

# A. Organization & Contact Information

Case Id: 10632  
Name: a/perture cinema - 2020/21  
Address: \*No Address Assigned

Completed by lawren@aperturecinema.com on 11/21/2019 2:26 PM

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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

a/perture cinema

### A.2. Project/Program

2020 Diversity in Programming Support & Educational Opportunities

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

\$30,000.00

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

\$760,600.00

### A.5. Mailing Address

311 West 4th Street Winston-Salem, NC 27101

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

311 West 4th Street Winston-Salem, NC 27101

### A.7. Organization Website

aperturecinema.com

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

2016

### A.9. Organization Fiscal Year

January 1, 2020-December 31, 2020

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Lawren Desai, Executive Director and Curator

#### A.13. Email

lawren@aperturecinema.com

#### A.14. Phone

(336) 251-5220

### CONTACT

#### A.15. Name, Title

Lawren Desai, Executive Director and Curator

#### A.16. Email

lawren@aperturecinema.com

#### A.17. Phone

(336) 251-5220

### BOARD CHAIR

#### A.18. Name

Matt Jamison

#### A.19. Term Expiration

12/31/2020

#### A.20. Email

matt.jamison@thirtysixthirtylaw.com

#### A.21. Phone

(336) 860-0446

## B. Project Overview

Completed by lawren@aperturecinema.com on 11/22/2019 1:44 PM

Case Id: 10632

Name: a/perture cinema - 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?**

In January 2020, a/perture cinema celebrates its 10th anniversary in Downtown Winston-Salem. For the past decade, a/perture has been serving the community the art of film and providing a communal cinematic experience. We screen over 200 films and special events annually, with more than 4,000 screenings and an average 41,000 admissions per year (not including figures from RiverRun International Film Festival and the National Black Theatre Festival). a/perture is the only dedicated year-round art house cinema in the Piedmont Triad.

In 2016, a/perture transitioned into a 501(c)3 non-profit organization in order to expand our mission and create a more sustainable organizational structure for our ongoing operations. Annually, a/perture screens first-run films (screened for audiences theatrically for the first time) that include award winners from all the major international film festivals, major foreign releases from around the world, significant documentary films and numerous other critically acclaimed films. The majority of these films are not screened anywhere else in the community and many would not be seen by local audiences if not for a/perture's programming. Whenever possible, a/perture augments first-run film programming with post film discussions and dialogues, community moderated panels, and filmmaker and guest artist visits.

As an intimate and welcoming communal space, a/perture is constantly building social capital through our films and opportunities for conversation. a/perture strives to expand connections with diverse populations in the area and works with community partners (from geographically and demographically different organizations) to help build and bridge those connections. Gathering the community together in a darkened cinema to experience art naturally builds connections and ultimately leads to greater trust and cooperation.

a/perture cinema is a melting pot for the community and is in a unique position to expand social capital building in the City of Winston-Salem. We qualify as a "third space" – an anchor of community life which both makes possible and encourages a wider and more creative interaction – the space between home and work. A true third space must: be free or inexpensive; offer food and drink (important but not essential); be highly accessible: proximate for many (walking distance); involve regulars who habitually congregate there; be welcoming and comfortable; and welcome both new friends and old. Third spaces are important for civil society, democracy, and civic engagement.

Community Agency Funding from the City of Winston-Salem will be used to support our ongoing efforts to Diversify our Programming and Educational Opportunities and to continue to grow our audience and make it reflective of the entire community. Our goals for 2020 are:

1.) To welcome more of the deaf, hard of hearing and blind community through our weekly Open Caption Screenings and with our Closed Caption and assisted listening devices

- 2.) To welcome more of the Hispanic community with continuing series like Cine Mexico Now (launched in 2019) and regular programming of films in original language from Spain, Latin America, and South America as well as featuring films with subject matters important to the community.
- 3.) To increase audience diversity – in age, race, ethnicity, sexual orientation, spiritual practice/religion, income and education level.

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

a/perture cinema is open 365 days a year so that our screenings are flexible to the varying work schedules of the citizens of Winston-Salem and the surrounding communities. Our Downtown Winston-Salem location makes us accessible to many means of transportation including public bus, vehicle and foot traffic from the surrounding neighborhoods.

A ticket to the cinema is one of the most affordable art experiences, and in fact, the cost of a movie ticket has not kept up with inflation. General adult admission for a film at a/perture cinema is \$9.37. In 1969, the average ticket price was \$1.42, which adjusted for inflation is \$9.77 (247wallstreet.com). Moreover, in an effort to have even lower economic barriers to entry, we offer regular discounts for children, seniors, college students, military professionals and veterans. a/perture also has a regularly scheduled discount Tuesday where all tickets for all films are only \$7.03, as well as Saturday and Sunday morning matinees, where all tickets are only \$6.56.

We also offer many opportunities for free screenings throughout the year including Innovation & Cinema (see B.3 below for more information), “a/rthouse in the burbs” at the Lewisville Public Library, several free screenings with community partners and our new project street side cinema. street side cinema is a public art initiative on 4th Street, aiming to further engage and entertain the community in the magic of cinema through our free outdoor micro-cinema featuring a curated festival of short films from across the state, over the country and around the world. According to data collected from the City of Winston-Salem, 1.3 to 1.4 million trips are made in front of the screen annually (there is a person-counter located a few feet away from the screen.)

It is also a continuing priority to make a/perture screenings accessible to the deaf and hearing-impaired members of our community. For several years, we have provided Closed Captioning equipment for our larger screens (the technology is not currently available on our two small screens, though we are actively advocating with our service provider and hope that will come online in 2020). In 2019, we added regularly scheduled Open Caption screenings each week to deliver even more options for the deaf and hearing impaired. We also offer similar personal equipment devices for the visually impaired.

The benefits of a regular enjoyment of and participation with cinema are abundant. Film is art, and the cinema is, to many members of the community, more approachable than an art gallery, museum or live theater performance. Films help us learn, they can drive social change and they help us process difficult life lessons. And the cinema is a social experience – we connect in the theater to share the experience, but also later over social media or in person at the “water fountain” to give our reviews (5 Real Benefits of Watching Movies).

Many experts now view the cinema experience as having therapeutic values. A two-hour trip to the cinema is often a therapy session: it lets you disconnect and relax, it drives motivation, it promotes empathy and understanding, it encourages new perspectives and inspires personal creativity (Film Therapy: The Benefits of Watching Movies). A good film provides an opportunity to experience intense and real emotions whether pure moments of joy and laughter or cathartic moments of sadness and tears.

**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?**

a/perture is open daily, making our regular film screening schedule accessible to almost all of the community. We schedule more than 85 showtimes every week ranging from early morning screenings on the weekend to afternoon matinees to evening screenings on weeknights with average attendance of 750 per week.

a/perture has four screens of varying seat count with a total capacity of 231 and up to 4500 a week. a/perture is operating at a capacity of 16% versus a national average of 13% (according to 2016 data collected from the National Association of Theater Owners).

Our average annual attendance is approximately 40,000 and we estimate that 65% (26,000) are unduplicated admissions (using statistics on moviegoing from the Motion Picture Association of America and our internal membership attendance data).

Along with the above, a/perture also serves a number of additional participants through the following activities:

- 1.) Field Trips – each year a/perture hosts field trips involving film screenings and supplemental programming for children from WSFCS schools as well as other local and regional private schools. In 2019, we will have served over 1,000 children and young adults via our field trip program. We expect to see an increase in field trip attendance in 2020 as we continue to market this opportunity to local teachers and schools.
- 2.) Girls + Screen – our after-school program for high school girls that uses feminist film theory and visual media literacy to empower young women to become visual storytellers in their own communities and beyond. In 2019, we will have served 24 through this program.
- 3.) Lightboxers – 2019 saw the launch of our Summer Camp. Media literacy through film screening, discussion, and analysis can not only help students more complexly appreciate cinema, but equip them to navigate the visual media landscape they are constantly engaging with. The camp is open to anyone enrolled in a local or surrounding-county high school aged 13 to 18. We aim to have a variety of students with different backgrounds and from different parts of the community. We served 6 students in the initial camp, but as word of mouth and our marketing efforts increase, we hope to triple this number in the summer of 2020.
- 4.) Innovation & Cinema – an outdoor series of films running May through October at Bailey Park and is presented with Wake Forest Innovation Quarter. Screenings are free to the public, are family friendly and are programmed to reflect the diversity in our community. In 2019, our films included Coco, Remember the Titans, High Noon, Pirates of the Caribbean, Spider-Man: Into the Spiderverse and 500 Days of Summer. We estimate that attendance for 2019 exceeded 1500.
- 5.) Film Festivals – a/perture also serves as a venue for both the RiverRun International Film Festival and the National Black Theatre Festival, providing each with a key Downtown venue to screen films for the community.
- 6.) street side cinema – in 2019 we received over 3,800 short film submissions from around the world and have selected more than 100 to appear on our street side screen. We do not charge a submission fee so there is no barrier to entry for a filmmaker. We were also able to participate in two national touring programs via street side in 2019 - Stories Beyond Borders: short films to spark action for immigrant justice and The Future of Film is Female: short films to support and directed by upcoming female filmmakers.

