

## A. Organization & Contact Information

Completed by charry@triadculturalarts.org on 11/22/2019 2:48 PM

**Case Id:** 10667  
**Name:** Triad Cultural Arts - 2020/21  
**Address:** \*No Address Assigned

---

### A. Organization & Contact Information

---

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

Triad Cultural Arts, Inc.

#### A.2. Project/Program

Cultural Immersion

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

\$34,100.00

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

\$106,016.00

#### A.5. Mailing Address

P.O. Box 20041 Winston-Salem, NC 27120

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

316 Laura Wall Blvd. Winston-Salem, NC 27101

#### A.7. Organization Website

www.triadculturalarts.org

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

2010

#### A.9. Organization Fiscal Year

June 30

#### A.10. Federal Tax ID Number

#### A.11. Federal DUNS Number

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

Cheryl Harry, Executive Director

##### A.13. Email

charry@triadculturalarts.org

##### A.14. Phone

(336) 757-8556

#### CONTACT

##### A.15. Name, Title

Cheryl Harry, Executive Director

##### A.16. Email

charry@triadculturalarts.org

##### A.17. Phone

(336) 283-1709

#### BOARD CHAIR

##### A.18. Name

James Hall

##### A.19. Term Expiration

06/30/2021

##### A.20. Email

jameshall@hofpinc.com

##### A.21. Phone

(336) 577-3335

## B. Project Overview

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 3:08 PM

**Case Id:** 10667

**Name:** Triad Cultural Arts - 2020/21

**Address:** \*No Address Assigned

---

## B. Project Overview

---

Please provide the following information

### APPROACH (7 POINTS)

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

The Cultural Immersion programs are comprised of the Cultural Heritage Tours and the Juneteenth Festival. Both serve as a catalyst to ignite respect and appreciation for one of the many cultural identities and differences that make up Winston-Salem; and as an economic vitality vehicle to stimulate tourism and job creation.

Triad Cultural Arts (TCA) has produced the Juneteenth Festival annually since 2005. A milestone in American history, Juneteenth is the country's longest-running observance of the abolition of slavery. From its Texas origin on June 19, 1865, the observance as the African American Emancipation Day has spread across the United States. In Winston-Salem, the end of slavery was announced on May 21, 1865.

Held at Innovation Quarter, Juneteenth brings together over 6,000 people from diverse community groups and backgrounds for a day of arts, entertainment and education. The festival has five integral components: Performances, Art/Crafts, Historical Memory, Health/Community, and the Marketplace. The festival is a time of reflection and celebrates the roles and contributions Black Americans have made to enrich our society. This event provides:

- An outlet for minority entrepreneurs, local Black writers and visual artists to sell their products, at low vendor fees
- A performance venue for local artists to showcase their talents and receive an honorarium for their work
- Opportunities for community service organizations to engage with their current patrons and reach new audiences.
- A forum to address the challenge of health disparities through workshops and one-on-ones with physicians.
- An interactive learning experience about American history and the importance of the preservation of local history.

TCA's Cultural Heritage Tours offer a variety of riding and walking tours for groups or anyone who wants to know the Triad's cultural legacy, or to get to know it better. Tours take you off the beaten path to view touchstones of the Black experience and features some of the city's most treasured historic gems. The "Around the Town" tour includes: art galleries, historic neighborhoods, educational institutions, churches and more. The "Around the Triad" tour features historic sites and attractions which include the International Civil Rights Museum and the Magnolia House in Greensboro, John Coltrane's birth home in High Point and the Charlotte Hawkins Brown Museum at Palmer Memorial Institute in Gibsonville. Full service tours include transportation and a tour guide. For a Step-on tour, the group provides the transportation and TCA provides a tour guide. Walking tours includes the downtown area, viewing architecture, art, and sites of historical significance and a walk through Innovation Quarter, home of the former R.J. Reynolds Tobacco industry and the Black business district.

Winston-Salem's distinctive cultural sites, coupled with the Juneteenth Festival, have a unique and powerful value proposition as a destination. Funds will be used to to deliver that proposition in a substantive way and further brand Winston-Salem as an authoritative Black cultural destination, particularly when the biennial National Black Theatre Festival is not occurring. Those funds include development of a marketing campaign, salaries and training for tour

guides, fees associated with trolley and charter bus rentals, and operational support for the Juneteenth Festival.

