

A. Organization & Contact Information

Case Id: 11055
Name: RiverRun 2022 - 2021/22
Address: *No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/20/2020 10:12 AM

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

RiverRun International Film Festival

A.2. Project/Program

Festival & Year-Round Programming

A.3. FY 2021-22 Funding Request Amount

\$42,400.00

A.4. Agency's Total Operating Budget

\$547,843.00

A.5. Mailing Address

301 North Main Street, Suite 2606 Winston-Salem, NC
27101

A.6. Project/Program Location Address

301 North Main Street, Suite 2606 Winston-Salem, NC
27101

A.7. Organization Website

riverrunfilm.com

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

2003

A.9. Organization Fiscal Year

07/01 -- 06/30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Rob Davis

A.13. Email

rob@riverrunfilm.com

A.14. Phone

(336) 724-1502

CONTACT

A.15. Name, Title

Tiffany Jones

A.16. Email

tiffany@riverrunfilm.com

A.17. Phone

(336) 724-1502

BOARD CHAIR

A.18. Name

Mary Craven Adams

A.19. Term Expiration

06/30/2022

A.20. Email

mary.adams@wbd-us.com

A.21. Phone

(336) 749-3313

B. Project Overview

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:47 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

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?

RiverRun's vision is to unite communities through film and our commitment to Winston-Salem and Forsyth County is demonstrated through our annual Festival and year-round screening programs. While our Festival has remained our largest and most visible platform to reach audiences, we recognize the value in having a year-round relationship with our community. We continue to place a prominence on our education and year-round screenings, which includes those offered for free.

While our 2020 Festival was canceled due to the COVID-19 pandemic, we still managed to present a full year of programming. We screened 41 films from RiverRun 2020 via our Virtual Theater. We hosted 39 year-round screenings – in-person and virtually – with a total of 30 offered for free.

In the past 16 years, our popular Films With Class education outreach program has reached 33,000 K-12 students at 44 area schools by presenting free screenings in classrooms and at the Festival each spring. Amidst the Covid-19 shutdown, we pivoted our year-round "in classroom" component of the program to online screenings in April and May and will continue to do so in FY21 to maintain our connection to WSFCS students.

RiverRun is committed to the development of filmmaking talent. At each Festival, we collaborate with colleges/universities to present the Pitch Fest & Panel where student filmmakers pitch ideas for new documentaries in hopes of being awarded a cash prize and industry recognition. Despite the cancelation of our 2020 Festival, we were able to host Pitch Fest virtually with 6 colleges participating.

Through our continued partnership with PBS & ITVS, RiverRun presented 12 Indie Lens Pop-Up free screenings in 2019-20. Nine were in-person at the Forsyth County Central Library, the Willingham Theatre in Yadkinville, Forsyth Tech, and other partner organizations. Three were screened virtually. In total, we brought 770 residents together for these screenings and conversations on pertinent issues.

We hosted 3 RiverRun Retros in 2019-20: 2 in Winston-Salem at Hanesbrands Theatre and 1 in Greensboro at RED Cinemas. This classic year-round screening program continues to grow in popularity with our audiences. We had our first sell out in Greensboro with the January screening of INVASION OF THE BODY SNATCHERS with special guest Veronica Cartwright. The program has been successful in introducing people to RiverRun and building on our year-round presence in the community.

While our 2021 programming has been scaled back or greatly altered due to the COVID-19 pandemic, RiverRun is fortunate in that our artistic medium of film is easier to pivot virtually. With the State of NC Executive Order 169/Covid-19 guidelines in mind, we are working to schedule our Festival & year-round initiatives to reach our current 2021

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objectives. Therefore, our goals for 2022 are to further expand on those:

- + Increase number of participants served annually via our Festival & year-round screenings
- + Further increase year-round screenings offered to the community
- + Further increase number of free screenings offered to the community
- + Increase number of tourist participants served at the annual Festival & at year-round screenings
- + Maintain our Marketing/PR efforts outside of Forsyth County in support of RiverRun & local tourism

Support from the City of Winston-Salem would allow RiverRun to continue presenting our Festival and community programs, reaching more students, residents, & guests to our city.

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

Since its inception, part of RiverRun’s mission is to make film accessible and inclusive to everyone. All venues used for RiverRun screening programs all are compliant with the Americans with Disabilities Act (ADA). They include Reynolds Place; Hanebrands Theatre; the Southeastern Center for Contemporary Art (SECCA); UNCSA’s Main, Gold & Babcock theatres; the Innovation Quarter (Bailey Park); Marketplace Cinemas; and RED Cinemas. Each facility provides reasonable access and accommodation for all disabled members of the public.