**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.**

a/perture cinema is focused on advancing diversity and inclusion through our programming and audience development so that we reflect, welcome and celebrate ALL of our community. We program films from around the country and the world on a consistent basis and we supplement our regularly scheduled films with special series such as Cine Mexico Now, Black Cinema, Looking at Art Cinema – Native American Films, among many others to highlight the contributions of often underrepresented voices in the film industry.

We currently estimate that our audience demographics represent the following: 67% Caucasian/White, 20% African American/Black, 6% Latinx/Hispanic, 4% Asian and 3% other. In regards to age, our audiences are 3% Youth, 9% Young Adult, 54% Adult and 34% Senior as well as serving 2% persons with disabilities.

According to our 2018 survey data, 52% of our audience has a median income of \$100,000 and 80% less than \$150,000. Approximately 15% of our audience has a median income of less than \$42,219, the median income of City of Winston-Salem residents. We will continue to provide opportunities for all income segments to participate in the theatrical cinema experience. Much of the theatrical experience involves freshly popped popcorn and therefore we offer popcorn at a discounted price for our street side initiative as well as when we present free outdoor screenings.

72% of our audience identifies as female. As a result, we recognize an opportunity to curate more films made by women and to participate in (and support via our ticket sales) the movement for greater parity in the film industry.

Our educational arm is also deeply focused on and invested in championing new voices in the younger demographic. Last year we launched a new after-school program for high school girls called Girls + Screen. This course is designed to introduce film as a creative endeavor and potential career field to girls in the community. The course is free (thanks to a local business sponsor) and designed to attract girls in our community who may not know about or have access to such a program. We actively recruited girls from public schools and in collaboration with organizations like Lead Girls and Authoring Action.

**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.**

According to legendary director Martin Scorsese, “Now more than ever we need to talk to each other, to listen to each other and understand how we see the world, and cinema is the best medium for doing this.” Note that Mr. Scorsese chose the word “cinema” rather than “film” because cinema connotes sharing and togetherness. a/perture provides this for our community at a time when we need it most.

In 2018, a/perture launched a new program – dialogues. As an art house cinema, it’s important to cultivate a consistent relationship with the people coming to see our films. This is why art house cinemas are unique cultural spaces in any community. We provide the opposite of a transactional, pay-watch-leave movie-going experience. It’s about conversations and understanding movies in new ways—and that means thoughtful discussion. And while it’s important to bring in the voices of community leaders and other post-film panelists, it’s just as important that we include anyone who walks into our cinema in that conversation. So, with dialogues happening every other Wednesday evening—first round of shows depending on the film—we’ll be asking our audience five questions about the film and their experience with it. We’ll invite members of the community to attend as well so that if you’re there, you’ll hear from someone you may not have talked to on an ordinary night out at the movies.

a/perture cinema has presented Winston-Salem and the Piedmont Triad with an alternative cinematic experience; one that includes curated film programming whose purpose is to introduce our audiences to new subjects, themes, and diversities of viewpoints. Our films open up new worlds, share stories from our pasts and visions of our future. a/perture has created an inclusive and communal space and continues to be driven by the goal to present more and more of these opportunities to all constituents in our community. We’re excited to build relationships with our movie-goers and to bridge connections. That’s what an independent cinema does for its film-loving community.

Through an increased focus in film education of K-12 students, a/perture’s programming aims to serve and advance the following (learning framework developed by the British Film Institute):

- 1.) Learning to be critical - the ability to understand and explore films of all genres and styles and to develop an understanding that one can and should constantly question the way in which films affect us, move us, and challenge us.
- 2.) Encouraging the creative mind - the access to digital filmmaking tools (ie, smartphones) has led to the opportunity of viewers becoming makers. The links between these two experiences – using viewing as a way into making and then evaluating the viewing of the artwork need to be explored.
- 3.) Fostering a cultural awareness - film can also help us understand other people, other cultures, times, ideas and values. The wider our access to film, the deeper and broader will be our engagement with the world.

## **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?**

a/perture cinema has a unique ability to partner with organizations around the Piedmont Triad in a way that only an art house cinema can. Through thoughtfully curated film and program selections (around theme and subject matter) these community partnerships can serve both organizations' missions and often times bring new audiences to each. We seek out collaborative relationships whenever possible to provide additional context, learning opportunities, open dialogue and add value to our film screenings. Several examples of 2019 collaborations have included:

- 1) Cine Mexico Now – a six-week series held during Hispanic Heritage Month, in the Fall, that celebrates award-winning Spanish-language cinema and box-office hits from across Mexico. For this brand new series we had successful collaborations with Casa Azul (in Greensboro), staff and faculty members from Wake Forest University and Duke University to provide several film introductions and Xcaret Mexican Restaurant (who hosted and provided authentic food for our opening reception). Cine Mexico Now is a joint programming collaboration with Cinema Lamont in Detroit, MI.
- 2) Southern Circuit Tour of Independent Filmmakers – is a six-film series that brings the best in new independent film to communities across the South and provides audiences with the opportunity to meet filmmakers. We collaborate with other outstanding theaters and performing arts venues in NC, Georgia and Florida to select the films for our circuit as well as locally with Canteen who hosts our post-film receptions with the filmmakers (and all ticket-holders) and the Kimpton Cardinal Hotel who provides discounted lodging for each filmmaker.
- 3) Black Cinema – a film series in February to celebrate and promote black filmmakers. The films in the series are curated by a member of the local black arts community. For the past two years, the films have been selected by filmmaker Tonya Sheffield from Shef-Tales Productions and each film is presented by a special guest from organizations including NC Black Repertory Company and UNC-Greensboro.
- 4) Young @ Heart – a new series launched in Fall 2019 in collaboration with the Wake Forest Baptist Health Memory Counseling Program. Films are offered free of charge to older adults living with dementia or Alzheimer's and their care partners. 2019 films included An American in Paris and White Christmas.
- 5.) Classics, Cinema and Conversation - a three part film series in collaboration with Salem Academy, to promote cultural awareness, appreciation and enthusiasm for the Classical world beyond the classroom. Films were free to the public and included a post film conversation with faculty from Wake Forest University and UNCSA.
- 5) ga//ery - a space for local artists, both emerging and established, to exhibit their art works for the community. In 2019, we worked with six different artists from mediums including metalworks, graphic design, collage, historical broadsides, print and fabrics.

As we have each year since opening in 2010, a/perture also screens several dozen community centric film programs and one night only special events. In 2019, we held 60 unique film programs with community organizations (a list of those we partnered with is submitted in the other materials section). These partnerships provide our partner organizations an opportunity to support their mission by educating and engaging the community on important issues and their important

work to address them.

## C. Strategy and Performance

Completed by lawren@aperturecinema.com on 11/22/2019 10:35 AM

Case Id: 10632

Name: a/perture cinema - 2020/21

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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.

a/perture monitors and evaluates our programming in the following ways:

Because we offer various ticket sales discounts, we are able to track our attendance on a film by film basis by age (adult, children, college/young adult, and senior). We use this data to constantly adapt our programming and to make certain we are offering a depth of films that continues to be appealing across age.

