comprise 50% of overall annual PSCP programming.

Describe the people this project will serve.*

Characterize the demographics of the project's target population in terms such as age, gender, income, race, ethnicity, geographic area, etc. Include information about method of referral/recruitment of the target population.

Through a wide array of educational programs, the PSCP serves diverse audiences of all ages, from pre-K through seniors, of all races, genders, ethnicities and economic levels. The Partnership is committed to making access to the visual and performing arts accessible with opportunities for free admission to Theatre and Museum programs throughout the year. The Theatre serves area schools, teachers and parents; arts and civic groups who use the Theatre; and the audiences served by the Mainstage Series of touring artists. The Museum serves school districts and colleges across all 24 WNC counties, of which 20 counties have annual median incomes below 80% of the national average. The Museum and Theatre welcome Buncombe and regional residents and cultural visitors from all 50 states and many foreign countries, who stay longer and spend more than the typical traveler generating income for County government and restaurants, galleries, lodging and retail establishments County-wide.

What key steps will you take to achieve the results of this project?*

Describe the core elements of your implementation plan, including milestones that will take place within the funding timeframe.

The PSCP will be maintaining ongoing programming and operations during FY18. The Theatre is engaging or contracting with 20-30 artists/companies to appear at the Theatre and in its education programs for FY18. Local arts groups are also planning for the FY18 season including 23 groups for 58 events already reserved. The Museum's major renovation and expansion project is underway, and in FY18 Museum operations and educational programming for pre-K-12 students and adults will continue at a temporary South Slope location, at 2 S. Pack Square and with an array of community partners throughout WNC including Buncombe County libraries and schools. The Museum will continue to showcase its Collection in its temporary location, as well as throughout WNC and the Southeast with regional businesses and institutions. The Museum will be maintaining participation and programming throughout construction.

Describe the evidence of success that backs this project's approach.*

What evidence of success (i.e. evidence-based research, practice model, accreditation, industry standards, and/or other framework) are you using as a basis for your project design?

Studies such as Critical Links: Learning in the Arts and Student Achievement and Social Development (2002) demonstrate the ability of the arts to boost learning and achievement for children. The NC Board of Education states the arts yield increased academic performance, reduced absenteeism and better skill-building. For at risk youth, the arts contribute to lower recidivism rates; increased self-esteem; the acquisition of job skills; and the development of creative thinking, problem solving and communication skills. The PSCP provides vital and otherwise unavailable cultural and educational services to adults and children. Returning arts programming to the schools coupled with integrating the arts into the exploration of academic disciplines such as math, social studies and communications has been shown to improve critical thinking,

performance, life-long learning and success. PSCP partners include institutions throughout the region serving pre-K students through senior citizens.

Describe your data collection, tracking, and reporting procedures.*

Explain your methods for documenting project, service and client information. Include a description of any software or other tools utilized.

Data collection is critical to the PSCP's operations, fiscal accountability and retention of existing patrons while developing new audiences and identifying areas of need. All of the Partnership's programs have measurable goals and objectives. The Theatre's ticketing system is the primary tool for data collection and a key service provided to local groups who use the Theatre. Reports are generated for each event, mailing/email lists are built, records on tickets purchased are maintained, frequency of attendance determined, and other information for data mining. The Museum tracks program statistics from participating visitors, residents, educators, administrators, parents and students. The Museum tracks visitor data through zip code collection, website analytics, visitor surveys, e-surveys and qualitative evaluations. The Museum measures out-of-market visitation, historical heritage, educational and economic impacts.

Explain your technological resources and capacity.*

Explain your current technological strengths and barriers and how this impacts your ability to track data and report outcomes. Who is responsible for adaptation and use of technology within your organization?

The Theatre will install a new integrated CRM system in FY18 to integrate the databases and tracking functions for ticketing, development and marketing while also providing improved service and options to patrons. Tickets and donations will be analyzed as a unit, allowing marketing messages to be tailored to segmented lists based on prior ticket purchases and/or donations. The Museum conducts focus groups, targeted e-surveys, visitor intercept surveys and zip code collection to track participant information, feedback and demographic details. Web site analytics are used to track online and social media participation and interaction. Museum education and development staff are trained in qualitative evaluation and statistical analysis. The Museum is planning for upgrades in FY18 in financial, donor, program, collection and visitor software systems to increase capacity to track demographics and participation patterns, measure outcomes, increase directed communications and build audiences.

Organizational Profile

How does the proposed project support your mission and strategic plan?*

State your mission and the date of your most recent strategic plan, and explain how the proposed project helps advance your organizational goals.

The PSCP supports the educational programs and ongoing operations of its partner organizations. The mission of the Theatre is to enrich, enlighten, educate and entertain through the performing arts. The Theatre's current strategic plan focuses on its expansion plans and increased services to artists and audiences. The Theatre plans to conclude its capital campaign for its expansion, including two additional performance venues, by early FY18. The Museum transforms lives through art by engaging, enlightening and inspiring individuals and enriching community through dynamic experiences in American Art of the 20th and

21st centuries. The Museum's strategic plan is a working document created through ongoing dialogue with Staff, Board and community members and assessment of the historical, current and future environment of the Museum. To be completed in 2018, the Museum's major expansion project is critical to the plan's core goal to increase service to the County, now and into the future.

What expertise/accomplishments do you have that are relevant to the proposed project?*

List your organization's strengths as well as accomplishments from the past 3 years that position the organization to be successful with the proposed project.

