

**Buncombe CountyFY2019 Strategic Partnership Grants
Application Summary Sheet**

Project	Education Facility Expansion
Organization	Asheville Community Theatre

Amount Requested	\$150,000	Strategic Priority or Sustainability Goal	Equity in Access
New or Renewal Request	Renewal	Area Served	Districts 1, 2 & 3

Organization Description	<ul style="list-style-type: none"> Asheville Community Theatre (ACT) has served Buncombe County for 72 years. The mission of ACT is to provide entertainment, enrichment and education through the practice of the theatre arts. Our vision is for the theatre to be an integral part of the community. Actors on our stage are volunteers and pay nothing for the experience. Ushers volunteer and get to see performances for free. Fully 28% of the children served in a year get some form of financial assistance. ACT productions receive rave reviews and frequently tackle important social issues like bigotry, bullying, and gender issues.
Key Steps	<ul style="list-style-type: none"> This grant seeks funding for Phase 2 of our project. Phase 2 is new construction that will enable us to meet demonstrated demand for our programming. ACT is bursting at the seams and needs to increase programming space. Phase 2 will add 12,000 square feet of new programming space to include an education space, rehearsal space, a 150 seat black box theatre, expanded restrooms and much needed offices.
People Served	<ul style="list-style-type: none"> Students in education programs range from toddlers through college age and represent all races and geographic areas of our county. 28% receive some form of financial assistance. Currently, we serve 6200 children and will be able to serve 8,000+ in the future. Currently do 3 plays and 3 musicals on the Mainstage – in the future, we will be able to do 6 plays and 5 musicals. Demographics of our Mainstage audience - 22% of patrons are 36-50, 42% are 51-65, 60% are female, 82% have a college degree, 53% of those college graduates have an advanced degree. Adult and youth classes, youth productions, and programs for families on Saturdays. Programming for seniors, and performances for the general public. 37,000 people participated last year.
Outcomes	<ul style="list-style-type: none"> Students served will increase from 6,200 to 8,000+ and audiences will grow by 20-25%. Acting opportunities will almost double. Our model is our current business plan that manages resources carefully, offers programs in high demand in the community and provides scholarship support so that all can participate.

Budget			
Amount Funded FY2018	\$150,000	Increase Request	n/a
Administrative Budget	25% (From 2016 IRS Form 990)	Total Organization Budget:	\$910,000 (projected FY2019)
Other Funding Sources: Grants, Individual donations, Government funding, Private foundations, Production Revenue, Education Programming. Special Events, Other earned Income			

Strengths
Thoughtful plan to sustain project for future years
Strong implementation plan
Project serves underserved, underrepresented, minority, and/or high-need population

Asheville Community Theatre Education Facility Expansion

FY2019 Strategic Partnership Grants

Asheville Community Theatre

Ms. Susan F. Harper
35 E. Walnut Street
Asheville, North Carolina 28801

susan@ashevilletheatre.org
O: 828-254-1320
M: 828-337-3026
F: 828-252-4723

Ms. Susan F. Harper

35 E. Walnut Street
Asheville, North Carolina 28801

susan@ashevilletheatre.org
O: 828-254-1320 x 29
M: 828-337-3026
F: NA

Application Form

Question Group

Project Name*

Name of Project.

Asheville Community Theatre Education Facility Expansion

Amount Requested*

\$150,000.00

PROJECT NARRATIVE

Area Served*

Which areas of the County will be served by this project? Which Commissioner District(s) will be served?

A Buncombe County Commissioner district map is available at [THIS LINK](#).

This project serves all areas of the county and every Commissioner District. Asheville Community Theatre (ACT) is a non-profit organization dedicated to serving the community. Asheville Community Theatre is open and welcoming to all who want to participate. Being available to anyone who wishes to participate is a core value of Asheville Community Theatre.

Organization Description*

Tell us about your organization. What is your mission? Highlight two or three key facts and accomplishments that best define your organization.

ACT has served Buncombe County for 72 years. The mission of ACT is to provide entertainment, enrichment and education through the practice of the theatre arts. Our vision is for the theatre to be an integral part of the community. Actors on our stage are volunteers and pay nothing for the experience. Ushers volunteer and get to see performances for free. Fully 28% of the children served in a year get some form of financial assistance. Our productions receive rave reviews and frequently tackle important social issues like bigotry, bullying, and gender issues.

Asheville Community Theatre is a well-run business – overseen by a 15 member Board of Directors. Our budget is 900,000+ and ACT earns 85% of that budget. Since 2009, our ticket sales have increased by 86% and our education programming has increased by 149%.