Via our online ticket purchases which make up 30% of our sales, we are also able to extrapolate where many of our audience reside via the zip code entry requirement. We continue to monitor this data to ensure that we pull from the entire city, county and Piedmont Triad on a consistent basis.

a/perture also has an annual membership program and we are able to further attract attendance and programming interest via ticket sales purchased by individual members. This data helps us extrapolate response to a film on a larger level so that we may predict its outcome with various audiences.

Because we are open every day and have flexibility in our programming within our four screens, should it appear that we may fall short in achieving our goals, we can quickly maneuver to add last minute programming and ensure we reach our targeted audience. If we have a film programmed that is not attracting the desired audience (measured via ticket sales and through daily notes from our box office staff) we are able to quickly maneuver and within a few days program and market a new title.

Our programming flexibility means that we can often fit in last minute program additions to recognize time-sensitive and limited special events both nationally and locally. For example, in late Winter 2019, the unearthing of the time capsule at Thruway Theater took place. With only a few weeks' notice, we were able to add into our schedule a special screening of Bullitt (the first film on screen at Thruway) and to also use space at a/perture to display the capsule so that members of the community would have a chance to peruse the contents.

**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.**

a/perture has several systems in place to track and evaluate performance data:

Daily – as required in our industry, the dollar performance and attendance numbers for each individual film screening and special event is reviewed and reported nightly to Rentrak, the global media measurement and research company. Through Rentrak, we are able to compare our box office performance with other cinemas and theater chains in the Southeast region. We are also able to track our performance against prior year performance and to identify any trends in attendance and film performance by artist, genre and style.

Weekly – staff reviews past programming and upcoming calendar to ensure we have programming in place that adheres to our diversity and community representation goals – programs are adjusted or added accordingly to meet these objectives. We also measure our digital reach week by looking at social media and website metrics, online ticket purchases and location by zip and anecdotal reporting from box office staff.

Monthly/Quarterly – a/perture program performance is reviewed monthly with our Treasurer and quarterly with our Board of Directors.

Annually – a/perture financials are compiled and maintained by bookkeeping firm Outfitters 4, reviewed by staff, Treasurer and Executive Committee and by audit firm Butler & Burke. a/perture participates every other year in both a Theater Operations Survey and the National Audience Survey (by a national third-party organization) to measure community and patron feedback as well as to compare our performance to the American art house cinema market and landscape.

a/perture completed a strategic plan review in September 2017 which resulted in a board approved three-year plan which identified strategic focus areas, action steps, timeframes and responsible parties. The plan is reviewed and progress reported quarterly with the Board of Directors. In 2020, a new strategic plan will be completed.

**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
Operate daily and drawing increasing numbers of patrons from the entire Piedmont Triad whose spending also impacts neighboring businesses and contributes to the economy of downtown Winston-Salem.	Provide a curated film selection of exclusive films, events and community partnerships and collaborations in a unique setting with excellent customer service and technical presentation.	11% of patrons were from outside of Winston-Salem city limits	12% of patrons were from outside of Winston-Salem city limits	13% of patrons were from outside of Winston-Salem city limits
Increase opportunities for access to our film programming and audience engagement among the deaf, hearing impaired and visually impaired.	1.) Provide additional open caption screenings. 2.) Collaborate with other organizations who offer services to this community to develop and grow our audience	In early 2019, we conducted a survey among our patrons to determine OCAP screening schedule and initiated first screenings in Spring 2019.	1.) 3-6 per week 2.) Will initiate 2-3 collaborative efforts	1.) 6-10 per week 2.) Will initiate 4-6 collaborative efforts
Increase opportunities for access to our film programming and audience engagement with the Hispanic and Latinx community in Winston-Salem (14.9% of population in W-S)	Audience development and grassroots outreach for our Cine Mexico Now series and regular programming of films in the Spanish language. Marketing includes English and Spanish language materials	Launched Cine Mexico Series in Fall 2019	Attendance at Cine Mexico – 153 total admissions, estimated 32% Hispanic/Latinx	Attendance at Cine Mexico – 250 total admissions, estimated 40% Hispanic/Latinx
Diversify our audience via regular weekly programming, special one-night limited events and through our educational program offerings.	Curate programming that is reflective of this diversity (ie, filmmakers and cast representation); grassroots marketing and outreach efforts into more pockets of	Demographics of films programmed (filmmakers or majority cast): African American/Black -15; Asian/Indian - 7; Jewish Interest – 6;	Demographics of films programmed (filmmakers or majority cast): African American/Black -16; Asian/Indian - 12; Jewish Interest – 8;	Demographics of films programmed (filmmakers or majority cast): African American/Black -20; Asian/Indian - 13; Jewish Interest – 12;

	the community; more collaborate partnerships with organizations that can reach targeted populations; continued establishment of relationship with WSFCS schools and educators.	LGBTQ – 6; Middle Eastern/Arabic – 4; Native/Indigenous - 0	LGBTQ – 7; Middle Eastern/Arabic – 3; Native/Indigenous - 3	LGBTQ – 9; Middle Eastern/Arabic -5; Native/Indigenous - 4
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**C.6. FY 18-19 Program Accomplishments**

Our most significant accomplishment in the past year was the launch of our K-12 Field Trip program. In the Fall of 2018, we served 377 students (K-12). In 2019 we have already served 961 students (K-12). School groups visit a/perture to screen films and have post-film discussions featuring films like To Kill a Mockingbird, The Outsiders, West Side Story, Wonder and Hidden Figures. In Fall 2019, we launched a collaboration with Piedmont Environmental Alliance to provide curriculum and a post-film discussion following our field trips for the documentary Inventing Tomorrow.

In our efforts to diversity programming, we held our second season of Black Cinema and launched new series Cine Mexico Now and Young @ Heart. At the beginning of 2019, we also added eight new Fidelio personal visual and hearing assistance devices to complement our six Captiview closed captioning devices for the deaf and hearing impaired.

Another important accomplishment was the launch of our regularly scheduled Open Captioning screenings in late Spring of 2019. Open captions let deaf and hard of hearing people enjoy movies the same way as hearing people do. Given a choice between Closed Caption and Open Caption screenings, the majority of those with hearing impairments will choose open captions. Many hearing people also benefit from open captions: Kids learning to read, people with autism, people learning English as a second language, some people with attention deficit disorder (ADD) or attention deficit hyperactivity disorder (ADHD), some people with down syndrome or learning disabilities, veterans with battle-acquired hearing loss and many more (Video Captions Benefit Everyone, M. Gernsbacher).

Not all films are provided to a/perture from distributors in formats with open captioning technology, but in the months since launching our program, a/perture has screened 18 different films with Open Captions and provided 126 unique screening opportunities for these films (6% of all showtimes). We have also made a proactive decision to offer OCAP screenings at prominent showtimes (ie, Saturday evening, Sunday matinees and Tuesday matinees).

The year 2019 saw many more accomplishments, but the last one to highlight here is that we were able to host over 18 filmmaker and artist visits to accompany our programming. These visits provided an opportunity for our audiences, students, community partners and the general public to interact and engage with the creators, subjects and talent behind these works of art.

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

For 2020-2021, our key objectives are to:

- 1.) Increasing outreach, marketing efforts and collaborative arrangements with community partners so that we reach

new segments of the community.

2.) Increase the number of K-12 Field Trip registrations to serve more than 1200 in 2020-21 as well as begin to include field trips from outside of Forsyth County. Also, we plan to add more in-school educational visits and film presentations.

3.) Increase the number of regularly scheduled Open Caption screenings from 3 to 4 per week as well as attendance at each screening by working with community partners and other organizations who have direct connections to members of the deaf and hard of hearing community.

4.) Continue to curate programming that reflects the diversity in our community and increase the number of offerings in 2020-2021.

## D. Organizational Capacity

Completed by lawren@aperturecinema.com on 11/22/2019 10:49 AM

Case Id: 10632

Name: a/perture cinema - 2020/21

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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?**

a/perture cinema's mission is to engage and entertain the community through the art of film by showcasing informative, educational, thought-provoking and inspiring films - films that enrich our lives, engage our minds, promote diversity and build community.