Regarding accessibility, 6 of our film screening venues are in or near the downtown areas of Winston-Salem – which are reachable by local buses – as is RED Cinemas in Greensboro.

We believe that the primary barrier to accessibility is financial. As a result, RiverRun is committed to providing free Festival and year-round programming to our community. We offer many screenings & panel discussions for free as part of our annual Festival. Our ITVS Indie Lens Pop-Up screening series is free to attend. Our free education initiative, Films With Class, has pivoted the “in classroom” component of the program to online screenings for FY20 and will continue to do so in FY21. For 2021-22, we will program a combination of in-classroom and online screenings as well as the 3 days of free Festival screenings. And, thanks to a sponsorship with Truist, students will be able to attend/view our RiverRun Arts screenings for free.

We maintain close relationships with local organizations, working together on programs to benefit our community – such as sensory friendly Festival screenings in partnership with IFB Solutions and iCan House.

These innovative approaches fulfill our mission and respond to the needs of our community -- making film accessible and inclusive to all Winston-Salem and Forsyth County citizens.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

125

Maximum Number of Participants to Be Served at a Single Time

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Unduplicated Total Number of Participants to Be Served During the Program Year

12,446

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.**

RiverRun International Film Festival primarily serves the city of Winston-Salem and Forsyth County area, as well as surrounding Piedmont Triad.

Based on 2018 statistical data for Winston-Salem, the population of Winston-Salem is 46% White, 34.3% Black, 10.3% Hispanic and 2.41% Asian. Our Festival and year-round audiences are representative of these demographics but skew slightly in that 57% are Caucasian, 30% African American, 12% Hispanic/Latino and 1% Asian.

To determine key demographic and economic characteristics of our audiences, RiverRun utilizes electronic surveys with detailed questions and in-depth feedback regarding both our curated programs and the Festival. To ensure our methodology captures the appropriate data needed to gauge effectiveness, we utilize the services of an outside market research agency – Quest Analysis – to conduct these surveys on our behalf and compile the results. This exhaustive audience assessment allows us to measure gender, age, race, income and education levels, and zip code of many of our attendees.

Key demographics and economic characteristics of RiverRun audiences:

Age

62% of Festival attendees are over 55 years old

16% are 45-54

11% are 35-44

7% are 25-34

5% are under 25

Family

9% of Festival attendees have a child under the age of 18

6% have attended a RiverRun event with children

Geography

91% of respondents live in The Triad of North Carolina

67% live in Winston-Salem

12% live in Forsyth County (non-Winston-Salem)

12% live in the Piedmont Triad area (non-Forsyth County)

Household Income

39% report income between \$80,000 and \$159,999

23% report income of \$160,000 or more

Education

88% of RiverRun attendees are college graduates

39% have a Bachelor's degree

49% have a Graduate degree

Outside of these demographics, our Films With Class education program, which is not part of the Quest Analysis survey, has served 33,000 K-12 students at 44 area schools.

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.

RiverRun endeavors to present films for our community and bring together diverse, socio-economic audiences in a shared, cultural experience. RiverRun can go beyond the traditional methods and create unique public “spaces” where our communities come together through film; engage each other in conversation and break down barriers that would separate us. We saw this first-hand with a Films With Class screening of HOOPS AFRICA: UBUNTU MATTERS at Carver High School in January. Following the event, we received an email which expressed the following: “Based on the feedback from the principal, students, and staff it is a sure bet that Carver wholeheartedly recognizes the benefits of film as both art and a tool for educating and training young minds to think. Carver is good soil and the return on our collective investment in these students will reap a future harvest. Thank you for investing in our kids. On behalf of Carver High School, please express our gratitude to your entire team and your sponsors for this amazing and unforgettable experience.”

Our 2019-20 Indie Lens screening of DECADE OF FIRE at the Forsyth County Central Library featured a panel discussion with Mayor Allen Joines; James Perry, President and CEO of the Urban League of Winston-Salem; George Redd, Director of Program Services for Habitat for Humanity of Winston-Salem; and Dr. Keith Vareen, Pastor of Providence Baptist Church in Kernersville. The post-film discussion expanded on the film topics of affordable housing; civic engagement and community organizing; neighborhood renewal and revitalization; and racism and classism. These are all relevant issues facing our own city and neighborhoods, and we feel it is important to have these conversations.