ACT just finished Phase One of our renovation/expansion on time and on budget. The total scope of the project is 5.3 million and to-date, 2.4 million has been raised

Strategic Priority*

Which of the following priorities best reflects the primary goal of your project?

Buncombe County Commissioners are dedicated to strengthening the quality of life for everyone by setting new fiscally, socially and environmentally responsible goals that will guide decisions and improve our community for future generations. The Board has committed to strategic priorities as a guide to shape partnerships and investments of resources to insure a healthy, safe, well-educated, thriving and sustainable community.

Details about the Strategic Priorities are available at [THIS LINK](#).

Other Sustainability Goal

Strategic Priority - Other Sustainability Goal

If you selected "Other Sustainability Goal" from the list of Strategic Priorities, please list it here.

Details about the Sustainability Goals are available at [THIS LINK](#).

Our project fits with three of the Sustainability Goals. 1. Equity in Access – recreational activities 2. Educational Resources – programs that supplement equitable educational opportunities. 3. Healthy Environments – Improve safe, active living.

Shared Vision*

What critical community problem or challenge are you hoping to improve through this project?

Access to the arts is an important component of a healthy/vibrant community. ACT's provides this outlet for community members. The arts provide an important opportunity for human beings to connect, to feel empathy for others, to examine social issues and to learn about other cultures/time periods. Recent research has shown that while attending live theatre performances, the heartbeats of the audience members begin to synchronize. This is one value of sharing an arts experience. Despite research proving the value of arts in education, the arts are being cut from our public schools. ACT provides a place for children to immerse themselves in the arts and connect with children from all over the county. Research has shown that middle school students who participate in drama are less likely to engage in risky/delinquent/violent behaviors. Low income students with high arts participation are 5 times less likely to drop out of school than their peers with low arts participation.

Key Steps*

How will the project work? What are specific activities and milestones that your project entails?

This grant seeks funding for Phase 2 of our project. Phase 1 was a renovation of our current facility and was completed on time and on budget. Phase 2 is new construction that will enable us to meet demonstrated demand for our programming. ACT is bursting at the seams and needs to increase programming space. Phase 2 will add 12,000 square feet of new programming space to include an education space, rehearsal space, a 150 seat black box theatre, expanded restrooms and much needed offices.

Fundraising will continue through 2018 and construction is anticipated to begin in the summer of 2019. Construction is anticipated to take 8-10 months and be completed in the spring of 2020. ACT will be able to remain open and operating through much of the construction process. When construction is complete, ACT will be able to double our children's programming and move from 3 plays and 3 musicals to 6 plays and 5 musicals. Our black box space will quadruple its capacity.

People Served*

Who are the members of our community this project will serve? How many people will be served? Include demographics, including age, area median income, race, neighborhood and/or school.

Asheville Community Theatre is open to everyone and serves all ages from toddlers to seniors. Programming includes adult and youth classes, youth productions, programs for families on Saturdays, programming for seniors, and performances for the general public. 37,000 people participated last year. ACT also makes our facility available to other community groups.

Students in our education programs range from toddlers through college age and represent all races and geographic areas of our county. 28% receive some form of financial assistance. We will be able to double our education programs after expansion. Currently, we serve 6200 children and will be able to serve 8,000+ in the future.

Currently we do 3 plays and 3 musicals on the Mainstage – in the future, we will be able to do 6 plays and 5 musicals. Demographics of our Mainstage audience - 22% of patrons are 36-50, 42% are 51-65, 60% are female, 82% have a college degree, 53% of those college graduates have an advanced degree.

Partners*

Which other organizations are you working with to reach your goals? What other local organizations provide similar services or serve similar beneficiaries, and how do you work together?

Asheville Community Theatre partners with schools in Buncombe County and Asheville to provide arts experiences for children. ACT also partners closely with the drama department of UNCA. Annually, ACT has strong on-going relationships with 70+ businesses and 500+ donors. ACT receives funding from the Asheville Area Arts Council (re-granted with state dollars) and several private foundations.

For this project - Asheville Community Theatre is working with Wilson Sims on strategic planning and fundraising. McMillan Pazdan and Smith is the architectural firm designing the new spaces. Productions Unlimited is working on AV, audio, sound and lighting.

There are many producing theatre groups in Asheville and ACT makes our space available to 6-8 groups per year to enable them to produce live theatre.