It is the vision of a/perture to:

- Present an innovative and engaging theatrical experience, which is recognized as essential to the art and cultural fabric in Winston-Salem and the Piedmont Triad.
- Engage and welcome all the diverse segments and populations of our community with multi-faceted programming and events representative of this diversity.
- Provide exposure to film in an intimate and welcoming setting that advances an appreciation for the moving image as a groundbreaking and pioneering art form.
- Inspire young and old audiences alike to make the theatrical experience an active and meaningful part of their lives.
- Foster collaborations with various community organizations and entities that are inventive, effective and mutually beneficial.
- Cultivate a passionate, valued and hard-working corps of individuals who serve as staff, volunteers and Board members.
- Be a thriving organization that is fiscally sound and has the means and resources to support and grow its programming.

Of the more than 200 films screened at a/perture in 2019:

- 56 films were directed by women, up 13 from 2018
- 35% were from non-U.S. countries, with 33 countries represented – including Japan, South Korea, China, Kenya, Israel, Paraguay, Mexico, Greenland, Vietnam, Colombia and several EU countries.
- 30% were documentaries with dozens focusing on critical issues like climate change, domestic violence, race and social justice and education; others celebrated musicians, visual artists, journalists fashion designers, and historical moments of achievement
- 26 were repertory films including many recognized by the American Film Institute as the best in American Cinema including It's a Wonderful Life, High Noon, Network, An American in Paris, City Lights; as well as recognized classics from world cinema including Beauty and the Beast and Cinema Paradiso.

We held post-film panels, discussions or educational talks for more than 60 film screenings with filmmakers,

community leaders and academics, as well as experts from science, the arts, medicine, religion, architecture and design, among others. Post film activities foster deeper connections to the film, fill in gaps in knowledge exposed by the film, and open up areas for community conversations around difficult issues presented in the film.

a/perture is recognized as one of only 23 Sundance Institute Art House Project theaters nationwide. Those selected were found to meet high standards including: quality programming, deep involvement with their local communities, strong financial standing, and recognition from their peers and their communities.

It is not just our film programming that aligns with our mission. Today, Winston-Salem residents have a wide range of personal technologies with which to consume film - from the smallest smartphone to the largest home theater system. New streaming platforms are being introduced at breakneck speed, yet the cinema still remains the only place with which to enjoy films together with friends and strangers and to be fully absorbed. The cinema can elevate the film; the laughter, tension, heartbreak and joy; shared in a dark theater are able to do what the filmmaker intended.

## **FUNCTION (5 POINTS)**

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

a/perture was founded in 2010 as a for-profit social enterprise and transitioned in 2016 into a 501(c)3 non-profit organization. In January 2020, we will celebrate our 10th anniversary!

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

According to responses from our audience survey (last one completed in September 2018 by a national third-party organization), a/perture cinema improves the quality of life within the city of Winston-Salem in the following ways:

- 87% of respondents agree that a/perture enhances the cultural life of the community
- 67% of respondents agree that a/perture is a cultural institution and serves as a point of community pride
- 94% of respondents agree that a/perture provides opportunities to think and to learn; sparks their curiosity and makes life more enjoyable
- 79% of respondents say a/perture allows them to gain the excitement of learning and fills gaps in their knowledge
- 71% of respondents believe that films screened at a/perture makes them more tolerant of other points of view

On a broader scale, University of Pennsylvania researchers have demonstrated that a high concentration of the arts in a city leads to higher civic engagement, more social cohesion, higher child welfare, and lower crime and poverty rates. (Americansforthearts.org).

We host dozens of panels and post-film discussions each year and these provide opportunities for audience members to engage further with the film, its subject matter and artistry. For example, some of our most successful and collaborative post-film activities in 2019 were around the following films: On the Basis of Sex, Who Will Write Our History?, The Public, The R-Word and Harriet.

a/perture contributes direct and indirect revenue of the city in the following ways:

- a/perture serves many locally made products at our concession counter, including Black Mountain Chocolate, Foothills Beer, UpDog Kombucha, Brasstown Chocolate, Mast General Store, Machine Gun Graphics, and Brown Bear Rosemary Nuts. In 2019 we added new products from RISE, Bionic Tonic, Bingo Bango Soda - each of whom contribute tax revenue to the city in various ways.
- a/perture also contracts work to local advertising agencies, print companies, website developers, graphic designers,

insurance, and bookkeeping.

- Filmmaker and guest artists contribute revenue by paying for local accommodations and local meals when visiting.

According to the Americans for the Arts Prosperity Index 5, the impact that a/perture cinema has on the local economy exceeds \$1.9M each year through our organizational and audience’s expenditures. The Americans for the Arts projects that per person our audiences contribute over \$30 per event over the price of admission that is at least three times the price of our admission – and these funds are going to our neighboring restaurants and retail establishments, childcare providers, hotels, and parking/transportation (americansforthearts.org).

Our educational field trips, after school programs and summer camps provide an indispensable understanding of the art of film while often teaching valuable lessons on history, race, science and the environment, and reinforcing student readings of classical literature. We are also exposing the next generation of Winston-Salem citizens to media literacy. In today’s expanding digital age, media literacy is an ever-growing essential skill for our youth. As kids and teens are exposed to films in a theater where they are undistracted and fully-engaged, they are given an opportunity to think critically and to evaluate what they are consuming.

**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 and Curator	<p>Leadership</p> <ul style="list-style-type: none"> <li>• Participate with and lead the Board of Directors in developing a vision and strategic plan to guide a/perture.</li> <li>• Identify, assess, and inform the Board of Directors of internal and external issues that affect a/perture.</li> <li>• Act as a forceful spokesperson in the community for a/perture.</li> <li>• Represent a/perture at community activities to enhance a/perture’s community profile.</li> <li>• While being a strong leader, recognize, encourage and empower dedicated Staff to do their jobs with management oversight.</li> </ul> <p>Finance and Operations</p> <p>Protecting and managing the physical and fiscal assets of a/perture is essential to insuring the organization fulfills its mission. The ED will oversee the finances and operations of the organization, including:</p> <p>Financial planning and management</p> <ul style="list-style-type: none"> <li>• Oversee all bookkeeping and accounting for a/perture, including all box office and daily ticket sales reporting. Ensure that sound bookkeeping and</li> </ul>	50	0.00 %