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

The dynamic characteristic of the Juneteenth Festival is that it is free and open to the public. Many times, admission fees hinder attendance to educational events and many residents can't take advantage of opportunities that allow them to broaden their perspectives and participate in family friendly activities where they can bring their children, relatives and friends. The event is held on the weekend and runs throughout the day which reduces scheduling conflicts and allows for flexibility to attend. It is on the bus route, which makes the event accessible and helps alleviate some transportation concerns. And the event is held in a mixed-use neighborhood containing both housing and commercial/retail spaces which makes it equally accessible by foot traffic.

Benefits: Individuals who attend the festival always benefit, whether it's having wholesome fun, seeing old acquaintances or meeting new people. Juneteenth helps to reaffirm a commitment to our family, friends and the community we live in. It also helps carry forth the message of the past generations to the present and future generations. Attendees are motivated to value and appreciate the cultural and national identity of this country.

Cultural Heritage Tours can be scheduled through online portals which include the TCA website, Visit Winston-Salem website, social media pages, and sites where tours are advertised. The TCA website will be the primary source for booking tours and all portals will link to that page. Additionally, those interested may call the TCA office directly to inquire about tours.

Benefits: Tour participants are always impressed with the vast amount of history in our city that they were unaware of. After a tour they see Winston-Salem's whole story, they are moved with emotion and illuminated with a new perspective of the community. There are many historical photo ops so that they can capture keepsake photos.

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

The Cultural Immersion programs have the capacity to serve 10,000+ participants throughout the Juneteenth Festival's seven hour time span. At the 2019 festival there were 6,000 attendees. The festival has grown in popularity and attendance continues to increase each year. During the program year, we anticipate serving 10,000 individuals.

On average, at any one time, Cultural Heritage Tours will serve 15 - 30 individuals. Normally, 15 passenger vans and the trolley which seats 28-30 passengers are used for group tours. The maximum number of individuals that can be served at any one time is based on the seating capacity of the transporting vehicle and the number of vehicles, i.e., if the organization has three 56 passenger buses, then 168 individuals can be served at any one time. Walking tours can serve up to 20 people at one time, per guide.

**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.**

When conducting the Juneteenth Festival, the majority of our audience is comprised of African American attendees. Based on the report conducted by the Black Philanthropy Initiative of the Winston-Salem Foundation, "Rethinking Philanthropy: An Exploration of Black Communities in Forsyth County," the median family incomes are as follows

(approximations): Black families - \$48,000; White families - \$72,000; Hispanic families - \$43,000; Asian families - \$80,000.

Based on observation, the key demographics are as follows:

Ethnicity/Race: 2% Hispanic or Latino, 3.5% Asian, 89% Black or African American, 5% White, 2% Two or More Races (Multi-Racial Individuals)

Gender: 40% Men; 60% Women

Age Group: 10% Children (Birth-17 yrs); 10% Young Adults (18-24 years); 40% Adults (25-64 yrs); 40% Senior Citizens (65 yrs+)

The Cultural Heritage Tours will be marketed to three distinct audiences: (1) groups coming into town for conventions, vacations, family reunions and other special events, (2) leisure visitors to Winston-Salem and (3) local residents who have an interest in knowing more about the city they live in. Some of the African American-focused organizations/groups that are meeting in Winston-Salem include: NC Prince Hall Grand Chapter Order of Eastern Star Annual Conclave, National Sorority of Phi Delta Kappa Eastern Region Annual Youth Conference, Swing Phi Swing Social Fellowship, Groove Phi Groove Fraternity, Delta Sigma Theta Sorority and the Apostolic Faith Fellowship International Annual Convocation.

While the tours focus on local Black culture, the current demographics for local residents attending tours are:

Ethnicity/Race: 98% White, 2% African American

Gender: 95% Female, 5% Male

Age Group: 40% Adults (25-64 yrs), 60% Senior Citizens (65 yrs+)

The current demographics for groups coming into the city are:

Ethnicity/Race: 100% African American

Gender: 98% Female, 2% Male

Age Group: 20% Adults (25-64 yrs), 80% Senior Citizens (65 yrs+)

The goal for the 20-21 program year will be to increase local Black participation in the tours by 20% and to increase the number of Whites who visit Winston-Salem to have a culturally immersive experience by 20%.