Personnel*

Who is responsible for the project? Briefly describe project leaders and the role each will play in the project. How do these leaders reflect the population or community that you serve?

ACT is run by professional arts managers.

Susan Harper - Executive Director. BA in Art Education/ University of Iowa; MA in Supervision/Administration from Bank Street College of Education.

Tamara Sparacino – Managing Director. BA in English Literature/Hobart & William Smith College. Master of Arts Management/Carnegie Mellon University.

Jenny Bunn – Marketing Director. BA in Theatre/Wake Forest University. Master of Arts in Educational Media/Appalachian State University.

Joshua Runkles – Box Office Manager. BA in Theatre Arts/Brevard College

Chanda Calentine – Education Director. BS in Organization Communications with minors in Dance and Theatre/Ohio University

Jill Summers – Technical Director. BA in Technical Theatre/UNCA.

ACT is governed by a 15 member Board of Directors composed of leading business and community members. The Board includes parents, actors, financial managers, lawyers, community activists, business owners, and patrons of the arts.

Success*

How will you measure results? What will success look like? How will you document the impact of your project? Include whether there is a model that serves as basis for project design.

Since this project is new construction – results will be easily measurable. Construction completed on time and on budget is our goal.

Because ACT has invested in the technology and programs that we need to be effective in operations, ticketing and class registration, we are able to closely track our success. Our investment in technology enables us to accurately show who is participating with us. The impact of this project in terms of people will be that students served will increase from 6,200 to 8,000+ and audiences will grow by 20-25%. Acting opportunities will almost double. Our model is our current business plan that manages resources carefully, offers programs in high demand in the community and provides scholarship support so that all can participate. The expansion is a response to unmet need for our programs. In particular, classes sell out in a matter of hours or days. More space will enable us to serve more children and adults.

Funding*

What is your plan for finding the balance of the project budget? What is your funding timeline and what are your other sources of support?

ACT is in a capital campaign to raise 3 million dollars to support this expansion. To date, we have pledges of \$720,000 of the funds needed – 24% of the total goal. We have identified prospects with potential ask values of \$6,854,000. This represents projected requests of specific individuals, foundations and businesses, granting agencies and local government. We have leadership teams in place to fundraise through 2018 and we anticipate having pledges in place by the end of 2018.

Our request to the Buncombe County Commissioners is part of our strategy to be successful. If the Buncombe County Commission grants ACT another \$150,000, your total contribution will be \$300,000 towards our goal of 5.3 million or 5.6% of the total project. We hope you will be interested in this significant expansion of a community organization that contributes to a healthy, vibrant community. The strategic plan that led to this expansion was designed to secure ACT for the future with appropriate spaces.

Sustainability*

How will this project be maintained? Please describe funding sources and how you plan to sustain the project in future years.

The beauty of this expansion is that while it meets a demonstrated need for our programming, it will also allow ACT to earn more income through that increased programming. A five year pro-forma budget includes the cost of additional staff/operating needs and projects positive income generation (30,000 – 50,000 per year depending on programming models). Those funds can be used to provide scholarship support which keeps ACT open and accessible. The increased staffing will include an education person who will enable ACT to be able to do significantly more programs for children and take arts programs off site to populations we aren't able to serve at this point. ACT earns 85% of its income and is a well-run non-profit. ACT has an endowment at the Community Foundation that provides annual operating income while protecting the principal. ACT also has a planned giving program which exists to grow that endowment.

ATTACHMENTS

Project Budget*

Download the budget form at [THIS LINK](#).

Complete the budget form for this project and the overall organization.

Save it to your computer, then upload it.

BC strategic-partnership-grants-FY2019-budget-template Feb 5.xlsx

Financial Statements*

Upload a copy of the most recently completed financial statements.

All financial statements must be audited, reviewed or compiled by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

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

ACT Finl Stmts 2016.pdf

IRS Form 990*

Upload a copy of the 990 nonprofit tax reporting form that you most recently completed.

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

ACT Form 990 2016.pdf

Board of Directors List*

Upload a current list of your organization's Board of Directors.

If your organization does not have a board of directors, briefly state the reason.

17-18 Board Roster with affiliations.doc

Authorized Signatory

By typing in below the name of the authorized signatory and date of submittal, you acknowledge that your governing body has authorized this application, that it is true and current to your knowledge. As a condition of any grant awarded, this organization will provide all information in the manner described in the contract to be executed between the organization and Buncombe County or its designee, including program and financial reporting.

Name & Date

Susan Harper February 6, 2018