	<p>accounting procedures are followed.</p> <ul style="list-style-type: none"> <li>• Develop and manage the annual operating budget for a/perture cinema.</li> <li>• Manage the day-to-day and long term finances of a/perture cinema</li> <li>• Review all financial reports for board meetings - which provide the Board with comprehensive details on the income and expenses of a/perture.</li> <li>• Oversee annual audit process</li> <li>• All HR and payroll functions including new hire reporting and bi-weekly payroll entry.</li> <li>• Administer the funds of a/perture according to an approved budget and financial procedures, and monitor the monthly cash flow of a/perture.</li> <li>• Develop programs and plans to increase revenues, including maximizing the resources of a/perture.</li> </ul> <p>Operations</p> <ul style="list-style-type: none"> <li>• Oversee the upkeep and maintenance of theater facilities and equipment, including any work done by third party contractors</li> <li>• Insure a/perture is in compliance with necessary state and local licenses, taxes, and other government filings</li> <li>• Oversee the efficient and effective day-to-day operations of a/perture.</li> <li>• Determine staffing requirements for organizational management and program delivery.</li> <li>• Recruit, interview, select, train and supervise full-time staff.</li> <li>• Empower the staff to be creative and maintain their high level of engagement.</li> <li>• Encourage and provide opportunities for professional development of the staff.</li> <li>• Maintain a/perture as a 501(c)(3).</li> </ul> <p>Marketing and related services</p> <ul style="list-style-type: none"> <li>• Evaluate special programs with an eye toward increasing revenue through ticket sales, underwriting and other kinds of financial and in-kind support.</li> <li>• Evaluate and report local market and industry trends and implications.</li> <li>• Gain insight and information on current and potential audience to ensure a/perture’s continuing success through surveys, focus groups, monitoring of social channels, and general patron feedback. Use this</li> </ul>		
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	<p>data to help identify and then deliver cultural programming and other projects that keep a/perture’s reputation as an originator and sponsor of activities with significant artistic merit.</p> <ul style="list-style-type: none"> <li>• Develop new opportunities for increased revenue and attendance.</li> <li>• Motivate new and current members; grow membership.</li> <li>• Develop and implement innovative and effective strategies for promoting a/perture’s programming – including first-run independent films, special series and screenings – and brand recognition</li> <li>• Manage marketing contacts/contractors, graphic designers, interns, and volunteer marketing committee.</li> <li>• Maintain a yearly marketing calendar for special series and special events</li> <li>• Insure a/perture’s messaging is effectively communicated through excellent customer service experiences online, over the phone, in-person, and in the lobby</li> <li>• Measure and reporting outcomes of marketing efforts</li> <li>• Manage a/perture website, weekly e-newsletter campaigns, as well internal on-screen announcement slide designs and external announcement placement. Manage design and creation of any printed posters.</li> <li>• Manage and maintain theatrical one-sheet and trailer order, delivery and placement.</li> <li>• Manage all a/perture social media outlets, including facebook events and promotions, twitter and instagram.</li> </ul> <p>Artistic, programming and curatorial activities</p> <ul style="list-style-type: none"> <li>• Select films for relevance and artistic merit.</li> <li>• Create ways to deepen the cinema experience for current and expanded audience.</li> <li>• Conceptualize and then deliver educational programming that stresses the creation and production of cinema and the performing arts.</li> <li>• Consider growing technology trends and integrate such in artistic vision and planning.</li> <li>• Research and develop programs to support the local filmmaking community.</li> <li>• Recognize and support the commitment a/perture has to the presentation of independent films and related activities.</li> <li>• Maintain and grow the national reputation of</li> </ul>		
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	<p>a/perture among other art-house cinemas nationwide.</p> <ul style="list-style-type: none"> <li>• Work closely with booking agent to book titles and deal effectively with film distributors on self-booked titles. Create and distribute all film weekly programming calendars including internal and external showtime distribution.</li> <li>• Prepare and promote several special event partnerships with panels and special guests in attendance.</li> <li>• Collaborate with the projection team to receive and ensure timely inspection of all films and media scheduled for exhibition to determine correct materials were received and are in suitable condition for presentation.</li> </ul> <p>Fundraising/Advancement</p> <ul style="list-style-type: none"> <li>• Lead the fundraising effort for a/perture, working effectively with the Board, staff and volunteers.</li> <li>• Research funding sources, develop fundraising plans and write funding proposals including fundraisers, grants, foundation, individuals and sponsors.</li> <li>• Maintain and grow the existing relationships with funding sources, which have sponsored and supported a/perture programs.</li> <li>• Oversee the administration of a donor mailing list and database.</li> <li>• Coordinate in-kind donations and make acknowledgements and receipts as requested.</li> <li>• Develop methods and programs to nurture donors and show appreciation for their support.</li> <li>• Manage a/perture special fundraising galas and events including but not limited to the Red Carpet Party.</li> </ul> <p>Community relations</p> <ul style="list-style-type: none"> <li>• Communicate with artists, funders and other community organizations to keep them informed of the work of a/perture.</li> <li>• Establish good working relationships and collaborative arrangements with other arts organizations, educators, community groups, funders, business leaders, government officials, and the general public to help achieve the goals of a/perture cinema.</li> </ul> <p>Facilities</p> <ul style="list-style-type: none"> <li>• Maintain physical plant and equipment in excellent working order; anticipate needs and budget costs accordingly.</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Initiate building maintenance programs as needed.</li> <li>• Maintain and improve basic technology necessities (e.g. IT systems and website, telephones, security).</li> </ul>		
Patron, Volunteer and Community Outreach Manager	<p>As development associate this person coordinates and oversees the a/v society membership program and donor relations, works closely with executive director on the annual fund campaign as well as events and parties, including the annual gala, to raise money as well as awareness of a/perture cinema. 50%</p> <p>PRIMARY RESPONSIBILITIES AND EXPECTATIONS:</p> <ul style="list-style-type: none"> <li>• Process donations and prepare acknowledgement letters and other correspondence.</li> <li>• Maintain foundation, corporation and individual donor files.</li> <li>• Create monthly fundraising reports and other database reports as needed.</li> <li>• Continually update and correct database records.</li> <li>• Responsible for membership administration including – processing, fulfillment, renewals, reminders and inquiries and general member communication.</li> <li>• Plan and coordinate member-only events.</li> <li>• Responsible for helping to plan Spring Member Drive.</li> <li>• Conduct research on prospective corporate foundation and individual donors.</li> <li>• Coordinate productions and mailing of spring appreciation mailing and Fall Fund appeal letter.</li> <li>• Coordinate corporate and business sponsorship program and manage sponsor fulfillment as well as on screen announcement program.</li> <li>• Maintain guest lists, gather and prepare registration materials and other duties as assigned for fund-raising events.</li> <li>• Handle all administrative details associated with the a/perture BOD meetings (i.e. prepare and distribute notices, agendas, minutes, etc.).</li> <li>• Oversees the design and creation of marketing materials for membership and donor program, promotions and seasonal campaigns.</li> <li>• Other duties as assigned by the Executive Director</li> </ul> <p>As manager of a/perture’s volunteer program this</p>	40	0.00 %

	<p>position is responsible for overseeing, training and retaining all current volunteers, cultivating opportunities for volunteers and recruiting a diverse team of volunteers. 30%</p> <p><b>PRIMARY RESPONSIBILITIES AND EXPECTATIONS:</b></p> <ul style="list-style-type: none"> <li>• Recruit, retain and coordinate volunteers for our ongoing attendant program. as well as office and marketing volunteer opportunities.</li> <li>• Coordinate volunteer needs of staff and committees.</li> <li>• Interview volunteers as appropriate.</li> <li>• Provide orientation sessions for volunteers (individual and group).</li> <li>• Follow up with each volunteer applicant.</li> <li>• Implement volunteer recognition, rewards and retention program.</li> <li>• Maintain volunteer database.</li> <li>• Revise volunteer forms and materials as necessary.</li> <li>• Oversees the design and creation of marketing materials for the volunteer program.</li> </ul> <p>As outreach manager this position assists in building relationships with civic, business, higher education, faith community, clubs and other organizations or individuals that can move bring a wider and more diverse audience to a/perture. 20%</p> <p><b>PRIMARY RESPONSIBILITIES AND EXPECTATIONS:</b></p> <ul style="list-style-type: none"> <li>• Works closely with Executive Director and Education Coordinator to promote a/perture’s film programs to community organizations to create community conversations around film.</li> <li>• Develop and maintain relations with a broad cross-section of the community and coordinate communications and information flow to stakeholders.</li> <li>• Maintain a monthly calendar of community events, presentations and initiatives to keep abreast of opportunities to include film.</li> <li>• Organize community meetings and events, as necessary.</li> <li>• Develop and maintain relations with media and negotiate pricing for promotional packages.</li> <li>• Prepare media materials for distribution (i.e. copying, filing, mailing, e-mailing).</li> </ul>		
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	<ul style="list-style-type: none"> <li>Engagement with community organizations to build the a/perture brand, increase attendance and ensure that the venue is a neighborhood theater and welcoming to a diverse population.</li> <li>Engagement with local businesses and events to maximize cross-promotional partnerships and gain exposure for the brand and programming.</li> </ul>		
<p>Education and Special Programming Coordinator</p>	<p>EDUCATION PROGRAMS</p> <ul style="list-style-type: none"> <li>Participate in planning, coordination, presentation, and execution of events within programs across all three areas of our programming, serving as lead planner on particular projects as assigned. This work may include, but is not limited to, cultivating audiences for programs, conceptualizing events, curating content (films, speakers, etc), developing materials (curriculum, programs, surveys, marketing copy, and the like), promoting events, communicating with partners and participants, hosting or facilitating events, managing on-site logistics (registration, event flow, technology, etc), managing seasonal staff for festival programs for any of the following Education programs: <ul style="list-style-type: none"> <li>After School Programs (Girls + Screen, Summer Film Camp, etc.)</li> <li>Educator Newsletter and Enrichment Events for Educators</li> <li>Post-Film Facilitation and Curating (Looking @ Art Cinema, Dialogues, Community Panels, Filmmaker Q &amp; A's)</li> <li>Field Trips &amp; School Visits/Screenings</li> <li>Teacher Resource Committee</li> <li>Mentorships For Young Filmmakers</li> </ul> </li> <li>Coordinate assessment tools and data collection/analysis for all Education programs</li> <li>Support grant-writing and other Development efforts on behalf of Education programs</li> <li>Manage staff as assigned</li> </ul> <p>FILM PROGRAMMING</p> <ul style="list-style-type: none"> <li>Participate in educational, special event, youth program, and curated series programming as lead or support programmer in areas of interest and professional experience</li> </ul>	<p>40</p>	<p>0.00 %</p>

