

# A. Organization & Contact Information

**Case Id:** 10650  
**Name:** North Carolina Black Repertory Co. - 2020/21  
**Address:** \*No Address Assigned

Completed by hamlinss@yahoo.com on 11/4/2019 10:59 AM

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## A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

### A.1. Organization Name

North Carolina Black Repertory Company, Inc.

### A.2. Project/Program

National Black Theatre Festival

### A.3. FY 2020-21 Funding Request Amount

\$122,000.00

### A.4. Agency's Total Operating Budget

\$528,750.00

### A.5. Mailing Address

419 North Spruce Winston-Salem, NC 27101-1328

### A.6. Project/Program Location Address

419 North Spruce Winston-Salem, NC 27101-1328

### A.7. Organization Website

ncblackrep.org

### A.8. Year 501(c)(3) status obtained

1982

### A.9. Organization Fiscal Year

January 1- December 31

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Nigel D. Alston

#### A.13. Email

nalston@gmail.com

#### A.14. Phone

(336) 723-2266

### CONTACT

#### A.15. Name, Title

Sylvia S. Hamlin

#### A.16. Email

hamlinss@yahoo.com

#### A.17. Phone

(336) 723-2266

### BOARD CHAIR

#### A.18. Name

Sylvia S. Hamlin

#### A.19. Term Expiration

10/01/2021

#### A.20. Email

hamlinss@yahoo.com

#### A.21. Phone

(336) 723-2266

## B. Project Overview

Completed by hamlinss@yahoo.com on 11/15/2019 7:03 PM

**Case Id:** 10650

**Name:** North Carolina Black Repertory Co. - 2020/21

**Address:** \*No Address Assigned

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## B. Project Overview

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Please provide the following information

### APPROACH (7 POINTS)

**B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?**

The North Carolina Black Repertory Company (NCBRC) produces the National Black Theatre Festival (NBTF), its international outreach program. It features high profile, critically acclaimed plays and is recognized as the largest showcase of Black theatre among theatre professionals and attendees. The six-day event features more than one hundred performances by professional theatre companies in addition to productions from colleges and universities. This is an operating project with City funds being allocated as follows:

Cost Items Amount

Personnel/Staff \$60,000

Fees: Actors, Technical \$45,000

Facility 15,000

Other Administrative Cost \$2,000

Total Operating Expenses \$122,000

The city first helped underwrite the cost of producing the National Black Theatre Festival with a biennial grant in 1999. In FY 2006-07 the city switched to splitting its support into annual contributions that together equaled its previous biennial support. This request is for the support of the 2021 NBTF.

The NBTF is a biennial event that brings to Winston-Salem professional theatre troupes from all over the world. The objectives for this project include:

1. Affirm Winston-Salem as 'The City of the Arts & Innovation' among theatre professionals.
2. Provide a vehicle through which theatre professionals can earn a living through their craft.
3. Nurture, develop and ignite a passion for theatre among youth.
4. Generate tourism and contribute to the economic growth in W-S/Forsyth County.
5. Build social capital by providing nationally acclaimed live theatre productions focused on African American themes that attract significant multicultural audiences from the city's population, thus increasing understanding and empathy across racial/cultural lines.

**B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?**

Participants/customers will access NBTF several ways including company's website, social media, traditional print/

media and word of mouth. These vehicles help inform them of the various activities during festival week and assist them in purchasing tickets to the various theatrical productions. The company continues to increase its presence through social networks including Facebook, Twitter ,Instagram and YouTube to broadcast programs and activities.

**B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?**

The number of participants served at one time during the festival varies with the size of the venue being used. The number of participants/customers can vary from 350 to 1000 at any one time. The unduplicated number of participants/customers served during a festival year is approximately 60,000 – 65,000.

**NEED (7 POINTS)**

**B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.**

By 2020 the Winston-Salem population is predicted to be approximately 250,000 people. However, many will have never experienced live, professional theatre, and even fewer will have enjoyed a production where the cast was primarily people of color. The NBTF offers quality performances not only to these local residents, but also to those statewide, nationally, and internationally. NBTF audiences are of all racial and ethnic backgrounds, all religious beliefs, all socio-economic levels, all ages and all educational levels.