As we continue to expand our programming in the community, we recognize the immense value in offering these types of screenings to Winston-Salem and our surrounding communities. As a result, we hope to build on the progress, continuing the expansion of our education and year-round programs – as well as finding more ways to collaborate with our community partners on screenings like the aforementioned. All these approaches fulfill our mission and responds to the needs of our neighbors.

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?

RiverRun was established by a diverse group of Winston-Salem city leaders to fill a cultural need. Each year, our programming staff curates the Festival and our education and year-round programs with films representative of Winston-Salem's diverse citizens. Through our continued efforts, we believe RiverRun helps unite and grow our community. To achieve these goals, we maintain close relationships with local organizations and collaborate on Festival and year-round programs to benefit our community.

Some of our closest and regular partners include:

+ Senior living communities: Arbor Acres, Salem Towne, and Bermuda Run

+ Local schools, colleges, and universities: Wake Forest University, Salem College, Forsyth Technical Community College, University of North Carolina at Greensboro, University of North Carolina School of the Arts, and Winston-Salem and Forsyth County schools

+ Venues: SECCA, Reynolds Place Theatre, Hanesbrands Theatre, the Innovation Quarter (Bailey Park), Marketplace Cinemas, and RED Cinemas

+ Other community groups/organizations/companies: OUT at the Movies, IFB Solutions, iCan House, the Hispanic League, Bookmarks, Downtown Winston-Salem Partnership, Visit Winston-Salem, Temple Emanuel, NAACP, Urban League, Piedmont Craftsman, North Carolina Black Repertory Company, The Winston-Salem Greek Community, the, the Greensboro 48-Hour Film Project, and Habitat for Humanity

We report approximately 1/5 of our revenue as in-kind contributions. As a result, these partnerships also allow RiverRun to operate efficiently. This adherence to fiscal responsibility has allowed organizational growth to develop naturally in a manner that is healthy for RiverRun. This diverse list of collaborating partners is in addition to the relationships we have with our direct funders, which includes dozens of local businesses, foundations, and Fortune 500 companies.

With our successful partnership with RED Cinemas, we have been able to offer Festival screenings and Retro screenings in Greensboro. Our box office data shows that we have gained new ticket buyers/donors who have attended additional screenings in Winston-Salem. Also, by utilizing the Indie Lens Pop-Up series as a marketing tool and presenting screenings outside of Winston-Salem, we have taken further steps to engage new audiences.

Utilizing these relationships, RiverRun tracks the effectiveness of the Festival and education and year-round program by soliciting feedback from our collaborating partners. With this and other data, we hold internal reviews with RiverRun staff and to address programmatic shortfalls and adjust to set new objectives.

With all collaborative relationships, RiverRun's commitment is that each adhere to our mission, vision, and values.

IDIS Setup

No data saved

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Address: *No Address Assigned

IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:25 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

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):

Livable Neighborhoods

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 the stated program goals provided in C.5. are not achieved.

RiverRun tracks the effectiveness of and evaluates goals of the Festival and education and year-round programs through a variety of measurements:

- + We utilize metrics obtained from our box office to determine audience response to our screenings and programs.
- + We solicit feedback from our partners, stakeholders, funders, and audiences. With this data, we hold internal reviews to address programmatic shortfalls and adjust to set new objectives for the next Festival and/or educational and year-round screening program.
- + RiverRun holds monthly meetings with our Board of Directors to ensure financial accountability and adherence to the annual budget.

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+ We conduct an annual audit each year to evaluate the overall stability and accountability of the organization -- and align its financial activities to stated goals.

+ Each June, RiverRun conducts a review, and examines all data and metrics collected to determine whether the organization's programs are addressing the needs of the community and appropriately serving as a bridge between art-house and commercial audiences. Specifically, if our fiscal year programming goals are not met, RiverRun evaluates whether they should be revised or discontinued and if new programs need to be developed.

Through all these evaluations, RiverRun's commitment is that each goal and objective adhere to our mission, vision and values.

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.

RiverRun utilizes box office sales to track participant and program data, which includes number of ticket buyers, average number of tickets sold per individual buyer and film screening – in addition to general contact information. This data helps us evaluate our programming and determine what succeeded in reaching the greatest number of people possible, and which programs may have fallen short.

