



2019 Cultural Alliance of York County

## Partner Application for General Operating Support

Creative York

# Application for General Operating Support

Mail completed form to:  
 The Cultural Alliance of York County  
 14 W. Market Street  
 York, PA 17401

Directions: Completed application includes Cover Sheet, Check Off List, and Grant Application. Please include all requested information listed on Check Off List. Submit completed application in un-bound, loose-leaf form in the following order:

- Cover Sheet
- Check off List
- Grant Application
- Budget Summary
- Attachments from Check off List
- Attachments from Grant Application

**Forms must be received no later than Wednesday, May 1 2019 at 4pm**

Organization Name:	Creative York
Street Address	10 N Beaver St
Mailing Address:	
City/State/Zip:	York, PA 17401
E-Mail Address:	<a href="mailto:mindy@creativeyork.org">mindy@creativeyork.org</a>
Website:	<a href="http://www.creativeyork.org">www.creativeyork.org</a>
Year organization was founded:	1990
Organization's Fiscal Year:	12/2018
Name of ED or CEO:	Mindy Christian
Signature of ED or CEO:	
Name of Chairman of the Board:	Rebecca Shanaman
Signature of Chairman of the Board:	

**CHECK OFF LIST**

Provide one copy of the following:

**Items 1 to 4 are required with the first application, only.**

1. Copy of IRS Notice of 501(c)(3) tax Exempt Status
2. Copy of registration with Bureau of Charitable Organizations (if required)
3. Copy of by-laws
4. Copy of Mission/vision Statement

**Items 5 to 7 are required annually.**

5. A current list of board of directors with addresses and telephone numbers and occupations or sectors of community represented.
6. Copy of most recent audit or reviewed financial statements for those agencies not requiring an audit.
7. Copies of printed materials (programs, announcements, etc. crediting contributions from the Cultural Alliance [highlight recognition and CAYC logo with marker])

**APPLICATION PREAMBLE**

The goal of the allocation process is to be a positive experience for our partners to help assure continuous improvement, financial strength, achievement of mission, and the growth of audiences, membership, and support.

Background: The role of the Cultural Alliance in the community is to raise unrestricted money and to help transform the community through the arts. To represent the agencies and to be good stewards of the community, the Cultural Alliance needs to understand the agencies' goals and the objectives that lead to the achievement of those goals, help identify significant issues, and when necessary, work with the agencies to construct an improvement plan. In order to apply for funds, each agency and its board is expected to complete a self-evaluation each year as part of the allocations process of the Alliance. Specifically:

- A review of your agency's performance - what factors do you use to determine excellence and how do you measure it? Please list any factors you use which are not included in the body of the application with a brief explanation
  - A review of your strategic planning - what change activities have you undertaken from your plan - what will you do next year?
  - A review of your agency's financials, addressing issues of sustainability and best practices
  - A review of your commitment to the Cultural Alliance and the arts community in general - do you promote the arts/do you partner with member agencies and others/do you do joint marketing/joint special events/does your board participate in the campaign?

You will still be required to present to the Allocations Panel. The panel will focus solely on the allocation application. No other presentation is necessary.

Name of Organization: *Creative York*

Fiscal Year: *12/2018*

**AGENCY OPERATIONAL PERFORMANCE  
AGENCY ACTIVITY**

PREVIOUS YEAR ACUTAL	CURRENT YEAR FORECAST
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**Audience or visitors**

- 1 - Audience attendance
- 2 - Visitor attendance

n/a	n/a
8,248	10,000

Notes:

**Volunteers**

- 1 - number of people
- 2 - number of hours

92	100
476	500

Notes:

**Participants**

- 1 - Classes
- 2 - Others served

1,366	1,500
3,951	4,500

Notes:

**Auditions**

- 1 - Number of auditions
- 2 - Number of people auditioning

n/a	n/a
n/a	n/a

Notes:

**Sponsorships**

- 1- Number of sponsorships
- 2 - Dollars of sponsorships

70	80
68,720	75,000

Notes:

**Memberships**

- 1 - Number of memberships
- 2- Dollars of memberships

42	60
2,410	3,500

Notes:

**Board participation**

- 1 - Percent of board members attending 80% of board meetings
- 2 - Percent of board members participating in committees
- 3 - Percent of board supporting agency financially

94	100
94	100
100	100

Notes:

If any of the above are not increasing, please comment (i.e. describe the national trends under which you operate):

This is a narrative answer.