NBTF also creates a safe business environment for theatrical professionals. During the week, they network, exchange creative ideas and discuss audience development strategies. This event also helps newcomers make valuable connections without the stress of competition. No matter their skill level, everyone is able to explore ways to advance their career in a relaxed, high-spirited environment.

**B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.**

Both the NC Black Rep and the NBTF provide audiences with a diversity of viewpoints, experiences and cultural expressions. As the only six-day festival of its kind in the country, it provides an experience that cannot be matched anywhere else, bringing together a wide range of quality productions at an affordable price, all within a 20-minute drive of most Winston-Salem residents' homes.

"There's a sense of connection and joy that I just never expected. It completely took me by surprise... The accessibility of the celebrities was so real, I could feel Andre De Shields' pulse as he went through the receiving line at the gala. They gave of themselves and encouraged the next generation of performers and mentored the youth."

The National Black Theatre Festival is a one-of-a-kind experience that's not to be missed when it returns to Winston-Salem in 2021."

Ramona Harper  
DC Metro

"Speaking of inspiration, the National Black Theatre Festival obviously seeks to inspire. And judging by how much it has grown since Hamlin founded it 30 years ago, that is exactly what the festival does."

Aaron Krause  
Theatrical Musings

**COLLABORATION (6 POINTS)**

**B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will**

**impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

NCBRC collaborates with various departments of the City of Winston-Salem, such as the public safety, media, sanitation and recreation, in order to execute several key events comprising the festival. These relationships enable us to produce the Gala, programs for youth and teens, and maintain a safe, clean environment for the general public and for our guests. Our partnership with the Winston-Salem Transit Authority is key in safely transporting our guests to more than twenty venues. Our relationship with Visit Winston-Salem enables us to secure housing for our guests, performers, technicians, designers and students.

NC Black Rep collaborates with Winston-Salem State University, Wake Forest University, The UNC School of the Arts, NC A& T State University and NC Central University to attract interns and technical assistance. They perform an array of tasks including but not limited to; building stages and sets, procuring props, designing lights and sound, creating costumes, and working in the main NCBRC/NBTF office. SECCA, Reynolda House, Summit School, Winston-Salem State University and UNCSA and the Arts Council provide venues where main stage productions are mounted.

We also collaborate with the Winston-Salem/Forsyth County School System and the Forsyth County Public Library System for youth events, and the NBTF Film Fest.

## C. Strategy and Performance

Completed by hamlinss@yahoo.com on 11/15/2019 7:05 PM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

**C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):**

Economic Vitality and Diversity

**C.2. Select the service area(s) that your project/program relates to:**

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

#### PERFORMANCE (15 POINTS)

**C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.**

NCBRC measures the effectiveness of the festival through ticket sales, room nights booked and audience evaluations. The company also monitor website visits and social media interactions via Twitter and Facebook. If the original goals are not achieved, the festival's core organization team will assess the outcomes and investigate other approaches and strategies that compliment processes that were successful.

**C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.**

NCBRC will use Survey Monkey, a digital program that enables participants/clients to rate their experience during the festival. The company will also partner with Forsyth County's geographic information systems. Using the county's Geo-Data Explorer, the origins of participants/clients who attend the festival will be tracked by way of their ticket sales receipt forms. NCBRC will continue to use our ticketing system, Patron Manager to monitor the flow of ticket

sales per mounted show. It is used over a three-month period leading up to, during and after festival week. Post festival, these reports generate a picture of the most successful mounted plays based on ticket sales.