**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.**

Triad Cultural Arts is focused on providing educational programming which contribute to cultural competency for all the city's residents. Since there is no Black tourism entity in Winston-Salem, Triad Cultural Arts seeks to meet that need by offering comprehensive tours which focus on our city's entire cultural heritage. The tours highlight historical neighborhoods, landmarks, educational institutions, galleries and individuals and weaves together the Black and White story of the Twin City. The tours have become quite popular with white church groups as they realize the effects of systemic and institutionalized racism and their desire for racial equity. During the National Black Theatre Festival, Triad Cultural Arts provides city tours for festival attendees. This year the tours were sold out before the festival started and an additional tour was added.

Historically, Black American history and culture has not been well represented in our schools and other institutions. There are pockets of Black history in various locations, and sometimes it is too difficult to discover and navigate, not just for outsiders, but for locals as well. What is missing is a recognizable brand, and a focused, large-scale effort to market the density of Black cultural activity in our city. When Blacks can lead in shaping and shepherding the African American narrative more economic opportunities and growth will be created in our community.

## **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?**

Over the years, Triad Cultural Arts has worked with several organizations to intensify the impact of programming throughout the community.

Currently, for the Juneteenth Festival, collaborations include: Wake Forest Innovation Quarter, Food Lion, City of Winston-Salem, Wake Forest Baptist Health, and Old Salem Museums & Gardens. Wake Forest Innovation Quarter has been a great partner for the past four years. They are the host site for the festival and provides the use of their facilities as an in-kind donation. This has allowed the festival to have inside and outside venues to accommodate all attendees. Food Lion has been a collaborative sponsor since the festival's inception in 2005. A pre-planning meeting is held with their representatives to discuss the components for the current year and a post evaluation meeting is held to evaluate and compare the intended outcomes, i.e., attendee engagement with the Farm Fresh Fruit Stand, increase in attendance, etc.

With Cultural Heritage Tours, we collaborate with Visit Winston-Salem, the National Black Theatre Festival, Old Salem Museums & Gardens, Triad Trolleys, First Class Tours, The YWCA, Delta Arts Center, and Winston-Salem State University.

TCA works with the National Black Theatre Festival to run specialty tours during the festival. They include the tour descriptions in the festival brochure that is produced in May. By late June - mid July, tours are 90% booked.

TCA has partnered with the YWCA to revitalize the historic Oak Grove School for tourism, located at 2637 Oak Grove Circle, off Shattalon Drive. The school was built in 1910. It is Forsyth County's, and possibly the state of North Carolina's, only extant African American one-room schoolhouse. The restored facility is underutilized and has been added to the tours as an additional destination for tourists.

Visit Winston-Salem is adding the Juneteenth Festival and Cultural Heritage Tours as attractions to their website, as they do Triad Eco Adventures and other tours. These events will listed in at least four places on there site. They are also including the events in two of their printed guides - "African american Arts & Culture Guide" and their official "Visitor and Relocation Guide." Visit W-S is also sharing the convention calendar and TCA has been added to the distribution list to receive a detailed hospitality calendar of conventions and other large events.

Old Salem Museums & Gardens collaborates with TCA on the cultural heritage tours by making the historic St. Philips Heritage Center accessible to riding groups to stop and tour the grounds. A lower two-stop ticket rate is available for a guided tour of the African American churches on the site. This keeps the overall tour fee accessible for attendees and increases participation.

Triad Trolleys provides a nonprofit rental rate and does cross promotional advertising and First Class Tours provides reduced rates for charter buses when possible.

Delta Arts Center and the O'Kelly Library at Winston-Salem State University are two major stops on the riding tour route. At Delta, the organization provides a narrated experiences about the history and current exhibit on view. At the Library, attendees view the wondrous John Biggers murals and participate in a scavenger hunt through the paintings.

## C. Strategy and Performance

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 3:41 PM

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

---

## C. Strategy and Performance

---

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.