Name of Organization:

*Creative York*

Fiscal Year: *12/2018*

**AGENCY OPERATIONAL PERFORMANCE  
AGENCY ANALYSIS**

- (1) What audiences are you targeting? And have you made any changes in your targeting in the past year? Do you have a plan for measuring the success of your efforts? If so, please describe briefly.

Creative York promotes engagement and learning of the arts for participants ranging in age from 3 to 103. We continue to highlight York's diverse community through our gallery exhibitions and classes. In 2018 we had "Pieces of Us" a first-generation immigrant artist exhibition. Cuban descent artist Joaquin Calles Guzman did a performance art piece in the gallery for First Friday in April. Scholarships continue to be offered to students who are eligible for the free lunch program - many of whom are from York City schools. Our Creative Aging Program continues to grow this year. We have reached 71 seniors between Crispus Attucks and Senior Commons at Powder Mill. We started a collaboration with Windy Hill Senior Center and are currently holding classes there now. We hold Date Night Pottery Classes which continue to fill with participants outside the area.

- (2) Describe how you use marketing to attract your audiences. i.e. Social media, print, radio, etc.

We employ a full-time staff to help with promotion of Creative York who uses social media to promote the organization through Facebook and Instagram. E-newsletters are distributed through Constant Contact to reach our database list. We use direct mail for our appeal letters, sponsorship opportunities, and our special events. We advertise our upcoming events on York365. In 2018 we placed ad space in the Live.Work.Play. visitors guide that is distributed to York, Adams, and Franklin Counties. We use posters and postcard to advertise our gallery exhibitions and events. We create brochures and flyers to market our classes and programs. We have a banner in the gallery window to advertise our upcoming gallery exhibits. Creative York participates with the Cultural Alliance through newspaper advertising as it is available. In 2018 we added vinyl lettering advertising pottery studios, classes for all ages, two art galleries, and private lessons on the windows of the gallery so passerby can see what we offer. Out front we have a marquee sculpture that lists the same information as the windows. Creative York also has T-shirts, pins, stickers and totes available for purchase. Press releases are also sent out to advertise Creative York. We are currently using Central Penn Parent and Macaroni Kid to advertise our kids' classes and summer camps.

- (3) Describe the diversity of your participants and audiences. How do you measure it? Describe any programs you have to achieve said diversity.

Creative York's audience is extremely diverse. Ages 3-103 participate in classes held at Creative York or at another facility in the area. Our participants are from all socioeconomic backgrounds. We have fee-based classes at our facility and we offer free community programming such as Art in the Parks, Teen Art House and Artworks. For 25 years we have collaborated with York City Parks and Recreation to bring the Art in the Park program to children of York City. Participants from this program are primarily comprised of low-income children to provide free art making in their community. We collaborate with the York County Juvenile Probation Department to offer a program called Artworks. This program is for at risk teens who are first time offenders. They learn a life skill and an art medium each week and at the end of the program we have an art exhibit on display. We offer classes to senior centers such as Crispus Attucks and Senior Commons at Powder Mill. In 2018 we have reached 71 seniors between Crispus Attucks Senior Center and Senior Commons at Powder Mill. We started a collaboration with Windy Hill Senior Center located in Spring Grove and are currently holding classes there now. We hold Date Night Pottery Classes which continue to fill with participants outside the area such as Baltimore, Harrisburg, Lancaster and Lititz. For the second year Creative York collaborated with the York County Hispanic Coalition on the Three Kings Event. We keep records of participants through our Director of Education, teachers and community volunteers.

Do you conduct performance reviews for paid staff?

- (4)

Do you have current job descriptions for:

- (5) 

Paid staff?	Volunteers?	Board of Directors?
<input type="text" value="yes"/>	<input type="text" value="yes"/>	<input type="text" value="yes"/>

Does the board conduct an annual review of the executive director?

(6)

Does the board maintain a current job description for the executive director?

(7)

Describe the biggest challenge facing the board at this time.