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

*- Include at least three goals and performance measures.*

*- One of the performance measures must include the unduplicated number of participants served.*

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Measure success of offerings by revenue generated	Paid attendance	82,242	876,815	100,000
Offer programming that will increase revenues to support the operating budget	Admission % of operating budget	17%	46%	18%
Increase program attendance	audience attendance	6,500	68,500	8,500

**C.6. FY 18-19 Program Accomplishments**

- Produced the 2019 National Black Theatre Festival.
- Produced three theatrical productions.
- Began preliminary planning for 2021 National Black Theatre Festival.

**C.7. FY 20-21 Key Objectives**

- Produce 2021 National Black Theatre Festival.
- Begin planning for 2023 National Black Theatre Festival.
- Produce three seasonal productions.
- Offer a twelve week training program for aspiring young actors through the Teen Ensemble Theatre . .

## D. Organizational Capacity

Completed by hamlinss@yahoo.com on 11/13/2019 10:31 AM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information

#### MISSION (5 POINTS)

**D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?**

The North Carolina Black Repertory Company's (NC Black Rep) mission is to engage, enrich and entertain with innovative programming that resonates across the community and challenges social perceptions. Each season NC Black Rep produces 3-4 main stage productions, a Teen Theatre Showcase Ensemble production, 6-8 staged readings, annual Kwanzaa and Martin Luther King, Jr. Birthday celebrations/food drives, and our international outreach program, The National Black Theatre Festival (NBTF).

Staying true to our goal of assisting in the discovery of the next generation of great African American writers, NC Black Rep is dedicated to producing one world premiere play each season. To assist in accessibility to the arts in Winston-Salem, our Living Room Theatre Staged Reading series is produced at various locations throughout the city and is a cost-free offering for community members who otherwise may not have the means to enjoy live theatre. Our Teen Theatre Ensemble, which is on hiatus during our 2019-2020 season due to restructuring, offers a twelve-week fall training program for aspiring young actors ages 13-19 followed by a showcase production the following winter.

In the summer of 2019 NC Black Rep introduced Shakespeare at Sunset to NBTF; another free offering to the public which brought outdoor Shakespeare to the Winston-Salem community. NC Black Rep hopes to debut their feature film documentary project, Holy Ground: The Legend of the National Black Theatre Festival, at the 2021 NBTF. In addition, NC Black Rep is currently in talks with PBS for a nationwide distribution deal for the film, which promises to be a worldwide marketing tool for both the company and the city of Winston-Salem for years to come. On the publishing front, an anthology book deal is in the works with Theatre Communications Group (TCG) that will feature plays from the past thirty years of NBTF. These two high profile projects will raise the profile of NC Black Rep in the arts community, and hopefully lead to national sponsorships that can assist in the growth of NBTF in the coming years. Another highlight of the 2021 NBTF will be the second Sylvia Sprinkle-Hamlin Rolling World Premiere award, which promises three rolling world premieres of a new play to one lucky playwright. This award not only promotes NBTF as the birthplace of new works, but promotes collaboration between Black Theatres across the country.

#### FUNCTION (5 POINTS)

**D.2. How long has your organization been in operation?**

The North Carolina Black Repertory Company (NCBRC) has been in operation for 40 years. Its outreach program the National Black Theatre Festival (NBTF) has been in operation for 30 years..

**D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?**

Since 1989, the North Carolina Black Repertory Company's (NC Black Rep) international outreach program, the National Black Theatre Festival, has contributed more than \$230 million dollars to the Winston-Salem economy, based

on statistics compiled by the Winston-Salem Convention and Visitors Bureau. NBTF has also turned Winston-Salem into an international destination for top African American theatre practitioners on a global scale, all of whom see the opportunity to perform on Black Theatre Holy Ground, as NBTF is respectfully referred to in the theatre community, as both an honor and a privilege.