	<p>Community Outreach (Monthly Film Trivia Events, Neighborhood Screenings/Series, Outdoor Screening Events &amp; Partnerships)</p> <ul style="list-style-type: none"> <li>· Manage all after school, continuing education and summer camp curriculum and film selections and expansion of programs in subsequent years</li> </ul> <p>ADMINISTRATIVE</p> <ul style="list-style-type: none"> <li>· Serve as facilitator and primary contact for education-related programming and services</li> <li>· Facilitate communications and scheduling for Teacher Resource Committee meetings and events</li> <li>· Serve as staff and secretary to Teacher Resource Committee (prepare agenda and other documents, take notes)</li> <li>· Provide and manage analytic and logistical data on program participants and outcomes from education programming</li> </ul> <p>GRANTS</p> <ul style="list-style-type: none"> <li>· Research potential grants funding educational programming, initiatives and community collaboration.</li> <li>· With the assistance of the Executive Director, prioritize, collect data and write grants on a consistent and regular basis.</li> <li>· Track measurable outcomes and impact of all current applicable grants.</li> </ul> <p>SPECIAL PROGRAMMING</p> <ul style="list-style-type: none"> <li>· Assist in publicity of events and programming including: Radio appearances, community events/tables and other organizations events and fundraisers.</li> <li>· With the Executive Director, create and launch a/perture bi-weekly podcast.</li> <li>· Work with Marketing, Donor Relations and Executive Director on other special projects as needed.</li> </ul> <p>ORGANIZATIONAL RESPONSIBILITIES</p> <ul style="list-style-type: none"> <li>· Assist with a/perture cinema events beyond Education department, if needed including filling in as assistant manager should need arise.</li> <li>· Represent Education department, its strategic plan internally and externally, retaining mission focus.</li> </ul>		
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<p>Theater Manager</p>	<p>The primary job duty is to provide a great movie going experience to each and every customer.</p> <p>OVERALL ROLES / RESPONSIBILITIES:</p> <ul style="list-style-type: none"> <li>· Provides overall leadership and direction resulting in a superior guest experience satisfaction</li> <li>· Actively participates in the recruitment strategy and efforts for all box office and projection staff.</li> <li>· Develops direct reports by communicating performance expectations and preparing/conducting timely performance appraisals.</li> <li>· Ensures Discipline/Termination procedures follow all company guidelines</li> <li>· Provides conflict resolutions in a positive, effective manner</li> <li>· Provides overall leadership and support for all staff and management by creating the appropriate culture and character of the venue through his/her own personal and professional conduct</li> <li>· Manages facility to ensure proper maintenance and repair</li> <li>· Ensures that all special events are executed properly</li> <li>· Complete knowledge of food and beverage operations encompassing alcohol service and other regulations.</li> <li>· Possesses extensive knowledge in purchasing of all types of beverages and inventory management and cost and controls of beverages</li> <li>· Establish and maintain high standards of customer service for staff, customers and vendors</li> <li>· Identify and maximize revenue drivers while optimizing the overall guest experience</li> <li>· Oversee food and beverage and merchandise performance and strategies (point of sale ratio, variety, etc)</li> <li>· Hires, trains and schedules all box office and projection staff employees</li> <li>· Promote and establish "rental" events in the venue.</li> <li>· Performs and executes successful settlement of events, as needed</li> <li>· Coordinates day of event activities and matters</li> <li>· Other duties as assigned</li> </ul> <p>BREAKDOWN OF DUTIES:</p> <p>HOUSE MANAGER/BOX OFFICE DUTIES</p>	<p>40</p>	<p>0.00 %</p>
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	<p>To supervise and train all theater managers and general staff and to provide direction accordingly in the following areas:</p> <p>Proactively greet guests, assemble concession orders, sell theater tickets, understand and operate point-of-sale terminal and all associated hardware, and accurate cash management</p> <ul style="list-style-type: none"> <li>· Answer customer questions related to ticket sales procedures (prices, membership society, online ticket sales)</li> <li>· Resolve customer service issues</li> <li>· Transport and stock inventoried concession items including large items (raw popcorn, ice, coke fountain items, merchandise)</li> <li>· Maintain cleanliness of entire concession area including equipment, bar counter, floor, shelves, display areas, condiment areas, etc.</li> <li>· Perform daily concession maintenance duties</li> <li>· Assist with other functions as instructed by Executive Director</li> <li>· Perform various usher related duties including line and queue monitoring; prepare theaters before, in between and following each screening.</li> <li>· Monitor and stock restroom supplies on occasion as directed</li> <li>· Perform various administrative duties on occasion as directed</li> <li>· All projection duties including starting/stopping films, trailers and special events</li> <li>· Monitoring all on-screen presentations for quality</li> <li>· Troubleshooting projection issues</li> <li>· To act as the public face of a/perture cinema and treat customers, volunteers and other guests in a congenial manner</li> <li>· Manage all opening and closing duties</li> <li>· Accurately count drawer and prepare nightly deposit, complete daily paperwork and complete the required nightly box office paperwork</li> <li>· Notify the Executive Director of any problems or damage to projection equipment</li> <li>· Notify the Operations Manager of any problems or damage to concession or lobby equipment</li> <li>· Handle emergencies including calling 911 when appropriate and/or evacuating the cinema if necessary</li> </ul>		
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	<p><b>ADMINISTRATIVE</b></p> <ul style="list-style-type: none"> <li>· Work with Executive Director to develop best practices for customer service</li> <li>· Responsible for bi-weekly POS and online showtime entry and updates</li> <li>· Ensure that all wall calendars, lobby and exterior signage and theater signs are updated with current (or upcoming) films, showtimes and theater</li> <li>· Monitor memberships in POS and communicate expired memberships with Executive Director</li> <li>· Oversee and complete end of day Rentrak report on a daily basis</li> <li>· Complete weekly staff scheduling, monitor time off requests and report any scheduling issues or concerns to Executive Director and Technical Manager</li> <li>· Actively participate in staff meetings, production and event planning, development, and team-building events</li> <li>· Undertake any other duties, projects, or initiatives that may be reasonably required</li> <li>· Manage timesheet and bi-weekly payroll compilation and entry</li> </ul> <p><b>CASH MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>· Prepare and make twice weekly cash bank deposits</li> <li>· Make sure safe is stocked with adequate cash on hand in proper denominations on a bi-weekly basis</li> </ul> <p><b>PRIVATE RENTAL AND EVENT MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>· Responsible for fielding, organizing and scheduling private a/perture cinema and coordinate with Executive Director around regular film programming</li> </ul> <p><b>INVENTORY MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>· Maintain and organize supply closets while ensuring that products are rotated and stocked at counter according to first in/first out model</li> <li>· Order and shop for concession, cleaning and office supplies while purchasing goods and services in the most cost-effective manner possible</li> <li>· Coordinate all product delivery and product vendor payment</li> <li>· Update POS with inventory additions/deletions on a weekly basis</li> <li>· Complete a full concession and cleaning supply inventory on a bi-weekly basis and update inventory database</li> <li>· Work with Executive Director on a quarterly basis to</li> </ul>		
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	<p>rotate product menu</p> <p>PROJECTION SUPERVISION</p> <ul style="list-style-type: none"> <li>· Oversee the inspection and preparation of film material for projection, including the logging of materials, inspection and repair; onscreen testing, and documentation of a wide variety of visual media</li> <li>· Carry out the general maintenance of technical equipment, order bulbs/filters and ensure the efficient running of day-to-day operations of cinema systems and inspection equipment</li> <li>· Manage the care, cleanliness, storage, and access to Captiview, Fidelio glasses and hearing assisted earphones for occasional presentations</li> <li>· Schedule and oversee the weekly build of screenings, trailers and special presentations</li> <li>· Perform additional tasks related to the management, care, and exhibition of Motion Pictures that may be assigned</li> </ul> <ul style="list-style-type: none"> <li>· Work with head projectionists and assistant managers to train and directly supervise all staff in projection for digital (DCI) Proludio, blu-ray and computer formats, while always striving for world-class presentations</li> <li>· Manage staff as needed in regards to projection responsibilities and duties</li> </ul> <p>Organize, write, edit, update and maintain cinema booth training materials</p> <ul style="list-style-type: none"> <li>· Provide ongoing training and mentorship to head projectionist</li> <li>· Oversee the planning and staffing of all media presentations, including technical support for special event, rental/private screenings and education series</li> <li>· Prepare for shipping and receive all visual media including packages and downloaded material and troubleshoot any delivery, pickup or technical issues</li> <li>· Procure shipping services (i.e., FedEx, UPS, etc.) and prepare paperwork for outbound shipping of all visual media, based on return information provided by others</li> </ul>		
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**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