The Cultural Immersion programs will be monitored through regularly scheduled assessment meetings. For the festival component, committees are given a description and the responsibilities. Committee chairs will report out at each meeting to track the progress against the aims and objectives. For special presentations, such as the health/healthy living workshops, "before and after" surveys will be conducted at the beginning to find out what the audience knew and after the experience to determine if they gained new information by attending. Surveys will be used to collect standardized information from a sample of visitors. Rapid appraisal methods such as interviewing and observation of attendee interactions with vendors, performers, and exhibitors will be collected. For both programs, surveys will be used to collect standardized information from a sample of visitors. Rapid appraisal methods such as interviewing and observation of attendee interactions with vendors, performers, and exhibitors will be collected. Cost-benefit and cost-effectiveness analyses will be used to assess whether the cost is justified by its impact.

**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.**

Logs will be kept to record the number of visitors for tours and special events. Surveys will be administered to track demographics and overall program satisfaction. Fearless Evaluation, developed for the National Parks Service, will be used as a tool to develop further evaluation programs. At the end of the month, attendance numbers will be entered into a spread sheet and maintained. A separate spreadsheet will be maintained to record attendance for special events and groups. A voluntary sign-up sheet will be available at all times for visitors to receive mailings.

**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
Increase cultural heritage tours to promote diversity and economic vitality	Develop strategic marketing, design printed marketing materials, develop promotional campaign, train tour guides	Served 100 participants - Conducted 4 step-on bus tours for church groups and family reunions -	Serve 350 Participants - Step-on tours for church groups; - Step-on tour Old Salem Landscape Conference - Step-on tour for W-S Police Depart. - Full service tours for National Black Theatre Festival - Private tour for Visit W-Salem - Step-on tours for school groups - Special event full service tours	Serve 700 Serve 4 convention groups, 4 organizations and 3 family reunion group
Increase African American participation in the tourism industry and historical research field.	Recruit and train at least 10 tour guides, Advertise recruitment, select staff, provide training, conduct research for new tours	One Lead Tour Guide	Three Tour Guides - One lead guide, one assistant guide, one coordinator to register and check-in participants.	5 Tour Guides who serves as leads, assistant leads and coordinators
Contribute to the achievement of culturally competent	Provide culturally immersive experiences, i.e., the	8,000 audience members at festivals, tours and special	25% increase to 10,000 audience members at festivals,	30% Increase reach to 13,000 audience members at festivals,

community.	Juneteenth Festival, Cultural Heritage Tours, Black History Programs, Special Events, Kwanzaa	events	tours and special events	tours and special events
------------	---	--------	--------------------------	--------------------------

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

Triad Cultural Arts is experiencing growth in programming, partnerships and volunteer support. The organization has evolved and is finding its niche in the community as a leading African American cultural organization.

Triad Cultural Arts received donated use of a property in the East End to be used as office space by the Simon Green Atkins CDC. The small businesses in the area have joined together to form the East End Renaissance Committee to support each other and sponsor events.

Triad Cultural Arts was awarded The Arts Council's Annual Event & Series Grant to assist in the day-to-day operations of the organization.

For the first time, the Juneteenth Festival featured a celebrity guest, Geno Segers, an actor and native of Winston-Salem. His appearance raised the visibility of the festival and has set the standard for future events.

The collaboration with the Happy Hill Neighborhood Association, the Liberian Organization of the Piedmont and the Kenan Institute for the Arts at the University of North Carolina School of the Arts to preserve the historic fabric of the historic Happy Hill, Winston-Salem’s oldest African American neighborhood, continues to build momentum. The project is helping to bring diversity to our volunteer base of support.

An exciting partnership with the YWCA to manage the tours for the historic Oak Grove School will expand and enhance our heritage tours. To be able to bring this historic gem back online is a significant tourism venue for Winston-Salem.

Triad Cultural Arts was selected to participate in the Winston-Salem Urban League's Summer Youth Employment Program as a host site. We worked with a dynamic student who we hope to be able to hire as a tour guide in the 2020-21 program year.

