

Asheville Art Museum Preservation, Renovation and Expansion Project

FY 2018 Buncombe County Community Funding

Asheville Art Museum

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Application Form

Project Name*

Name of Project

Asheville Art Museum Preservation, Renovation and Expansion Project

Amount Requested*

Amount Requested

\$500,000.00

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.

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

Project Description

Project Description*

Description of Project

Incorporated in 1948 by area artists, the Asheville Art 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. Due to extraordinary success the Museum has commenced a major expansion and renovation project. Today only 3% of the Permanent Collection, a unique cultural resource, can be on view at one time. Galleries are limited and lack proper climate control and lighting, severely impacting the Museum's ability to host special and traveling exhibitions that would appeal to broad audiences and increase tourism. The tremendous growth of the Museum's critical educational programs requires that educational facilities expand due to dramatically increased and diversified needs. Our partners in education request more tours, teacher workshops and hands-on studio experiences for students; current gallery and classroom space restricts the numbers we can serve. This environmentally friendly project calls for the historic preservation of the Museum's current North Wing (the 1926 Pack Library Building), renovation of existing spaces and new construction to transform disparate spaces into a new cohesive, inviting, 21st century architectural landmark Museum. The new Museum will have increased capacity to serve diverse audiences and generate economic impact throughout Buncombe County. The project will result in new exhibition galleries, expanded collections storage, a well-equipped education suite of studio classrooms, multi-media lecture hall, a larger library and the addition of a rooftop sculpture terrace and café. The new Museum will serve as a community center, visitor center and cultural concierge and will support the status of Asheville and Buncombe County as an arts destination and keep us competitive with other communities in the Southeast for attracting new businesses, residents and tourists.

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?

The new Asheville Art Museum will serve all residents of and visitors to Buncombe County. Last year the Museum served 129,491 participants, on-site and through outreach programming, and conservatively expects to double participation in the new Museum to over 200,000 participants annually. Based on visitor zip code analysis over the past eight years, the Museum estimates that 37% of annual on-site Museum visitors are Buncombe residents. In addition, of the nearly 21,000 K-12 students that participated in Museum educational programs and activities last year, over 8,000 were Buncombe students. All students and teachers, and adult audiences in Buncombe County will be served by the increased capacity of educational facilities and programming to be provided by the new Asheville Art Museum. All residents of Buncombe County will be

served by the benefits of the new Museum's increased economic impact, both by direct expenditures and indirect impact.

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 vibrant array of educational programs the Museum serves diverse audiences of all ages, from pre-K to seniors, of all ethnicities and economic levels. The Museum serves Buncombe and school districts and colleges across all 24 WNC counties. 20 counties have annual median incomes below 80% of the national average. In addition, the Museum welcomes visitors from all 50 states and many foreign countries. With a projected participation of 200,000/year the new Museum will significantly increase its impact on the County. Support for Buncombe artists will expand with increased programming, marketing and retail opportunities. Buncombe adult audiences and educators will have access to more cultural programming, continued education opportunities and professional training. Cultural visitors from every state and international will stay longer and spend more than the typical traveler, generating income for County government and restaurants, 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.

To meet increased demand by parents, teachers and administrators for educational programs to supplement core curriculums the Museum needs additional classrooms, studios, lecture/performance halls, galleries and multimedia technology. Evaluation of the interim expansion has directly informed the final design and plans for the new Museum. In Fall 2015 the Museum commenced the building project with several key facility improvements to address ingress/egress and code compliance issues necessary prior to major construction, as well as exterior and interior renovation and preservation work on the Museum's historic North Wing. Major demolition and construction on the building core is projected to begin Dec. 2016/Jan. 2017 (estimated 18 months), and the Museum is committed to continued educational programming throughout the construction period, on-site and off-site with community partners throughout the region.

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 Museum is the only museum in the County accredited by the American Alliance of Museums which recognizes excellence in all areas of operation. The new Museum will have state of the art and energy efficient HVAC, security and lighting systems to create a sustainable facility to serve future generations of County residents. Administrators, teachers and parents desire programs offering alternative learning avenues to master curriculum objectives and core standards and improve performance. Increased demand for programming indicates the Museum needs to provide increased arts education access and curriculum-based programs using visual arts to supplement the community's educational resources. As a powerful economic engine for the County the new Museum is projected to generate an estimated \$31 million construction impact,

and \$7 million annually in economic activity post-opening with the addition of full-time jobs, doubled attendance and significantly increased tourism impact.

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.

The Museum tracks all program participation statistics including numbers served, participant demographics and geographic distribution. Led by Museum program staff and evaluation consultants, feedback is solicited from visitors, residents, newcomers, educators, administrators, parents and students. Quantitative and qualitative evaluation results are used to refine programs and identify outstanding service needs. The Museum tracks visitor data through zip code collection, website analytics and visitor surveys. The Museum measures out-of-market visitors and economic impact as well as implementing e-surveys and additional market research. Using industry impact studies and economic development calculators the Museum tracks the increased economic impact on the County, including additional hotel room night stays, job growth and increased local business and County government revenue. Continuing property value analysis indicates growing government revenue generated by increased property values.