Lawren Desai	Executive Director and Curator	\$52,000.00	0.00 %
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**D.6. Attach an organizational chart**

 **Organizational Chart \*Required**

APTR Org Chart 2019.pdf

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.**

a/perture cinema makes an intentional effort to recruit and hire qualified candidates from a diverse pool of applicants by posting open Full-Time positions with Winston-Salem Chamber of Commerce, North Carolina Center for Non-Profits, HandsOn Northwest NC, Indeed.com, ziprecruiter.com, Facebook jobs and LinkedIn. We also have a dedicated "jobs" page on our website where we post all job openings.

For our most recent Full Time position job opening, we received over 100 applicants from which we conducted a first round of phone interviews of 15 applicants. From those we invited 6 candidates to return for an in-person interview. Each candidate was interviewed by the Executive Director and the Theater Manager to ensure the best overall fit for our small team.

Our part-time box office staff positions turn over much more frequently. Resumes are constantly left at our box office counter and we keep these in an active folder always considering them for any openings when they occur. We also post these positions several times a year on our website page and also on indeed.com as well as recruit at local universities including Wake Forest University, Winston-Salem State and UNCSA.

a/perture has been fortunate to have had a summer intern from the Wake Forest Summer Non-Profit Internship Program and is currently part of the Wake Forest University Work Study program.

The Executive Director and Theater Manager both separately took part in the Race, Class and Power training conducted by the Racial Equity Institute in 2019. We have reviewed and adjusted the way we review resumes and have recently revised our interview questions to reflect our learnings. We are making a concerted effort to acknowledge that bias can exist if we are not diligent in recognizing it and continue to make hiring decisions with that knowledge so that our staff truly reflects and celebrates our diverse community. We continue to acknowledge this work is ongoing.

**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	2					
Technicians						
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						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers	1.75		0.25	2.25	0.25	0.25

**D.8.**

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

APERTURE CINEMA BOD Roster 2019.docx

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

5

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

4

**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."**

All film programming is selected and managed by the Executive Director who also serves as the Curator. To program a selection of high caliber films that align with the a/perture mission, the curator attends film festivals, previews films at industry screenings, and watches films via private access links. She pre-screens over 275 hours of film on any given year. Programming assistance for special events and limited series is provided by our small team of Full Time Staff.

Suggestions for film programs are regularly submitted by members of the community and we research and evaluate each one. We highly value this interaction with our patrons and book several films a year based on these suggestions. As our film programming and calendar are extremely dynamic, we are nimble in our operations so that we can be as flexible and responsive as possible and accommodate unique events and partnerships throughout the year as they become available. Our agile operations also allow us to respond to social issues and current events and program around these "conversation generating" opportunities.

With a very small staff, a/perture managers are able to meet and confer regularly with each other and with part-time box office staff members to coordinate all project planning in relation to each film and special event. Once films are officially booked, the process of evaluating potential community partners begins and any outreach initiated. It is typical that our calendar of programming will only extend one to two months in advance, so our staff has become adept at outreach and promotion with quick turnaround.

a/perture operates without a marketing support staff member, so all marketing planning and development is

overseen by the Executive Director with the dedicated assistance of our full-time staff coinciding with their particular job functions. Part-time staff members also provide key contributions to our social media, in theater promotions and generating word-of-mouth with our patrons. Several staff members are working filmmakers, performers, visual artists, photographers and designers and each one incorporates this specialized experience to their work at a/perture. It's all hands-on deck when it comes to promotion of our film programs.

**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?**

a/perture maintains promotion efforts with an attempt to ensure fair and equal access to our programs in the following ways:

- Showtimes are distributed weekly (through paid subscription to The Box Office Company) to news outlets and published in Winston-Salem Journal and Yes! Weekly as well as listed online via search engines Google, Yahoo Movies and Bing
- A mobile friendly website – aperturecinema.com – with over 21,000 pageviews per week and 5,000 active users per month
- Weekly e-mail newsletters distributed to more than 8,000 with the addition of several dozen new subscribers each month who can sign up online via our website, at our concession counter, by email request or at our table at community events
- Social media - Facebook (11,500 followers;) Twitter (5,700 followers;) Instagram (8,400 followers)
- Box office access – our staff is knowledgeable on film titles and upcoming events/dates and promotional materials are accessible at various spots within lobby space.
- Showtimes are posted and updated daily on exterior 4th Street signage and a printed copy is available for free on the exterior of our building – updated each week with new showtimes
- Showtimes are also listed on our dedicated showtime phone line – 336-722-8148 and are updated daily
- Unique Facebook events for our special limited engagement film screenings and when working with a community partner, they are co-hosted by partner organization in order to reach their unique audiences. We can use targeted audience promotions to reach segments of the community who may find particular interest in a film
- Radio promotions or guest visits including WFDD, WTOB and WSNC to ensure we reach a board demographic
- Media outreach to local press about special events, filmmaker presence or local connection and noteworthy collaborations including Winston-Salem Journal, Yes! Weekly, Triad City Beat, Winston-Salem Monthly, Que Pasa and Winston-Salem Chronicle. Along with paid advertisements throughout the year in these publications as well.
- In theater trailers of upcoming films
- Outdoor poster and marquee display – Exterior on Fourth Street and additional location on Cherry Street
- Cross promotion with partner organizations including e-newsletter blasts, website and social media
- a/perture is also a member of the Association of Visitor Attractions and promotes our events to the community calendar that serves Visit Winston-Salem, The Arts Council and the Downtown W-S Partnership.
- Active flyer distribution with promotion of upcoming films and special events distributed in areas designed to reach audiences that may not be active online or have access to digital marketing
- Our staff and volunteers also table at several community events each year including Bookmarks, Juneteenth, City of Winston-Salem International Village and orientations at Wake Forest University and UNCOSA among others.

a/perture cinema is open during the following regular hours – Monday and Wednesday – 4:30pm until 10pm; Tuesday, Thursday and Friday – 2pm until 10pm; Saturday and Sunday – 10am until 10pm. With over 85 screenings per week, we are confident that those in the community with non-standard work hours are able to access our film programming on a day and time that is convenient for them. Tickets for films may be purchased at the box office or via our online ticketing platform accessible via aperturecinema.com.



## E. Cost Effectiveness

Case Id: 10632

Name: a/perture cinema - 2020/21

Completed by lawren@aperturecinema.com on 11/22/2019 10:51 AM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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	\$641,324.00	\$640,194.00	\$655,454.00
Fundraising	\$44,744.00	\$44,304.00	\$45,729.00
Management and General	\$59,658.00	\$59,072.00	\$60,973.00
	<b>\$745,726.00</b>	<b>\$743,570.00</b>	<b>\$762,156.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$313,864.00	\$309,149.00	\$327,202.00
Employee Benefits	\$12,000.00	\$9,158.00	\$12,800.00
Facility Rent and Utilities	\$74,950.00	\$68,470.00	\$70,000.00
Training and Conference Registration	\$2,000.00	\$2,635.00	\$2,500.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$13,000.00	\$11,468.00	\$12,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$221,700.00	\$212,142.00	\$216,054.00
Other Contracted Services	\$25,268.00	\$40,325.00	\$31,800.00
Other Operating Expenditures	\$82,944.00	\$85,048.00	\$89,800.00
Capital Outlay	\$0.00	\$5,175.00	\$0.00
	<b>\$745,726.00</b>	<b>\$743,570.00</b>	<b>\$762,156.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$0.00	\$0.00	\$30,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$5,025.00	\$5,025.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$543,250.00	\$511,128.00	\$480,422.00