For the annual Festival, we conduct electronic audience surveys with detailed questions and in-depth feedback regarding both our curated programs and the Festival overall. To ensure our methodology captures the appropriate data needed to gauge effectiveness, we utilize the services of an outside market research agency – Quest Analysis – to conduct these surveys on our behalf and compile the results.

Key reports used to capture performance for all our screening programs include:

+ Monthly financial report submitted to our Board of Directors

+ Quarterly and annual reports and audits required by institutional funders, such as the Arts Council of Winston-Salem & Forsyth County, The Winston-Salem Foundation, Forsyth County, and the City of Winston-Salem

+ At the conclusion of each year's Festival, we present a report to our Board of Directors detailing the demographic data collected – via Quest Analysis – as well as a report detailing the overall reaction to the Festival's programs and activities

+ At the end of each fiscal year on June 30th, we compile an annual report and conduct a financial audit by the outside firm – Butler & Burke

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.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Increase the number of participants served at the annual Festival and at year-round screenings	Further expand Marketing & PR in Winston-Salem/Forsyth County, the Piedmont Triad and across the state/nationally to increase participants served within our community as well as bring visitors to Winston-Salem	22,446	10,000	24,500
Further increase year-round screenings offered	Continue to expand/build upon existing collaborations with area organizations and partners to increase screenings.	39	42	55
Further increase free screenings offered	Continue to expand/build upon existing collaborations with area organizations and partners to increase screenings and secure new/increased sponsorships	30	35	40
Increase the number of tourist participants served at the annual Festival and at year-round screenings	Further expand Marketing & PR across the state and nationally to increase tourism/visitors to Winston-Salem	2,139	900	2,500
Maintain our Marketing & PR efforts outside of Forsyth County in support of RiverRun and local tourism	Work with our Marketing/PR firm (Capture PR) and Visit Winston-Salem on a collaborative strategic plan to advertise in media	14	5	18

	outlets outside of the Piedmont Triad			
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	12,446	22,446
FY 20-21 Current Year Projected Results	4,500	10,000
FY 21-22 Next Year Anticipated Results	14,500	24,500

C.6. FY 19-20 Program Accomplishments

We continue to build on previous program accomplishments each year. For 2019-20, we achieved the following:

- + We adhered to our annual budget while increasing our corporate sponsorships by \$22,808
- + We presented 76 films via our Virtual Theater to the community during the Covid-19 pandemic
- + We increased the number of free screenings we offered to the community from 26 to 32
- + We increased the number of colleges participating in the Pitch Fest & Panel program from 3 to 6

C.7. FY 21-22 Key Objectives

- + Expand/build upon existing collaborations with area organizations & partners as well as secure new/increased sponsorships
- + Increase the number of collaborations with community partners by 5 to expand our year-round audience engagement & participation
- + Increase number of year-round screenings by 10
- + Work with our Marketing/PR firm (Capture PR) and Visit Winston-Salem on a collaborative strategic plan to increase visitors to the Festival/local tourism

D. Organizational Capacity

Case Id: 11055

Name: RiverRun 2022 - 2021/22

Address: *No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/20/2020 10:28 AM

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?

RiverRun International Film Festival is a vital and respected arts organization; dedicated to the role of film as a conduit of powerful ideas and diverse viewpoints. Remaining true to our mission, we foster a greater appreciation of cinema and a deeper understanding of the many people, cultures, and perspectives of our world through regular interaction with great films and filmmakers.

RiverRun 2020 was to be held March 26-April 5 in 6 venues in Winston-Salem/1 in Greensboro. Two weeks from the start of the Festival, our Board voted to cancel out of an abundance of caution for the safety of our staff, filmmakers, audiences, and community. Our 11-day Festival is one of the biggest cultural events in Winston-Salem and the Piedmont Triad. RiverRun 2019 drew 18,345 attendees from across NC, the US and internationally. Each year, attendance grows by approximately 1,500 ticket goers and 19,800-20,000 were projected for this year. We had programmed 173 films from 42 countries for RiverRun 2020 and planned to host 40 events at restaurants/bars and stores in Winston-Salem. In addition to our annual Festival, we have a robust year-round screening program which includes the free ITVS Indie Lens Pop-Up Series in partnership with UNC-TV, RiverRun Retro, RiverRun Arts and, our education initiative – Films With Class.