NC Black Rep makes a concerted effort to ensure that NBTF programming addresses the needs of the Winston-Salem community. Our annual TeenTastic event entertains and invites local teenagers to experience the magic of NBTF, while NC Black Rep provides over 500 tickets for disadvantaged youth to attend festival performances. At the 2017 NBTF, NC Black Rep hosted a city-wide health that examined health disparities within the African-American community. Resource and information booths were hosted by every major medical organization in the city, along with free mammogram screening for low-income residents. At the 2019 festival, NC Black Rep, in partnership with the Arts Council of Forsyth County and Winston-Salem, brought free outdoor Shakespeare that entertained 800 plus community residents and festival goers over three performances.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Fundraising and community outreach	20	40.00 %
Artistic Director	Plans and implements overall artistic direction of company; Assists in selection of productions for the National Black Theatre festival	40	50.00 %
Celebrity Coordinator	Assists in selection of celebrity guests; Assists in selection of productions for National Black Theatre Festival; handles travel arrangements for theatre companies and celebrity guests	40	90.00 %

**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Nigel D. Alston	Executive Director	\$17,500.00	15.00 %
William Jackson(aka Jackie Alexander)	Artistic Director	\$60,000.00	50.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organizational Chart.docx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**



The North Carolina Black Repertory Company (NCBRC) is an Equal Opportunity Employer. NCBRC does not discriminate based on race, religion, national origin, gender, sexual orientation, age, or disability (as defined in the Americans With Disabilities Act, 42 U.S.C. § 12102). NCBRC specifically prohibits any form of discrimination against any employee afflicted with AIDS or the HIV virus. NCBRC does not tolerate discrimination by any member or employee of the company.

When hiring, NCBRC uses a host of professionally targeted websites to attract potential candidates from across the country. Jobs are posted externally for at least a month. Candidates are encouraged to submit resumes, professional and personal reference letters and web links to professional profiles. Depending upon the level of the position, either NCBRC’s Executive Director or NCBRC’s diverse Human Resources Committee will review the applicants. The most qualified candidates are invited to NCBRC for in-person interviews. Ultimately, an offer is made to the most qualified candidate regardless of race, creed, sexual orientation, gender, age, or disability.

**Please enter the total number of Full-Time Positions and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1				
Professionals						
Technicians		1				
Office/Clerical						
Laborers/Service Workers						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1				
Professionals		1			1	
Technicians						
Office/Clerical				1	1	
Laborers/Service Workers						

**D.8.**

**Attach a list of all Board Members AND compensation (other than per diem) \*Required**

2019 Board-Staff-Roster- (6) (6).xls

**D.9. Number of full Board meetings held during the last twelve months**

10

**D.10. Number of Board's Executive Committee meetings held during the last twelve months**

5

## **ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

NCBRC has successfully produced sixteen National Black Theatre Festivals. For more than 40 years, the company has developed strong relationships within the world of professional theatre as well as with university programs that train new generations of performers, arts managers, technicians and designers. The company also has a thriving world network of skilled clinicians who routinely assist in implementing, administrating and managing the festival on an ongoing basis. On average, NBTF will contract with more than 100 skilled theatrical and technical experts to ensure the success of the week-long event. More than 1,100 residents volunteer as ambassadors welcoming and guiding visitors around the city.

NBTF collaborates with numerous non-profit organizations, corporations, universities, government agencies and small businesses to execute this project in a timely, effective and efficient manner from start to finish.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

North Carolina Black Repertory Company ensures fair and equal access for employment in our productions by making casting notices available to the public through email campaigns, social media, and multiple casting sites reaching very diverse groups. While our theatre was founded to promote African American playwrights, selected plays feature multi-ethnic casts.. NC Black Rep's Living Room Theatre Series is structured to impact audiences across the city of Winston-Salem. By sparking debate and allowing for diverse viewpoints on hot-button topics within today's society, and with subject matter that challenges our audiences and introduces them to people, places, and stories they may not know, and may even fear. NC Black Rep serves as a bridge to bring community residents together through art. The readings are free to the public and target under-served members of the community such as the elderly, the LGBT community, low-income residents, and others who may not otherwise have access or the means to enjoy live theatre, and whose stories are often marginalized by society. This broad base of storytelling aids in our outreach to under-served and often overlooked segments of the community. Partnerships with universities such as Winston Salem State University, North Carolina School of the Arts, and Wake Forest, and government and service organizations such as The Veteran's Affairs Administration, Democracy North Carolina and Forsyth County Jail & Prison Ministries present marketing opportunities to new and undiscovered theatre audiences. Producing partnerships with the Gantt Center in Charlotte and Appalachian State University in Boone provide statewide touring opportunities for NC Black Rep,

