

A. Organization & Contact Information

Completed by lawren@aperturecinema.com on 11/20/2020 1:04 PM

Case Id: 11108
Name: a/perture cinema - 2021/22
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

a/perture cinema

A.2. Project/Program

public a/csess

A.3. FY 2021-22 Funding Request Amount

\$22,500.00

A.4. Agency's Total Operating Budget

\$402,000.00

A.5. Mailing Address

311 West 4th Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

311 West 4th Street Winston-Salem, NC 27101

A.7. Organization Website

<https://aperturecinema.com>

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

2016

A.9. Organization Fiscal Year

January 1, 2020-December 31, 2020

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Lawren Desai

A.13. Email

lawren@aperturecinema.com

A.14. Phone

(336) 251-5220

CONTACT

A.15. Name, Title

Lawren Desai

A.16. Email

lawren@aperturecinema.com

A.17. Phone

(336) 251-5220

BOARD CHAIR

A.18. Name

Harris Henderson

A.19. Term Expiration

12/31/2021

A.20. Email

harris.henderson@hanes.com

A.21. Phone

(404) 735-1334

B. Project Overview

Completed by lawren@aperturecinema.com on 11/20/2020 1:14 PM

Case Id: 11108

Name: a/perture cinema - 2021/22

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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?

a/perture cinema, Winston-Salem, Forsyth County and the greater Piedmont Triad's only year-round non-profit art house cinema, is requesting funding for to launch and support our PUBLIC A/CCESS program.

Public a/cess is modeled and missioned after the public access television system. In the United States, public-access television is an alternative system of television which originated as a response to disenchantment with the commercial broadcasting system, and in order to fulfill some of the social potential of cable television. Services available at public-access television organizations are often low cost or free of charge and inclusive. Users of public-access television stations may participate at most levels of this structure to make content of their choosing.

For a/perture, public a/cess will be the umbrella structure for our various year-round free community screenings as well as a means to solicit feedback from community stakeholders, partners and users for the future direction of our free and accessible programming.

In the Summer of 2020, our board of directors committed to a cultural equity statement

(<https://aperturecinema.com/cultural-equity/>) and among other commitments, pledged to:

"intentionally attract, engage and serve a large and diverse population of Winston-Salem and the Piedmont Triad. The more inclusive the population we engage, the more a/perture cinema lives into our mission."

The public a/cess program will be the vehicle with which we can support our cultural equity work. We can attract a broader and more diverse audience, reduce economic barriers for many to experience cinema and will serve parts of the community in their own neighborhoods who might not be able to come into our location for various reasons. We received a grant in late 2020 to purchase a mobile cinema which will allow us to take our cinema programming out into communities and to host more outdoor screenings in the near and long term.

Public a/cess film programs will highlight the work of underrepresented or under-supported creatives in the film industry including Women and BIPOC filmmakers. Programming will align with our special series, promote open caption screenings for the deaf and hearing impaired and remote access to our virtual cinema programming as a means for students and adults to connect to a/perture and our film programming during school or as part of academic learning.

City funds will be used to cover the following expenses:

- 1.) Innovation & Cinema Outdoor screenings at Bailey Park (6)
- 2.) Cine Mexico Now - at a/perture and outdoor/drive-in screenings including filmmaker visit (2-4)

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- 3.) Black Cinema films & panels - at a/perture and virtual (4)
- 4.) Native American Heritage Month - at a/perture and virtual (2-4)
- 5.) The Future of Film is Female - at a/perture, virtual and outdoor/drive in (4-6)
- 6.) Annual Street side cinema programming (public art cinema on 4th street) (3 programs per year)

Costs for the above include film rental fees, staffing and technical setup/support, marketing, visiting filmmaker travel expenses and fees, and stipends for all panelists and special guests.

The goal of this program is to ensure greater access to a/perture and our films while providing opportunities for our community to see themselves represented in both the multi-dimensional characters on screen and the filmmakers and creatives behind the film.

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

a/perture cinema is open 365 days a year (in non-pandemic years) so that our screenings are flexible to the varying schedules of the citizens of Winston-Salem. Our Downtown Winston-Salem location makes us accessible to many means of transportation including public transit, vehicle, bicycles, scooter and foot traffic (from the surrounding neighborhoods).

Virtual cinema programming is accessible via a computer or television and internet connectivity. Virtual cinema can be accessed at any hour of the day or night.