Our programs consist of:

+ Annual Festival: our 11-day Festival highlights the extraordinary talents of world-class international and North Carolina filmmakers. During the Festival, RiverRun presents a combination of independent films, panel discussions and events. This includes 3 days of free screenings to WSFCS and other area schools. Due to our excellence in programming, we are recognized by the Academy of Motion Pictures & Sciences as an Academy Award qualifying festival in 2 film categories – animated shorts and documentary shorts.

+ Education program: Films With Class is RiverRun's education program, which, to date, has reached more 33,000 K-12 students at 44 area schools by presenting free screenings of carefully selected documentaries in classroom and at the annual Festival each spring. Working with WSFCS personnel, the program curates films to enhance established curriculum.

+ Year-Round Programs: Our year-round programming consists of the free ITVS Indie Lens Pop-Up series. This PBS initiative brings residents, leaders, and organizations together for screenings and conversations on issues that matter most. We are one of only 2 organizations in North Carolina in which PBS partners with on this initiative. In 2019-20, we hosted 12 free Indie Lens Pop-Up screenings. For FY21, we have begun a new collaboration with UNC-TV to present these screenings to our communities.

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+ Our other year-round programs are the classic film series RiverRun Retro, and RiverRun Arts, which is a screening initiative that highlights the performing & visual arts and is offered for free to students.

With the popularity of and growing influx of film streaming services like Netflix & Disney+ impacting the way people watch films, RiverRun feels it is important to bring audiences from their homes to see movies on the screen as intended. In community settings, filmmakers & guests share their narratives, engaging all in mutual discussion. Using the medium of film, RiverRun continues to draw disparate members of the community together and foster new ways of thinking and understanding the world – thus wholly fulfilling our mission and vision.

FUNCTION (5 POINTS)

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

23 years

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

RiverRun is uniquely positioned as a cultural arts organization that fully engages the residents of Winston-Salem/Forsyth County; but also, as the longest cultural event in North Carolina – at 11 days – also offers the city immense economic and tourism benefits.

As explained in the 2017 Arts & Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in Forsyth County, there are both direct and in-direct economic impacts which provide substantial rewards: “When patrons attend an arts event they may pay for parking, eat dinner at a restaurant, shop in local retail stores, and have dessert on the way home. Based on the 151,802 audience-intercept surveys conducted for this study, the typical arts attendee spends \$21.39 per person, per event, beyond the cost of admission.” This results \$52.1 million in additional spending by local audiences. Additionally, 4.4% out of 34.6% of nonresident, arts attendees reported an overnight lodging expense. Also, nonresident attendees with overnight expenses spent considerably more money per person during their visit to Forsyth County than did nonresident attendees without overnight lodging expenses (\$140.00 and \$19.04, respectively). In fiscal year 2019, 276 hotel rooms were booked as part of RiverRun's annual Festival and year-round screening programs. As further proof of our economic and tourism benefits USA Today recognized RiverRun as "one of the 10 amazing film festivals worth traveling for" (January 2019). RiverRun counts 110 of its corporate sponsors as in-kind – which include restaurants, hotels and retail stores. As part of RiverRun's corporate sponsorship package, we promote all sponsors via our website, social media posts, and e-newsletters – which encourages our local & out-of-town audiences to visit these businesses and organizations. During our 11-day Festival and in conjunction with our year-round screenings, audience members spend money in these local establishments.

As well as the immense economic and tourist benefits, RiverRun International Film Festival serves Winston-Salem and its citizens in the following ways:

+Attract/Engage New Audiences Through Community Collaborations: We partner with numerous community organizations who promote screenings to their constituents – Bookmarks, OUT at the Movies, IFB Solutions, iCan House, the Hispanic League, Urban League, North Carolina Black Repertory Company – among others. Our recent partnership with Marketplace Cinemas on Peters Creek Parkway has helped bring our programming to a new neighborhood. By utilizing the Indie Lens Pop-Up series as a marketing tool and presenting screenings outside of Winston-Salem, we have taken further steps to engage and bring new audiences to our city.

+ Promote Diversity/Inclusion: RiverRun strives to reflect the diversity represented in our community. Each year, we

screen a cross-section of films that represent the Black, Hispanic, Latin, Asian, and LGBTQ communities – as well as female filmmakers. We regularly partner with the Hispanic League, IFB Solutions, OUT at the Movies, iCan House, Temple Emanuel, the NAACP, and many others to ensure inclusivity.

+ Enhance Education Via Films With Class: Using the film medium, RiverRun provides high-quality learning experiences with in-class screenings that enhance studies on topics of social justice, geography, social studies, science, and mathematics.