NC Black Repertory Co. also serves as a professional training ground for countless area college students. Through partnerships with UNC School of the Arts, Wake Forest University, UNC-Greensboro, North Carolina A&T, and UNC-Chapel Hill, eighteen local university students, many making their professional debuts, performed on the 2019 NBTF main-stage, an accomplishment to which many seasoned actors still aspire.

In addition, the Company hosts an annual Martin Luther King, Jr. Birthday celebration that doubles as a community talent-show and food-drive for Second Harvest Food Bank of Northwest North Carolina.

## E. Cost Effectiveness

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Completed by hamlinss@yahoo.com on 11/13/2019 11:11 AM

Address: \*No Address Assigned

### E. Cost Effectiveness

Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$1,357,000.00	\$1,529,518.00	\$219,525.00
Fundraising	\$20,000.00	\$10,000.00	\$6,000.00
Management and General	\$522,600.00	\$545,148.00	\$303,225.00
	<b>\$1,899,600.00</b>	<b>\$2,084,666.00</b>	<b>\$528,750.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$187,500.00	\$172,501.00	\$162,000.00
Employee Benefits	\$90,000.00	\$53,000.00	\$55,080.00
Facility Rent and Utilities	\$87,000.00	\$188,525.00	\$34,525.00
Training and Conference Registration	\$0.00	\$1,000.00	\$1,000.00
Membership and Dues	\$4,000.00	\$1,500.00	\$2,000.00
Travel and Transportation	\$151,473.00	\$130,970.00	\$12,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$20,000.00	\$10,000.00	\$6,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$70,186.00	\$77,265.00	\$60,000.00
Other Operating Expenditures	\$1,289,441.00	\$1,340,724.00	\$196,145.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$1,899,600.00</b>	<b>\$1,975,485.00</b>	<b>\$528,750.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$105,000.00	\$100,000.00	\$115,000.00
Forsyth County	\$65,000.00	\$65,000.00	\$75,000.00
State of North Carolina	\$39,750.00	\$40,000.00	\$40,000.00
Federal Government	\$50,000.00	\$50,000.00	\$0.00
Admissions/Program Revenues/Sales	\$936,600.00	\$1,146,735.00	\$106,750.00
Memberships	\$100,000.00	\$85,104.00	\$11,000.00

Donations	\$300,000.00	\$241,700.00	\$10,000.00
Foundation Grants	\$25,000.00	\$85,000.00	\$30,000.00
Interest and Investment Income	\$5,000.00	\$5,000.00	\$1,000.00
Parent Organization	\$175,000.00	\$126,000.00	\$126,000.00
Other	\$93,250.00	\$140,127.00	\$14,000.00
	<b>\$1,894,600.00</b>	<b>\$2,084,666.00</b>	<b>\$528,750.00</b>

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

n/a

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019	General Operating	\$115,000.00
2018	General Operating	\$100,000.00
2017	General Operating	\$85,000.00
2016	General Operating	\$85,000.00
2015	General Operating	\$81,500.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
General Operating	\$122,000.00	\$55,000.00	Reynolds American, Inc.
International Colloquium	\$0.00	\$10,000.00	Hanesbrands, Inc.
youth productions	\$0.00	\$10,000.00	Truliant Credit Union
Awards Ceremong and Opening night gala	\$0.00	\$50,000.00	BB&T Bank
Consultant Fees	\$0.00	\$75,000.00	Forsyth County
Mainstage Productions	\$0.00	\$50,000.00	National Endowmwnt for the Arts
Mainstage Productions	\$0.00	\$50,000.00	Wells fargo Foundation
PR/ Marketing	\$0.00	\$50,000.00	Visit Winston-Salem/TDA
Travel/Housing	\$0.00	\$25,000.00	Millennium Fund
Travel/Housing	\$0.00	\$10,000.00	Novant health
Workshops/Films	\$0.00	\$5,000.00	Wake Forest Baptist Medical Center
	<b>\$122,000.00</b>	<b>\$390,000.00</b>	

**E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

With continuing rising cost of production expenses, coupled with reduction of available grant funds, this year's request reflects a 6 %.