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?

Museum staff are provided with a computer workstation with basic and some specialized software by department (accounting, donor management, design, point-of-sale, collections), linked to a shared server. The Visitor Services' point-of-sale system collects zip code data and visitor intercept surveys are conducted and data analyzed. Staff track participation data and contact hours monthly. Website analytics are used to track online and social media participation and interaction. Education and development staff are trained in qualitative evaluation and statistical analysis. The Museum has updated its collections database to improve access to this critical and unique educational resource. The Museum is planning for upgrades in financial, donor, program and visitor software, as well as updated social media outreach and website, to increase capacity to track demographics, explore participation patterns, measure outcomes, increase targeted communications, adapt programs 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 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 Strategic Plan includes goals for the expansion project including: maintaining facilities that meet ongoing education program needs, care of collections, staff requirements and visitor requirements while supporting and increasing visitor opportunities; expanding facilities to respond to growing audiences, successful

education programs, expanding collections and their care; and creating a landmark, architecturally significant Museum building anchoring the center of the community. Several benchmarks measure the achievement of each goal. The plans for the new Museum are vital to realizing these goals. To date the Museum is on track to fulfilling this strategic plan.

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.

In the past five years the Museum has experienced steady growth. Increasing annual participation and revenue allowed the Museum to add programs and launch new initiatives. Through the economic downturn the Museum maintained a solid financial position while also expanding its donor base. At the same time that operations have been growing, the Museum has continued fundraising for the capital campaign, resulting in \$20.67 million raised-to-date of the \$24 million total goal. The design has been unanimously approved by all relevant city commissions. In 2012 the Museum's PRIMED interim expansion project transformed vacated community facilities and continued the facilities' founding mission to be a cultural and educational hub for the City, County and region. The Museum has a 68 year history of partnering with and serving Buncombe County and beyond, and has been accredited by the American Alliance of Museums since 1984, recognizing excellence in all areas of operations.

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.

The Museum provides leadership in arts and education through its work with the community to enrich educational opportunities for residents of and visitors to WNC. State agencies, businesses and foundations recognize the Museum as a leader in establishing partnerships. Community partners include but are not limited to: County and City schools, UNC system and WNC colleges, Buncombe Libraries, Asheville School, Historic Resources Commission, American Institute of Architects-Asheville, YMI African American Cultural Center, Diana Wortham Theatre, Penland School of Crafts, Asheville Symphony, Asheville Parks & Recreation, Chamber of Commerce/CVB, Eastern Band of the Cherokee, area arts councils and regional school districts. The Museum has universal support from all its community partners for the project, and is working in collaboration with all in preparing for the new Museum and programs during construction. The City and County are partners in and committed to the success of the project.

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 2014 Form 990 - Final for Public Inspection.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 2016 Final Audit Report.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-formFY18AAM Capital.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.

The Museum's Board approved the total capital campaign goal of \$24 million. The project budget includes construction and renovation at \$17 million. Additional project costs include \$3 million for architectural and specialist fees, permits, inspections and other services. The balance includes contingency, a significant endowment and campaign expenses. The Museum has raised \$20,672,860 from a balanced and diverse range of public and private sources, including over \$10 million in new investment from outside Buncombe County. The Museum has over \$4 million (including County support) projected in requests through 2017. Fundraising will continue through construction until the entire campaign goal of \$24 million is raised. The Museum recently received a \$2 million challenge grant from a national foundation – support from the County would help to meet this match. In FY17 major capital construction is underway, and will continue through the projected opening of the new Museum in mid-2018.

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.

The entirety of the \$500,000 request from Buncombe County will be used to support the capital expenses related to the project costs and fees for the preservation, renovation and expansion project to create the new Museum. The long-term, public/private partnership between the Asheville Art Museum and Buncombe County, and the original County support for the creation of Pack Place Center has spurred downtown development and supported otherwise unavailable educational opportunities for County residents and students. In addition, this critical support has led to the Museum's current success, and is essential in supporting the major expansion to meet the growing needs of the County. The local project team is being led by ARCA Design and Beverly-Grant, along with a volunteer Building Committee of architects, developers and building specialists.

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 (2)
- \$15.00 - \$19.99 per hour (6)
- \$20.00 - \$24.99 per hour (3)
- \$25.00 - \$29.99 per hour (1)
- \$30.00 - \$34.99 per hour
- \$35.00 - \$39.99 per hour
- \$40.00+ per hour (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 (5)
- \$12.50 - \$14.99 per hour
- \$15.00 - \$19.99 per hour (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