Memberships	\$50,000.00	\$34,740.00	\$50,000.00
Donations	\$85,000.00	\$58,115.00	\$73,115.00
Foundation Grants	\$47,500.00	\$26,550.00	\$22,475.00
Interest and Investment Income	\$600.00	\$474.00	\$475.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$34,250.00	\$66,137.00	\$77,194.00
	<b>\$760,600.00</b>	<b>\$702,169.00</b>	<b>\$738,706.00</b>

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

Other Operating Expenditures:

2019-2020 Budgeted - Marketing (\$31,500), Insurance (\$6,500), Operations (\$16,000), Business Expenses (\$19,000), Red Carpet Party Expenses (\$10,000), UBIT Payment (\$1,294)

2019-2020 Actuals - Marketing (\$18,158), Insurance (\$6,989), Operations (\$23,951), Business Expenses (\$19,355), Red Carpet Party Expenses (\$12,467), UBIT Payment (\$1,406), Charitable Contributions (\$526), Misc. Expense (\$2,196)

2020-201 Budgeted - Marketing (\$25,000), Insurance (\$6,700), Operations (\$22,500), Business Expenses (\$19,000), Red Carpet Party Expenses (\$12,700), UBIT Payment (\$1,400), Charitable Contributions (\$500), Misc. Expense (\$2,000)

Other Revenues:

2019-2020 Budgeted - Rent on Subleased Office Space (\$16,750), Red Carpet Party Fundraiser (\$17,500),

2019-2020 Actuals - Rent on Subleased Office Space (\$17,682), Red Carpet Party Fundraiser (\$21,252), Forgiveness of Debt (\$27,203)

2020-201 Budgeted - Rent on Subleased Office Space (\$23,310), Red Carpet Party Fundraiser (\$20,000), Forgiveness of Debt (\$34,604)

**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
2018	City of Winston-Salem	\$0.00

**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 Daily Operating Support -	\$30,000.00	\$123,115.00	Corporate Sponsorship and Individual Donors
	<b>\$30,000.00</b>	<b>\$123,115.00</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.**

We have not to this point received funding from the City of Winston-Salem; this is our second request. Our first request was for 2018-2019. Due to our lack of audited financial statements, we were not able to apply in 2019-2020 (we have since completed our first audit.)

If the funding request is not granted at the full amount, a/perture will seek to a.) raise the gap via the acquisition of new memberships as well as individual contributions to our annual operating fund b.) reduce our expenditures associated with special event/community programming and marketing - the only two areas that we have much maneuverability in cost reduction.

If the funding request is fully denied and we are not able to increase our memberships and individual contributions by the amount needed, we will need to evaluate the possibility of 1.) a ticket price increase (we have not had a ticket price increase since 2014), 2.) a reduction in the number of our showtimes offered each week (most likely our lowest priced admission times).

## **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.**

Currently, a/perture has a handful of year-round corporate partners who help underwrite several of our film programs each year. We also have a donor base of over 170 contributors to our annual operating fund and over 275 members whose dues help support our programming costs (our members and donors are not the same as members receive reduced admissions). There is often intersection between our members and donors, so duplication exists.

2020 will be our fourth full year operating as a 501(c)3 non-profit and though we have been successful at cultivating a small loyal cadre of donors, members and corporate partners, we recognize that we still have much work to do to create a sustainable and consistent base of support and a viable fundraising platform for the long term.

We also know that with only four full time staff members who wear multiple job hats on a daily basis (remember we are never closed), we are still not at the employment capacity we need to be to truly achieve our vision for the community. We will continue to look for capacity building grants from other foundations and funding organizations to help us continue to grow our team. Along with capacity building grants over the past three years, much of the grant support we have received in the past has been to cover needed technology upgrades and equipment, the addition of functions like outsourced bookkeeping, and support for our educational programming.

And as always is the case, sustained funding will come from an increase in our daily attendance rates. Our staff and board of directors continue to think creatively about the marketing of our film programs within our limited marketing budget and rely heavily on activities and promotions that generate free word of mouth. Initiatives like our educational field trips, free outdoor screenings, participation in community events and collaborations as well as serving as a venue for the National Black Theatre Festival and the RiverRun International Film Festival continue to present an avenue for new audience development.

We celebrate that our earned revenue contributes more than 65% to our annual budget greater than the 60% national average for Nonprofit Arts Organizations (Americans for the Arts, 2016); however, we know that we have much capacity that remains underutilized and never lose sight of that.

## **BARRIERS (3 POINTS)**

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

Potential barriers to our operations and plans to overcome each include the following:

1.) Projection equipment malfunction resulting in days or weeks of lost revenue

One of our key strategies over the last two years has been to build a small reserve fund for any emergency equipment replacement or repair needs so that we do not need to wait to resolve an issue or replace broken projection

equipment. Because we are open daily, any loss in a screen can have a significant impact on our revenue. This past summer we lost a projector in one of our theaters and, thanks to the reserve fund, were able to replace it quickly and our screen was down only four days.

2.) Downtown parking challenges do a reduction in available parking spaces or an increase in parking meter rates For many in Winston-Salem, parking Downtown is still thought to be a challenge. We strive to communicate the message that there is abundant parking in the vicinity of a/perture, provide a map on our website for all the available parking in the surrounding blocks and provide e-newsletter updates of any significant changes in parking. Based on the outcome of the recent City of Winston-Salem Parking Study, we will communicate to our patrons and potential patrons any changes and continue to message that there are plenty of parking spaces to be found to have fun Downtown!

3.) Any delay in the reopening of Salem Parkway in 2020 or slow return to Downtown by patrons We have reflected that Salem Parkway is scheduled to reopen in Spring 2020 in our Budget for next year and forecast our revenues based on the impact the closing of Business 40 had in our current year. As a result of our oversight in acknowledging the impact construction might have on our attendance this year, we have taken a much more conservative approach for the upcoming year. We are optimistic that when Salem Parkway reopens, our patrons will return to the frequency of visits to a/perture and our Downtown that they enjoyed before the closure. We will proudly do all we can to promote the improvements the new Salem Parkway have made to Downtown access when it is reopen and support the efforts of the City, the Downtown Winston-Salem Partnership and the Winston-Salem Chamber of Commerce to return Downtown to business as usual.

**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:	\$30,000
Number proposed to be served for the year:	44,000 (admissions, field trips, free screenings)
Average City funds per beneficiary:	\$0.68
Proposed funds from all sources:	\$738,706
Number proposed to be served for the year:	44,000
Average total funds per beneficiary:	\$16.78

## F. Required Documents

Case Id: 10632

Name: a/perture cinema - 2020/21

Address: \*No Address Assigned

Completed by lawren@aperturecinema.com on 11/22/2019 1:47 PM

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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 Policy - DWSCC copy.pdf

**Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**

Aperture 2018 990.pdf

**Organization By-Laws \*Required**

BY LAWS DWSCC.pdf

**Articles of Incorporation \*Required**

Sec State AOI Filing Confirmation.pdf

**Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**

APTR Personnel Policies 2019.pdf

**IRS 501(c)3 Designation Letter \*Required**

Designation Letter.pdf

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

AUDIT18.final.pdf

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

\*Required

North Carolina Secretary of State Active Status.pdf

**Other**

2019 Community Partners for a:perture cinema.pdf

## G. Community Development Only

Completed by lawren@aperturecinema.com on 11/20/2019 11:25 AM

Case Id: 10632

Name: a/perture cinema - 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 lawren@aperturecinema.com on 11/20/2019 11:25 AM

Case Id: 10632

Name: a/perture cinema - 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

**Case Id:** 10632

**Name:** a/perture cinema - 2020/21

**Address:** \*No Address Assigned

Completed by lawren@aperturecinema.com on 11/20/2019 11:25 AM

## I. Emergency Shelter Only

\*\* 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 lawren@aperturecinema.com on 11/20/2019 11:26 AM

Case Id: 10632

Name: a/perture cinema - 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 lawren@aperturecinema.com on 11/22/2019 1:47 PM*

**Case Id:** 10632

**Name:** a/perture cinema - 2020/21

**Address:** \*No Address Assigned

---

## 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.**

Lawren Desai

*Electronically signed by lawren@aperturecinema.com on 11/22/2019 1:47 PM*