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

The key objectives for 2020-21 are:

(1) to increase African American participation in the city's tourism industry by hiring and training tour guides. According to the Grio, in a study conducted by Mandala Research, confirms a previous 2010 report that Black travelers are a plus to the tourism and travel economy in the US, debunking old assumptions that African Americans aren’t avid vacationers. The study found that African Americans pick travel destinations with cultural and historical significance. Some 64 percent of the travelers reported those attractions are top destinations on their list because of its significance. The importance of African American cultural and heritage attractions rated at 43% for family reunion travelers. Winston-Salem is a prime destination location for these travelers.

(2) to increase the number of tours for visitors and locals. Tours were in high demand during the 2019 National Black Theatre Festival. The tours were sold out before the festival started and an additional tour was added. In a survey sent to attendees, the tour received highly favorable feedback and and acclamation. We believe we can duplicate this

effort with other conventions and attractions coming into Winston-Salem.

(3) to raise the level of the Juneteenth Festival programming in the areas of performances and artisans and to increase diversity in the attendance at the Juneteenth Festival. The festival has revenue growth potential if we can take the next steps in bringing national voices with broad appeal. This will involve building new relationships on the community and corporate level. Also, we aspire to make it a multi-day event which will increase the economic vitality in the city.

## D. Organizational Capacity

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 3:57 PM

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

---

### D. Organizational Capacity

---

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?**

Triad Cultural Arts, Inc. (TCA) was founded in 2005 as the Triad Juneteenth Committee, a grassroots organization, to commemorate the 140th anniversary of the ending of slavery in the United States. In 2007, the organization incorporated as a nonprofit after the realization that other similar cultural events were needed in the community. TCA is a leader in bringing recognition to historic African American events. Since 2005, the organization has sponsored the annual Juneteenth Festival. Starting in 2009, in collaboration with community groups, TCA has been spearheading the city-wide Kwanzaa Celebration.

In addition to sponsoring historically significant events, in 2014 TCA began supporting local artists by hosting receptions at openings and exhibitions in restaurants and art galleries in the city. For fifteen years, TCA has been providing a platform for local artists to showcase their talents and skills.

The mission of TCA is to preserve and promote the arts and culture of Black Americans for all people. Our major services are culturally immersive experiences such as festivals and special events, tours, and classes. The programs center on diversity and inclusion so that everyone feels welcome and valued.

The founder, Cheryl Harry, is the former director of African American Programming at Old Salem Museums & Gardens. She was formerly Vice President of Community Outreach for the Arts Council of Winston-Salem/Forsyth County where she worked to ensure the successful integration of arts events and programs into urban and underserved communities.

#### FUNCTION (5 POINTS)

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

Triad Cultural Arts, Inc. (TCA) was founded in 2007 as a nonprofit, community based, multi-disciplinary cultural arts organization.

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

Triad Cultural Arts reinforces and enhances Winston-Salem's identity as the City of Arts and Innovation by contributing to the cultural vitality of the city. Cultural vitality is defined as "evidence of creating, disseminating, validating and supporting arts and culture as a dimension of everyday life in communities". TCA provides opportunities for community engagement to thousands of residents from diverse backgrounds through festivals, special events, and city tours. These activities make our city a desirable place to live and visit and help individuals feel attached to their communities.

As a creative enterprise, TCA hires local artists, performers, and musicians, utilize local vendors for services, and provides assistance and resources to other organizations (event collaboration, performances, information, committee work).

The organization is excited about moving to the next level of creating employment opportunities for African American in the field of tourism, particularly, in the areas of art, history and culture. Working with Visit Winston-Salem we are looking at how we can increase the economic impact of the Juneteenth Festival by making it a multi-day event. This would encourage people to travel from outside the area and to stay in our hotels and dine at our restaurants.

**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
Tour Operator	Develop tour packages and itineraries for a variety of individual clients and groups; select attractions, accommodations; arrange transportation options chartered vehicles; make staffing decisions and coordinate schedules to ensure that tours are properly staffed; ensure profitability by closely managing tour group budgets.	20	20.00 %
Tour Guide	Provide a wealth of information regarding Winston-Salem and its African American history; Clearly and articulately provide information to guests in an engaging manner, know all safety and security protocols.	10	10.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Cheryl Harry	Executive Director	\$18,000.00	0.00 %

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

**Organizational Chart \*Required**

TCA Organization Chart.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.**

We will utilize recruiting resources to attract and communicate to diverse potential candidates by posting jobs in minority and mainstream newspapers, social media and online job sites, magazines, and communicate via radio or

other outlets.