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	Reports to the Board of Directors; responsible for creating, amending and adhering to the annual operating budget; RiverRun's lead staff member and representative to the public; works with the Development Director in securing all funding for the organization; Programs all year-round initiatives & screenings	40	0.00 %
Development Director	Works with the Executive Director in securing funding for the organization; responsible for corporate, foundation/municipal grants, and individual giving	40	0.00 %
Program Manager	Programs the films for the annual Festival	40	0.00 %
Senior Programmer	Programs the films for the annual Festival	40	0.00 %
Programming & Operations Associate		40	0.00 %
Community Director	Manages the Films With Class program and the ITVS Indie Lens Pop-Up screening initiative	20	0.00 %
Part-Time Development Assistant	Works with the Development Director in securing sponsorships for the annual Festival and year-round programs	20	0.00 %
Part-Time Accountant	Prepares financial documents for the organization; responsible for accounts receivables & payables	20	0.00 %
POSITION PENDING -- Part-Time Operations Manager	Coordinates all events & logistics for the Festival; secures in-kind contributions	20	0.00 %

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
Rob Davis	Executive Director	\$90,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

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.

RiverRun advertises open staff positions on its website and the job listings boards of the Winston-Salem Chamber of Commerce, LinkedIn, and Arts North Carolina (NC Arts Council). We also post open positions via our social media sites and contact area colleges/universities if we have intern/seasonal position(s) that could be filled by a student(s). The process is usually as follows:

- + We collect/receive resumes from qualified and diverse job applicants
- + From that, the pool of applicants is narrowed down to the best 3-5 which are then scheduled for an interview with the RiverRun staff.
- + Each applicant was given one hour to discuss his/her experience and the job in detail.
- + After the completion of all interviews, the Executive Director selects the candidate best suited for the organization

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	1			3		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

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				2		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.



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

RiverRun_2021 Board List.pdf

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

9

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."

RiverRun's annual Festival planning encompasses 9 months – from August to April. Our programming staff of 3 full-time Programmers work together with the Executive Director to curate the selection of films. During the 9-month period, the Executive Director and Programmers attend other film festivals. Based on that and films submissions directly to RiverRun, films are selected, and screening rights are secured. Core staff members hold weekly staff meetings throughout the year, and during February through April, hold an additional meeting each week including all seasonal staff.

Planning for our education programs begins in August when RiverRun receives the list of selected PBS ITVS Indie Lens Pop-Up films for the year with screening window time frames. With that, our Community Director begins to arrange local screenings, as well as plan for any Films With Class screenings with the selected Indie Lens films. The Films With Class films are curated based upon films our Programmers viewed at Sundance, the Toronto Film Festival, and DOC NYC, among other festivals – as well as film submissions to RiverRun.

Planning for the RiverRun Retro and RiverRun Arts programs begins in August. Proposed films are selected based on availability of special guests/artists. These programs are scheduled year-round, outside of the Festival. However, some screenings are sometimes scheduled as part of the annual Festival.

At the end of our fiscal year in June, RiverRun conducts a strategic plan review and examines all data and feedback collected as to whether the organization's Festival and programs are addressing the needs of the community and appropriately serving as a bridge between the art form and audiences.

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?

One of RiverRun's key values is integrity. We adhere to the highest standards of professional conduct, accountability, and financial responsibility.

A primary function of RiverRun's Board is to steer the organization towards a sustainable future by adopting sound, ethical, and legal governance, and financial management policies – as well as ensuring that all our programs and activities adhere to our mission.

Artistically, RiverRun has a high standard of criteria in determining which films are selected as part of the annual Festival. The baseline measurements in selecting films are – direction, screenplay, cinematography, editing, acting, lighting and sets, special (visual) effects, soundtrack, and creativity. As a result, the Festival is curated with an abundance of work from world-class international, national, and North Carolina filmmakers. In 2019, RiverRun selected 175 films from 47 countries as part of the annual Festival. Due to our excellence in programming, RiverRun is recognized as an Academy Award-qualifying Festival by the Academy of Motion Picture Arts & Sciences in 2 categories

– Animated Shorts and Documentary Shorts. This exemplary programming is also reflected in our education and year-round programs.