Both organizations in the PSCP, with experienced leadership at staff and Board levels, grow substantially each year through increased programming and service to the community. Their foundation of strength enabled them to transition through the recent restructuring of the facility with no impact on programming or services to patrons, the educational and arts communities. Both organizations continue to experience growth in participation and contributions in support for programming. Contributions to the Theatre's YES Fund (free admission to educational programs for disadvantaged youth) increased FY15 to FY16 as did memberships, while overall participation grew by 18%. Museum participation increased 13% from FY15, including a 26% increase in new members. The Museum has raised \$20.67 million towards the capital campaign, and is on track to complete the total goal of \$24 million.

Describe partners that are critical to the success of your organization.*

List any external partners, intermediaries or advisors important to your success, and describe their role and evidence of their commitment. Describe successful collaborations with these people or groups.

Within the PSCP both organizations enjoy community partnerships, especially with local schools and educational institutions. The majority of events in the Theatre are produced by local arts partners, many as their sole venue, including the Asheville Ballet, Asheville Contemporary Dance Theatre, Asheville Lyric Opera, Ballet Conservatory of Asheville, Folkmoot USA, Land of the Sky Symphonic Band, Laugh Your Asheville Off, Mountain Dance and Folk Festival, Percussion Festival, and Terpsicorps Theatre of Dance. Museum partners include but are not limited to: County, City and regional schools, WNC colleges, Buncombe County Libraries, Historic Resources Commission, American Institute of Architects, YMI Cultural Center, Penland School of Crafts, Asheville Symphony, Asheville Parks & Recreation, Chamber of Commerce/CVB, Eastern Band of the Cherokee, arts councils and working artists.

Financial Information

Nonprofit financial assurance requirements:

Financial statements, prepared using a recognizable basis of accounting (i.e., modified accrual) and IRS Form 990s must be submitted to Buncombe County annually.

- Organizations with annual revenues of \$300,000 or greater must submit financial statements audited in accordance with generally accepted auditing standards.
- Those with revenues between \$100,000 and \$300,000 must submit financial statements reviewed in accordance with SSARS 19.
- Those with revenues of less than \$100,000 must submit non-disclosure financial statements compiled in accordance with SSARS 19.

All financial statements must be reported on by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

These requirements are considered minimum requirements. Organizations may submit a higher level of assurance than is required.

IRS Form 990 - Upload Here

Click Choose File to upload a copy of the 990 form you most recently completed.

DWTAAM990s.pdf

If your organization does not have a 990, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Financial Statements - Upload here

Click Choose File to upload a copy of the most recently completed financial statements (audit, compilation or review).

DWT.AAM.Audits.pdf

If your organization does not have financial statements, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Complete Budget Worksheet - Upload Here*

Download the budget form [Here](#).

Complete the budget form for this project/program and the overall agency. Save it to your computer, then upload it by clicking Choose File.

community-funding-budget-formFY18PSCP.pdf

Budget Narrative*

Describe all differences between current year and proposed year. List all pending funding sources with expected date of notification. Please detail any other information that may help clarify the budget.

This application is a unified request by the PSCP, representing the management partnership between the Theatre and the Museum. The County may continue to allocate funds to the two organizations as separate contractors. All County funds will be used for the maintenance, utilities and operations of both organizations. PSCP maintenance, utilities and operations expenses by the PSCP are expected to continue to be in excess of the annual County support. In addition please note the two combined operating budgets of the Theatre and Museum represent over \$2.9 million of annual investment in the County.

What (if any) portion of requested funds will be used to support capital expenses?*

Capital projects are defined as those used to acquire or upgrade physical assets such as property, buildings, or equipment. Please detail.

None. The funds will be used to support maintenance, janitorial, operations and utilities.

Employee Wages

Please provide information about the wage breakdowns of your employees. Living wage for Buncombe County has been identified as \$11.00 per hour for employees with employer-provided health insurance and \$12.50 per hour for employees without.

Employees with employer-provided health insurance*

List the number of employees in your organization with employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$10.99 per hour

\$11.00 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

- \$7.25 - \$10.99 per hour
- \$11.00 - \$14.99 per hour: (AAM 2); (PSCP/Alliance Mgmt 1)
- \$15.00 - \$19.99 per hour: (AAM 6); (DWT 2)
- \$20.00 - \$24.99 per hour: (AAM 3); (DWT 2)
- \$25.00 - \$29.99 per hour: (AAM 1)
- \$30.00 - \$34.99 per hour: (DWT 1)
- \$35.00 - \$39.99 per hour
- \$40.00+ per hour: (AAM 1); (DWT 1)

Employees without employer-provided health insurance*

List the number of employees in your organization without employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

- \$7.25 - \$12.49 per hour
- \$12.50 - \$14.99 per hour
- \$15.00 - \$19.99 per hour
- \$20.00 - \$24.99 per hour
- \$25.00 - \$29.99 per hour
- \$30.00 - \$34.99 per hour
- \$35.00 - \$39.99 per hour
- \$40.00+ per hour

- \$7.25 - \$12.49 per hour: (AAM 5 - PT, hourly gallery attendants, mostly college students, that work average of 10 hours/week); (DWT 20 - PT, hourly employees, primarily event staff, working on an as needed basis-sometimes as few as 4 hours/year); (PSCP/Alliance Mgmt. 3)
- \$12.50 - \$14.99 per hour: (DWT 12)
- \$15.00 - \$19.99 per hour: (AAM 1); (DWT 3); (PSCP/Alliance Mgmt. 1)
- \$20.00 - \$24.99 per hour
- \$25.00 - \$29.99 per hour
- \$30.00 - \$34.99 per hour
- \$35.00 - \$39.99 per hour
- \$40.00+ per hour