- Identify bias and barriers for ALL diverse applicants in the hiring process, recognizing that diversity is more than race, gender, or gender identity - we look at eliminating barriers for all.
- Post or communicate job opportunities on minority websites and communicate within minority and museum professional groups/organizations.
- Make sure that interviewers know what discrimination is and isn't – particularly with hiring practices.
- Work with the Urban League, SOAR Program, Experiment In Self Reliance, Goodwill Industries and other agencies who provide job training and placement to low and moderate income individuals.

A diverse search committee will be formed. The Tour Operator position will be posted first and placed on online job posting websites, and circulated to agencies that provide job placement for low income clients. Interviews will be conducted and a qualified candidate will be hired.

The Tour Operator will lead the hiring process for the tour guides. The position will be placed on online job posting websites, and circulated to agencies that provide job placement for low income clients. Interviews will be conducted and qualified candidates will be hired.

**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	0	0	0	0	1	0
Professionals	0	0	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	0	0	0	0	0	0

**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	0	0	0	0	0	0
Professionals	0	0	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	0	0	0	0	0	0

**D.8.**

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

TCA Board Members\_2019-2020-2.pdf

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

4

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

5

**ABILITY (5 POINTS)**

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

A strategic marketing planning session will be led by our board Marketing committee chair to to promote and sell the tours. A diverse team will be formed, to include marketing and sales representatives from Visit Winston-Salem, public and private educational representatives. A promotions schedule will be developed and implemented.

The hiring of tour staff will be held during August and September and would be the responsibility of the Executive Director with the assistance of the Tour Operator.

Training of guides will held October - January. Training will include visiting local art galleries, museums, and other cultural sites of interest; Researching historical data through various sources to include books, online databases and oral accounts. Scripts will be developed based on the data compilation.

The first round of tours would would be offered in February during Black History Month.

**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?**

Triad Cultural Arts does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. Being an organization which focuses on the history of a people who have been oppressed due to racism, we are very mindful not to repeat discriminatory practices. To effectively engage diverse audiences, an integrated communication method will be employed which will include:

- Posters and interactive pamphlets will be supplied to diverse audiences, i.e., museums, daycare centers, nonprofits, churches, bus terminals, recreational centers, etc.
- We will ensure that marketing and communication are spread out over multiple media channels.

## E. Cost Effectiveness

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 4:17 PM

---

### E. Cost Effectiveness

---

Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$25,000.00	\$25,000.00	\$36,150.00
Fundraising	\$1,735.00	\$1,735.00	\$2,000.00
Management and General	\$43,766.00	\$36,866.00	\$67,866.00
	<b>\$70,501.00</b>	<b>\$63,601.00</b>	<b>\$106,016.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$18,000.00	\$18,000.00	\$36,600.00
Employee Benefits	\$11,069.00	\$11,069.00	\$11,069.00
Facility Rent and Utilities	\$11,734.00	\$4,834.00	\$11,734.00
Training and Conference Registration	\$0.00	\$0.00	\$1,000.00
Membership and Dues	\$200.00	\$155.00	\$200.00
Travel and Transportation	\$100.00	\$100.00	\$100.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$29,398.00	\$29,398.00	\$45,313.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$70,501.00</b>	<b>\$63,556.00</b>	<b>\$106,016.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$1,000.00	\$1,000.00	\$34,100.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$11,500.00	\$11,500.00	\$12,500.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$3,000.00	\$3,000.00	\$3,000.00
Foundation Grants	\$7,000.00	\$7,000.00	\$8,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$46,615.00	\$46,615.00	\$48,416.00
	<b>\$69,115.00</b>	<b>\$69,115.00</b>	<b>\$106,016.00</b>

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

Other amounts include: programming expenses, insurance, security, office supplies, bank fees, telecommunications, website, information technology, meals/hospitality and fundraising.

