

Pack Square Cultural Partnership Maintenance and Operations Support

FY 2017 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.

Economy > Sustainable Localized Economy > Provide incentives to businesses for growth

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. Support of the basic maintenance and operations by the County ensures patrons experience a clean, comfortable and safe environment, and that the cultural resource of an extraordinary collection of American art is securely housed. With this critical support 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 67 year history of partnering with other organizations and supporting art and education in Buncombe and beyond. Its unique collections, 20+ exhibitions and 490+ 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 is a place of exploration and inspiration, an advocate for the arts and an economic engine.

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 FY15 the PSCP served 163,000 participants through innovative visual and performing arts programs. Participation in Theatre programs exceeded 48,000, of which 24,400 were for local arts groups events, 9,000 were students, teachers and parents who participated in educational performances and programs (75% Buncombe schools), and 15,000 were for Theatre events. The Theatre presented or hosted 160 programs during the year. The Museum served 114,973 participants, on-site and through outreach, including 24 special exhibitions and 496 educational programs. Over 20,500 pre-K-12 students participated in Museum educational programs and activities last year, of which over 8,000 were Buncombe students. Participation for FY16 to-date is ahead of last year for both organizations. For the first four months of the fiscal year, attendance at Theatre events is up 25%, and Museum on-site and outreach education participation is up 18%. 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 is planning for the continued maintenance and operations of the facility. The Theatre is engaging or contracting with 20-30 artists/companies to appear at the Theatre and in its education programs for FY17. Local arts groups are also planning for the 2016/17 season including 13 groups for 46 events already reserved, including the Asheville Lyric Opera whose primary venue is the Theatre. The Museum has commenced pre-construction facility improvements and expects major construction to begin by July 2016. In FY17 Museum operations will continue in the N. Wing while construction occurs in the building core. Educational programming for pre-K-12 students and adults will continue on-site in an interim education center and in expanded off-site programming across WNC. The Museum will continue to showcase its Collection in on-site exhibitions in the N. Wing as well as throughout WNC with regional partners. The Museum expects to maintain participation 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?

The PSCP supports jobs, generates government revenue, contributes to the tourism industry and is a catalyst for additional economic impact. The Arts & Economic Prosperity IV study states Buncombe non-profit arts groups contributed nearly 1,500 FTE jobs and produced over \$2 million in local government revenue. Spending by local arts patrons exceeded the national average by 40%. The Partnership generates \$6.3 million in economic impact annually. 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.

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 PSCP's data collection systems are adequate, but could be improved. Within two years the Theatre plans to implement an integrated system that combines ticketing, donor tracking and marketing to allow for greater data mining and focused messaging. Ticket purchases and donations will be better analyzed as a unit, allowing marketing messages to be easily tailored to segmented lists based on prior ticket purchases and/or donations. The Museum's Visitor Services system has limited demographic data collection capacity. 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 linked financial, donor, program, collection and visitor software to increase capacity to track demographics, explore 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, through the management of a thriving cultural arts facility, supports the missions of its organizations. The mission of the Theatre is to enrich, enlighten, educate and entertain through the performing arts. The Theatre's current strategic plan is reaching the end of its five year span with most elements completed. The Theatre with the assistance of NC Pathways recently completed an updated plan as part of a capacity building program. During FY17 the Theatre will be conducting a capital campaign to fund the expansion of its programs and services with the addition of two smaller performance venues in existing spaces. 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 is currently updating its 2013-15 Strategic Plan to guide the Museum through the renovation and expansion project, and resulting increased program capacity.

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 14% from FY14 to FY15 and membership grew by an impressive 47% FY14 to FY 15. Museum participation increased 5% from FY14 to FY15, with a 20% increase in student participation. Museum earned and contributed revenue also increased by 5%, including a 20% increase in new members. The Museum has raised \$17.94 million towards the capital campaign, and projects to have \$20 million raised by June 2016.

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. 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, Motion Dance Theatre, 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 and arts councils. The Theatre and Museum are used by 10-20 civic and business organizations for functions.

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.

AAM.DWT990s.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).

AAM.DWTAudits.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.

FY17PSCPcommunity-funding-budget-form (2).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 facility management partnership between the Theatre and the Museum. As in FY15 the County may allocate funds to the two organizations as separate contractors. All County funds will be jointly used for the maintenance and operations of the entire facility. The current FY16 Buncombe allocation was for support of the facility and the two PSCP organizations, the Museum and the Theatre. It should be noted that due to delays in their scheduled move from the building, County funding has also supported the tenancy of the Colburn Earth Science Museum for at least the first half of the fiscal year, and potentially longer. The increase in the FY17 budget reflects increased salaries to bring compensation above living wage and commensurate to the demands of the positions. In addition please note the two combined operating budgets of the Theatre and Museum represent over \$2.8 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 facility 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; DWT - 1; PSCP/Alliance Mgmt. - 1

\$15.00 - \$19.99 per hour: AAM - 7; 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 - 8 (PT, hourly gallery attendants, mostly college students, average 10/hrs/week)
 - DWT - 23 (PT, hourly event staff employed on an as needed basis, sometimes as few as 4 hrs/year)
 - PSCP/Alliance Mgmt. - 2
- \$12.50 - \$14.99 per hour
- \$15.00 - \$19.99 per hour: AAM - 1; 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