(8)

Describe the board's practices regarding self development. i.e. is there a board development committee, how are new board directors recruited, are term limits (if they exist) adhered to, does board make-up meet the needs of the organization?

(9)

Name of Organization: *Creative York*Fiscal Year: *12/2018***STRATEGIC PLANNING**

- (1) Has your board adopted a strategic plan within the last 2-3 years? If so, summarize your mission and its major goals, objectives, and the time periods they relate to, and indicate your progress toward achieving goals. If not, has your organization engaged in any Board analysis, evaluation, planning, training or reorganization in the past 3 years? If so, please describe the outcome of the process.

We are currently working on a new strategic plan with New Level Advisors. Our last strategic plan was updated in 2015. The old plan was completed in January 2018.

- (2) What are the specific “change activities” you have undertaken or will undertake within the context of your plan and the current economic conditions?

We have lessened our Groupon deals for Date Night Pottery. We are still selling out these classes even with offering less Groupons. We partner with The Handsome Cab on several events at their restaurant. Last year we partnered with Kaletta’s for Give Local York. We have several people enter the gallery for First Fridays where we offer free art activities.

- (3) What are your strategic challenges and what is your plan to address the potential obstacles to your success? If you have a plan, what strides have you made towards overcoming obstacles to success?

We sent out a survey to a sampling of our adult class participants, parents who sign up their children for classes, teaching artists, artists who exhibit in our gallery, and major donors. The main take away has been the awareness of Creative York. We are looking at developing a new marketing plan and considering working with an outside marketing professional to get some guidance. We are also taking a look at other opportunities that may lie ahead with new arts organizations. We have met with another non profit organization to discuss future collaboration.

- (4) How do you distinguish yourselves A) in the community at large, and B) within the larger arts community and especially among other organizations like yours: what is your unique competitive advantage?

Creative York offers quality, standards-based arts education programs for ages 3-103. We offer a variety of classes, summer camps, and community outreach programs for all ages. We touch more parts of the community than any other arts organization. We pride ourselves in offering educational opportunities to all socio-economic demographics. We are the only arts organization who works directly with kids in low income neighborhoods (Art in the Parks). We feature work in two gallery spaces. We display diverse exhibitions and have featured local, regional and international artists. Creative York has strong partnerships and collaborations within the community. We were the first gallery to partner with area school districts to offer week long high school exhibitions in our Creative York West gallery. Since we are now selling the building we will be looking to see how we can accommodate those exhibits with partner agencies. We continued our partnership with the York County Hispanic Coalition and the York County Juvenile Probation Department. In 2018 continued to partner with Crispus Attucks Active Living Senior Center and we added Windy Hill senior center and Country Meadows of Leaders Heights Senior Living Community as a location for classes. In 2018 we partnered with Laurel Life for our Teen Art House program. We offer arts programming who may not otherwise have access to it.



Name of Organization: Creative York 12/2018

**NOTE:** Information on this tab is transferable from "Financial" and "Endowment" tab's. These figures are automatically drawn from the appropriate pages.

**SUMMARY FINANCIAL INFORMATION**

*(Summarized from tab "Financial Data")*

**MOST RECENT FISCAL YEAR END**      **CURRENT YEAR ACTUAL**

<b>CA Contribution to expenses</b>	12.2%	0.0%
<b>CA Contribution to total Contributions</b>	27.4%	0.0%
<b>Contributed income percentage</b>	31.5%	58.8%

<b>SURPLUS (OR DEFICIT)</b>	10,586	26,794
Depreciation	17,000	5,125
<b>SURPLUS OR (DEFICIT) before Depreciation</b>	27,586	31,919

**ENDOWMENT ACTIVITY**

*(Summarized from "Endowment Activity" tab)*

**MOST RECENT FISCAL YEAR END**      **CURRENT YEAR ACTUAL**

<b>TOTAL ENDOWMENT GOAL: \$</b>	1,000,000		
<b>BEGINNING ENDOWMENT FUND BALANCE</b>		32,827	43,413
<b>TOTAL INCOME AND SUPPORT</b>		0	0
<b>TOTAL EXPENSES</b>		0	0
<b>ENDING ENDOWMENT FUND BALANCE</b>		32,827	43,413