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

Year	Funding Source	Funding Amount
2019	Human Relations/Mayors Office	\$1,350.00
2018	Human Relations/Mayors Office	\$1,000.00
2017	Human Relations/Mayors Office	\$1,000.00
2016	Human Relations/Mayors Office	\$1,000.00
2015	Human Relations/Mayors Office	\$1,000.00

**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
Employee Salaries and Wages	\$18,600.00	\$18,000.00	Contributions, Grants, Earned Income
Training	\$500.00	\$500.00	Contributions, Grants, Earned Income
Advertising and Marketing	\$5,000.00	\$500.00	Contributions, Grants, Earned Income
Festival Programming and Tours	\$10,000.00	\$26,150.00	Contributions, Grants, Earned

			Income
	\$34,100.00	\$45,150.00	

**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.**

If funding is not granted for the full amount, the frequency of the full services tours can be scaled down and more emphasis can be placed on conducting step-on tours for organizations that have their own transportation. Also, instead of renting the trolleys, which are more costly, vans and charter buses can be utilized.

**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.**

According to a Winston-Salem Journal article on August 15, 2019, in a study commissioned by Visit North Carolina, tourism spending in Forsyth County reached \$950.6 million during 2018, setting a record for an eighth consecutive year. A 5.8% increase was generated even though the National Black Theatre Festival was not held. Our plan for sustainability is to maintain and grow the collaborations that are being established with the tourism industry.

Triad Cultural Arts is in a great position to tap into an established market and create new opportunities. We will strengthen our partnership with Visit Winston-Salem to include attending trade shows and also we will apply for their Arts and Events Marketing Assistance. We will join professional organizations and attend related conferences such as the African American Tourism Conference.

There are tourism funding opportunities to leverage the City funds such as the North Carolina Department of Commerce, NC Division of Tourism and the The Tourism Board and Tourism Development Authority.

**BARRIERS (3 POINTS)**

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

The primary barrier will be ensuring the guides are available upon request. Tours will be scheduled irregularly, there is not a consistent schedule. Much of the time, tours will be scheduled during peak vacation seasons which may conflict with the tour guides' personal schedules. We will ensure that we keep an adequate pool of tour guides to draw from so that there is no break down in the delivery of services.

**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:	34,100.00
Number proposed to be served for the year:	13,000.00
Average City funds per beneficiary:	2.62
Proposed funds from all sources:	45,150.00
Number proposed to be served for the year:	13,000.00
Average total funds per beneficiary:	3.47

## F. Required Documents

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 2:12 PM

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

---

## F. Required Documents

---

Please provide the following information

---

### Documentation

---

**Code of Conduct/Conflict of Interest Policy \*Required**

Standards of Conduct.pdf

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

2018-19 Tax Filing.pdf

**Organization By-Laws \*Required**

TCA\_Bylaws.pdf

**Articles of Incorporation \*Required**

TCA\_Article of Inc.pdf

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

TCA\_Organizational Practices.pdf

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

TCA\_IRS Determination-2012.pdf

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

Report\_from\_Triad\_Cultural\_Arts (2).pdf

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

**\*Required**

1353\_North Carolina Secretary of State -TCA.pdf

Other

*\*\*No files uploaded*

## G. Community Development Only

Completed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 4:18 PM

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

---

### G. Community Development Only

---

\*\* 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 [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 4:18 PM

Case Id: 10667

Name: Triad Cultural Arts - 2020/21

Address: \*No Address Assigned

---

### H. Construction/Rehab Only

---

\*\* 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
--------------	---------	-----------------	-----------	---------------

---

### Documentation

---

**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:** 10667

**Name:** Triad Cultural Arts - 2020/21

**Address:** \*No Address Assigned

Completed by charry@triadculturalarts.org on 11/22/2019 4:18 PM

## 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 charry@triadculturalarts.org on 11/22/2019 4:18 PM

Case Id: 10667

Name: Triad Cultural Arts - 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 [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 4:18 PM

**Case Id:** 10667

**Name:** Triad Cultural Arts - 2020/21

**Address:** \*No Address Assigned

---

## Submit

---

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.

Cheryl Harry

*Electronically signed by [charry@triadculturalarts.org](mailto:charry@triadculturalarts.org) on 11/22/2019 4:18 PM*