RiverRun fully utilizes its resources and has a robust marketing and public relations plan, which is managed by our local publicity agency of record, Capture PR. The agency works to secure a broad range of coverage – via newspaper, television, and radio – for our Festival and educational/year-round programs. For each initiative, we schedule articles in local newspapers – such as The Winston-Salem Journal, Greensboro News & Record, Yes! Weekly, and Triad City Beat. We utilize social media and our website – and rely on our largest grantee and partner, the Arts Council of Winston-Salem & Forsyth County, which publicizes our events in their newsletter and events calendar. This comprehensive marketing/PR plan ensures transparency, community awareness, and accessibility.

To allow all members of the community the opportunity to attend the annual Festival and our educational/year-round programs, we offer screenings for free or at low cost. Our screenings and events are hosted at our partner venues across Winston-Salem and the Piedmont Triad. This year, with the launch of our Virtual Theater, our audience members can view our films safely from their homes. Moving forward, we plan to continue to offer films virtually throughout the year to ensure we stay connected to all members of our community.

Each of these components ensure fair and equal access to RiverRun International Film Festival.

E. Cost Effectiveness

Case Id: 11055

Name: RiverRun 2022 - 2021/22

Completed by tiffany@riverrunfilm.com on 11/20/2020 10:30 AM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$312,500.00	\$312,500.00	\$312,500.00
Fundraising	\$10,000.00	\$10,000.00	\$10,000.00
Management and General	\$225,343.00	\$225,343.00	\$225,343.00
Total Expenditures by Program	\$547,843.00	\$547,843.00	\$547,843.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$281,945.00	\$281,945.00	\$281,945.00
Employee Benefits	\$23,118.00	\$23,118.00	\$23,118.00
Facility Rent and Utilities	\$21,280.00	\$21,280.00	\$21,280.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$750.00	\$750.00	\$750.00
Travel and Transportation	\$2,000.00	\$2,000.00	\$2,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$23,000.00	\$23,000.00	\$23,000.00
Other Operating Expenditures	\$195,750.00	\$195,750.00	\$197,750.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$547,843.00	\$547,843.00	\$549,843.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$42,400.00	\$42,400.00	\$42,400.00
Forsyth County	\$14,550.00	\$14,550.00	\$14,550.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$95,000.00	\$95,000.00	\$95,000.00

Memberships	\$145,000.00	\$145,000.00	\$145,000.00
Donations	\$200,000.00	\$200,000.00	\$200,000.00
Foundation Grants	\$48,550.00	\$48,550.00	\$48,550.00
Interest and Investment Income	\$343.00	\$343.00	\$343.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$2,000.00	\$2,000.00	\$2,000.00
Total Revenues by Category	\$547,843.00	\$547,843.00	\$547,843.00

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

Other Revenues is income received from our Festival merchandise (t-shirts, hoodies, tote bags & pint glasses)

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
2020	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$42,400.00
2019	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$40,000.00
2018	Non-salary operating expenses of presenting the annual festival	\$40,000.00
2017	Non-salary operating expenses of presenting the annual festival	\$40,000.00
2016	Non-salary operating expenses of presenting the annual festival	\$40,000.00
2015	Non-salary operating expenses of presenting the annual festival	\$40,000.00

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	Funds from Other	Other Funds Source
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	from City	Sources	
Festival & Year-Round Programming	\$42,400.00	\$0.00	
GOS & RiverRun Retro	\$0.00	\$15,000.00	Nelson Mullins
GOS	\$0.00	\$10,000.00	JDL Castle
GOS & RiverRun Arts	\$0.00	\$7,500.00	Truist
GOS	\$0.00	\$2,500.00	Law Office of Timothy D. Welborn
GOS	\$0.00	\$500.00	Fader RE
	\$42,400.00	\$35,500.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

RiverRun presents an ambitious 11-day Festival in addition to several established year-round screening initiatives. Grant funds from the City of Winston-Salem will be used in support of these programming expenses which include the following:

+ Festival & year-round programming screening fees & shipping:

In 2019, we screened 173 films as part of our annual Festival, and we anticipate screening approximately 150-160 films in 2021-22

+ Filmmaker/VIP guest travel & lodging:

We typically host 125 filmmakers and industry guests for our annual Festival. RiverRun has an excellent reputation amongst filmmakers for being a great Festival to attend and we always have high participation. For 2021-22, we expect to have approximately 110 filmmakers and industry guests attend RiverRun 2021. The average hotel stay is 2-3 nights along with round trip air travel paid by RiverRun

+ Venue/facility rental:

We plan to utilize 7 screening venues –6 in Winston-Salem and 1 in Greensboro. We foresee that each venue will still have enhanced safety measures in place, which is reflected in our budget venue rental costs.