**Notes to Summary Sheet**

**NOTE:** Please footnote any significant variance from one fiscal year to another.

Name of Organization: Creative York Fiscal Year: 12/2018

<b>FINANCIAL INFORMATION</b>	<b>MOST RECENT</b>	<b>CURRENT</b>
	<b>FISCAL YEAR END</b>	<b>YEAR ACTUAL</b>
	<b>2018</b>	<b>3/31/2018</b>
<b>Income:</b>		
Contributed Income ( <b>excludes</b> CA contribution)	125,390	64,181
Cultural Alliance contributions	47,250	-
Grants	88,221	17,019
Program Service Revenue*	127,790	26,002
Other Income*	9,212	2,003
<b>Subtotal</b>	<b>397,863</b>	<b>109,205</b>
In-Kind contributions		
<b>TOTAL INCOME</b>	<b>397,863</b>	<b>109,205</b>
<b>Expenses:</b>		
Personnel expenses	176,915	38,066
Production/Programming expenses ( <b>excludes</b> personnel)	91,829	17,310
Marketing expenses ( <b>excludes</b> personnel)	2,140	385
Fundraising expenses ( <b>excludes</b> personnel)	38,019	4,005
General and Administrative expenses ( <b>excludes</b> personnel)	78,374	22,645
<b>Subtotal</b>	<b>387,277</b>	<b>82,411</b>
In-Kind expenses		
<b>TOTAL EXPENSES</b>	<b>387,277</b>	<b>82,411</b>
<b>SURPLUS (OR DEFICIT)</b>	<b>10,586</b>	<b>26,794</b>
<b>Depreciation</b>	<b>17,000</b>	<b>5,125</b>
Current Assets*	147,888	182,630
Capital Assets*	943,110	943,110
Long Term assets ( <b>excludes</b> capital assets)	12,011	12,011
<b>Total Assets</b>	<b>1,103,009</b>	<b>1,137,751</b>
Current Liabilities	48,102	31,543
Long Term liabilities	358,282	361,646
<b>Total Liabilities</b>	<b>406,384</b>	<b>393,189</b>
<b>Total Net Assets</b>	<b>696,625</b>	<b>744,562</b>
<b>RATIO:</b>	Current Assets / Current Liabilities	
	307%	579%

\*Program Service Revenue - can be ticket sales, memberships, tuition or special event income (including sponsorships)

\*Other Income - this is represented by rent, investment income, interest and dividend income, and any misc. income

\*Current Assets - Cash, Accounts receivable, inventory, prepaid accounts

\*Capital Assets - These are items that are depreciated

Name of Organization: Creative York Fiscal Year: 12/2018

**FINANCIAL ANALYSIS**

(1) Do you have a cash reserve policy. Yes  X  No

If yes, please document your policy below or attach a copy.

The board has a goal to keep minimum of three months operating cash needs on hand.

If you have a cash reserve policy, are you meeting it throughout the year?

Yes  X  No

(2) Have you had a loss in the past three years? Yes  X  No

If yes, please put the amount below:

	Year 1 (most current)	Year 2	Year 3
Gain/(Loss)	11,219	(283,152)	(12,573)

(3) In the past 3 years, have you missed your budget which resulted in a deficit? Yes  X  No

If yes, please explain reasoning for missed budget.

Creative York struggled to find the right mix of staff and board members in 2016 and 2017. Throughout 2016 and 2017, a structured capital campaign was underway to identify a core base of supporters and operate the organization more efficiently. The 2017 deficit also included a right off of approximately \$200,000 of capital campaign commitments as uncollectible (\$189,000 from a single donor). The gain generated in 2018 is the result of initiatives implemented in earlier years.

(4) Do you have a line of credit? Yes  X  No

If yes, what is the limit:

\$  \$35,000

Did you reach your limit at any time during the last fiscal year?

Yes   No  X

Is it paid down at least once a year?

Yes  X  No

(5) Do you have any outstanding debt besides the line of credit? Yes  X  No

If yes, how are you funding the repayments?

Creative York maintains a mortgage loan with a balance of \$108,000 at 3/31/18. The loan is being funded from operating cash receipts. Creative York has a loan of \$274,000 (as of 3/31/18) that was originally structured to match the total commitments of the capital campaign over the campaigns life. As of March 2019, Creative York entered an agreement to sell a piece of real estate to pay off the uncollectible portion of the capital campaign loan.