**SUSTAINABILITY (7 POINTS)**

**E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

NCBRC maintains healthy relationships with many partner organizations by supporting them as they launch their projects. We also engage with our volunteers throughout the year. This results in their continued financial support of the company as well as being community ambassadors. In addition, NCBRC is fiscally sound and governed by outstanding board and community leaders who serve as advocates for the organization. The fundraising committee has already met to organize and plan for 2021 festival, with plans to meet quarterly in 2020 and monthly in 2021. New ideas, approaches and sources of funding are being explored to increase revenue and sponsorship.

**BARRIERS (3 POINTS)**

**E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

The state of the economy is always a risk factor when it comes to theatre. When theatre is impacted by the economy one solution is to produce less expense productions with more attractive ticket prices and group rates. If current funding levels are maintained, the NBTF continues to be financially successful, and the NCBRC is in a position to remain viable. By keeping ticket prices competitive with the local economy and offering a quality experience, the NCBRC productions will remain appealing and within the economic reach of our audience. Further, the NCBRC continues to seek new funding sources, and has utilized the services of independent grant writers.

If the funding revenues decrease, the NCBRC will be forced to adjust its production season. The company will offset reduced funding by producing fewer productions and increase the number of shows per production.

**AVERAGE COST (5 POINTS)**

**E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	122,000
Number proposed to be served for the year:	8,500
Average City funds per beneficiary:	\$14
Proposed funds from all sources:	406,750
Number proposed to be served for the year:	8,500
Average total funds per beneficiary:	\$48

## F. Required Documents

Completed by hamlinss@yahoo.com on 11/15/2019 12:35 PM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information

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#### Documentation

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- Code of Conduct/Conflict of Interest Policy \*Required**  
Conflict of Interest.pdf
  
- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**  
990pdf.pdf
  
- Organization By-Laws \*Required**  
NCBRC Bylaws\_2011.pdf
  
- Articles of Incorporation \*Required**  
article\_of\_incorporation\_ncbrc.pdf
  
- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**  
Financial Procedures.doc
  
- IRS 501(c)3 Designation Letter \*Required**  
501(c)(3) Letter (3).docx

**Audited financial statements or a third-party review** \*Required

2018 Financial Statement.pdf

**North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)**

\*Required

North Carolina Secretary of State (1).pdf

**Other**

2019 NBTF highlights (1).docx

## G. Community Development Only

Completed by hamlinss@yahoo.com on 11/15/2019 8:09 PM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.**

Ranges of Income	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

**2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**



## H. Construction/Rehab Only

Completed by hamlinss@yahoo.com on 11/15/2019 8:10 PM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.\*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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### Documentation

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**Market study or other analysis to verify the need for the project.**

*\*\*No files uploaded*

**Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.**

*\*\*No files uploaded*

**Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.**

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by hamlinss@yahoo.com on 11/15/2019 8:10 PM

**Case Id:** 10650

**Name:** North Carolina Black Repertory Co. - 2020/21

**Address:** \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* Complete this section only if you are requesting funds for an Emergency Shelter project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

### Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by hamlinss@yahoo.com on 11/15/2019 8:10 PM

Case Id: 10650

Name: North Carolina Black Repertory Co. - 2020/21

Address: \*No Address Assigned

### J. Rapid Rehousing and HMIS Only

\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by hamlinss@yahoo.com on 11/15/2019 8:10 PM

**Case Id:** 10650

**Name:** North Carolina Black Repertory Co. - 2020/21

**Address:** \*No Address Assigned

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## Submit

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I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

*\*\*Not signed*