+ Online screening infrastructure & ticketing software:

Starting in 2021, we will offer films virtually as part of our annual Festival and we need adequate infrastructure to accommodate the streaming volume of 11-days of programming. In addition, we will be implementing online ticketing for our Festival and year-round screenings. These are both new but necessary budget costs.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

+ Nelson Mullins Riley & Scarborough:

Will provide general operating support and sponsor the RiverRun Retro program

+ JDL Castle:

Will provide general operating support

+ BB&T:

Will provide general operating support and sponsor the RiverRun Arts program – specifically to subsidize free tickets for students

+ Law Offices of Timothy D Welborn

Will provide general operating support

+ Fader RE

Will provide general operating support

E.6. 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 made no changes to our request from last year.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

As a Film Festival where most of the largest amount of concentrated programming takes place in 11 days, our year-round connection to our donors/sponsors is essential for retention and growth. This is what precipitated the expansion of our year-round programs. In conjunction with those, our plans to sustain our funding include:

+ Continued use of the year-round Indie Lens Pop-Up Series to introduce prospects/potential sponsors to RiverRun

+ Implementation of smaller fundraising initiative(s) to execute throughout the year

+ Continue to focus on lower level donors and sponsors to build a larger base of funders so we are not reliant on a small group of major donors/sponsors for stability

+ Continued growth of our education and year-round programs across the Triad: We view our expansion of year-round screenings to Greensboro & Yadkinville as a marketing/PR tool. By taking RiverRun into these communities, we introduce new audiences to the organization and ultimately draw them to Winston-Salem. As a result, this approach will help procure potential new ticket buyers/donors.

Each of these activities will build relationships with our current donors, sponsors and prospects, help procure potential new donors to the organization – and sustain our funding in the long-term.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

RiverRun does not anticipate any programmatic barriers in the coming fiscal year. However, we try to plan strategically – regarding budget and programming – in the event unforeseen circumstances arise. Knowing we face financial uncertainties in 2021 due to the Covid-19 pandemic, we have reduced our FY21 operating budget by 30%. We will reassess this cut at the end of FY21 as create our budget for FY22. Our organization embraces sustainability in

all that we do and are measured in adding new programming to ensure we can maintain financial stability.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

RiverRun does not anticipate any institutional barriers in the coming fiscal year. Our staff remains small and the positions are adequately scheduled based on workload. We have 5 full time and 2 part time employees. Our Operations Manager position is pending as we are unsure if it will be needed for our upcoming Festival with the elimination of our receptions/events due to Covid-19. We will reassess in January 2021 and determine if we need to fill the position.

AVERAGE COST (5 POINTS)

E.10. 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:	\$42,400
Number proposed to be served for the year:	20,000
Average City funds per beneficiary:	\$4.24
Proposed funds from all sources:	\$547,843
Number proposed to be served for the year:	24,500
Average total funds per beneficiary:	\$22.36

F. Required Documents

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:55 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

RiverRun_Conflict of Interest Statement.pdf

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

RiverRun 2018_990.pdf

Organization By-Laws *Required

RiverRun_Bylaws.pdf

Articles of Incorporation *Required

RiverRun_Articles of Incorporation.pdf

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

RiverRun_Employee Handbook.pdf

IRS 501(c)3 Designation Letter *Required

RiverRun_501c IRS Letter.pdf

Audited financial statements or a third-party review *Required

RiverRun_FY20 Audit.pdf

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

***Required**

RiverRun_NC Secretary of State_active status.pdf

Other

2020 RR Annual Report.pdf

G. Income Based Projects/Services Only

Case Id: 11055
Name: RiverRun 2022 - 2021/22
Address: *No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:36 AM

G. Income Based Projects/Services 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."

G.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.

Income Range	# 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

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

H. Construction/Rehab Only

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:36 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

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."

H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.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.

H.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

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

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:36 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

Address: *No Address Assigned

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
	\$0.00

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
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:37 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

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
	\$0.00	\$0.00

Submit

Completed by tiffany@riverrunfilm.com on 11/20/2020 11:59 AM

Case Id: 11055

Name: RiverRun 2022 - 2021/22

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.

Tiffany Jones

Electronically signed by tiffany@riverrunfilm.com on 11/20/2020 11:59 AM