(6) Specify if your organization met its financial budget last fiscal year and if projections are on target for this year. If last years projections weren't met. What strategies are being utilized to enhance or

Yes, Creative York met its budget for 2018 and is on track to meet the 2019 budget based on first quarter 2019 results.

(7) Is your contribution base of support diversified? (diversified means

no one contributor is greater than 15%)

Yes                                  X            No           

If yes, please explain why this will not change or how the board is addressing better diversification.

The development committee continually works to diversify Creative York's income sources. In 2018, Creative York began work on a 5 yr strategic plan and bolster recognition within the community. Classes are a core and growing source of income for the organization. Based on class growth, Creative York expects to continually minimize reliance on fundraising and sponsorship to support operations.. A Membership program was introduced in 2016. The 2018 Board Chair is pursuing fundraising opportunities to eliminate the remaining debt Creative York has as of 3/31/19.

Name of Organization: *Creative York*

Fiscal Year: *12/2018*

**FINANCIAL INFORMATION  
ENDOWMENT ACTIVITY**

	MOST RECENT FISCAL YEAR END	CURRENT YEAR ACTUAL
<b>Beginning Endowment Fund Balance:</b>	32,827	43,413

**Additions:**

Gifts	0	0
Other	0	0
<b>TOTAL ADDITIONS</b>	0	0

**Deductions:**

Transfer to Operations	0	0
Other	0	0
<b>TOTAL DEDUCTIONS</b>	0	0

**Gain (or loss) in Market Value**

	0	0
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**Ending Endowment Fund Balance:**

	32,827	43,413
Amount restricted	7,923	12,745
Amount unrestricted	0	0
Amount temporarily restricted	24,904	20,082

**Endowment Goal:**

Do you have an investment policy?

No

Do you use an outside professional advisor?

No

Name of Organization: Creative YorkFiscal Year: 12/2018**SUPPORT OF THE CULTURAL ALLIANCE AND THE CREATIVE SECTOR**

(1) Do you use the Cultural Alliance logo on all publications? Include examples

Yes, we include the Cultural Alliance Logo on our sponsorship opportunities, our class brochures, our special event programs, and on our website. We have a Cultural Alliance sign in the gallery at all times.

(2) Do you give the Alliance credit during curtain speeches, special events, or other times you thank donors? Explain.

Yes, at gallery openings, special events, and other public and donor gatherings we announce that we are a member agency of the Cultural Alliance.

(3) Do you abide by both the letter and the spirit of the Blackout Policy? Explain how.

Yes, we did not solicit during the blackout period. We have reminded our board and committee members of this policy. In December of 2017 and 2018 we mailed out our sponsorship opportunities brochure to make the initial ask before the blackout period.

(4) What is your board and agency friends' participation in the campaign? Give numbers and percentages.

Our board was actively engaged in the campaign this year. We had 94% participation. One individual did not participate.

(5) Describe how you demonstrate a spirit of cooperation with the Alliance as measured by:

- a. Attendance at monthly member meetings and communication of Alliance issues with your own Board
- b. Attendance at Board to Board Meetings
- c. Service on Committees and Task Forces of the Alliance
- d. Promotion of the Alliance and partner agencies as measured by:
  - Do you have links on your web site to theirs?
  - Do you cross promote in brochures?
  - Do you swap ads in your programs?

The Executive Director attends regular Cultural Alliance partner meetings and reports back to the board on the meeting topics. We collaborated with the York History Center for "Paint it York Landmark Classes." We invite staff from the Cultural Alliance to our board meetings to explain the annual campaign and the importance of making calls. We have collaborated with member agencies through marketing and programming ideas. We have given the Culture Alliance boxes of pottery to give to their donors. We promote the alliance through our website and have a link to their website. During Celebrate Arts week we held a Mandrake making class at the Creative York pottery studios for the Annual Campaign Kickoff. In 2017 we held BOARDway Bound sessions at our facility. The Executive Director and two board members had the opportunity to attend the BOARDway Bound class. Creative York staff has been involved with Artist U sessions. The Executive Director currently sits on the partner allocations workgroup to help create the future application.