Our outdoor screenings will be hosted at many (if not all) of the following locations around Winston-Salem - SECCA, Bailey Park at Innovation Quarter, Delta Fine Arts Center, public libraries and recreation centers (including potentially Southside, Old Town, Waughtown, Central, Malloy Jordan). We would also plan to work with the Minister's Conference of Winston-Salem and the Hispanic League on identifying other possible outdoor neighborhood locations that are accessible.

Additionally, the community has year-round access to our street side cinema - a free micro-cinema on 4th Street which features a curated festival of short films from across the state, over the U.S., and around the world aiming to further engage and entertain the community through the magic of cinema. According to data collected from the City of Winston-Salem, 1.3 to 1.4 million trips are made in front of the screen each year (person counter at location).

"The benefits of a regular enjoyment of and participation in film are abundant. Film is art, and the cinema is, for many members of the community, more approachable than an art gallery, museum or live theater performance. Films help us learn, they can drive social change and they help us process difficult life lessons. And the cinema is a social experience (one we have desperately been missing during the COVID pandemic) - we connect in the theater to share the experience, but also later over social media or in person at the "water fountain" to give our reviews." ("5 Real Benefits of Watching Movies" abc.net)

"Many experts now view the cinema experience as having therapeutic values. A two-hour trip to the cinema is often a therapy session: it lets you disconnect and relax, it drives motivation, it promotes empathy and understanding, it encourages new perspectives and inspires personal creativity." ("Film Therapy: The Benefits of Watching Movies" exploringyourmind.com)

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

150

Maximum Number of Participants to Be Served at a Single Time

300

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

7,500

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.

The public a/ccess program desires to serve an audience more demographically and economically diverse than we see patronizing a/perture cinema at present. Public a/ccess hopes to make the film going experience more equitable and inclusive by taking away any economic, transportation and cultural barriers around the film going experience that may exist for segments of our community.

Key demographic targeted areas would center around BIPOC communities and the film programming would then be representative and celebratory of those specific communities. We would also work directly with constituents in the community to help select the final film programmed. For example, if we are hosting an outdoor screening at Delta Fine Arts Center we would highlight a black filmmaker and might enlist the help of students in their Art Smarts youth program to help make the final film selection. Or if we were hosting a screening in the Hispanic/Latinx community we might enlist the assistance of students in the Latino Achievers program to help program the final film selection and we might provide them the opportunity to meet with a visiting Mexican filmmaker as part of our Cine Mexico Now series.

Films in the art house cinema cannon that comprise much of the day-to-day programming at a/perture cinema are primarily geared to adults. Public a/ccess will present an opportunity to expand our reach to children and young adults, the future of the art house cinema and to introduce them to film beyond what is available at the mainstream multiplexes. For example, one of the programs we would look to showcase in a public a/ccess event are shorts from the New York International Children's Film Festival including programs in both English and Spanish.

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.

Whoopi Goldberg sums up why representation is important - "When I was nine, Star Trek came on, I looked at it and went screaming through the house, 'Come here mum, everybody come quick, come quick, there's a black lady on television and she ain't no maid!' I knew right then and there I could be anything that I wanted to be."

The programming selections in the public a/ccess program would be a tool to promote representation on screen and to showcase films that are seeking to move forward more diverse and multi-dimensional characters, stories and filmmakers.

It became clear with the release of Black Panther in 2018, why representation matters. "For some kids, the historic

moment of seeing Black Panther was their first time seeing a superhero of color on screen. Better yet, this groundbreaking film, could have been the first time seeing a predominantly black cast with a black director, black costume designers, black hairstylists, and more, actively producing representation in a positive light." (The Importance of Representation in Film and Media, medium.com)

Along with Black Panther, screenings might include mainstream films like Coco, Hidden Figures, Selena, Little Women (2019), Wonder Woman, Mulan, Crooklyn, Queen of Katwe and Spider-Man: Into the Spider-Verse as well as art house gems like The Peanut Butter Falcon, JoJo Rabbit, Bend it Like Beckham, Whale Rider, Wadjda, The Breadwinner and Miss Juneteenth among others.

Our special series like Black Cinema, Cine Mexico Now, Native American Heritage Month and the Future of Film is Female highlight the work of contemporary filmmakers whose films by nature are more representative of the communities, the backgrounds, the experiences with which they come from. It is important that through public access we make these signature aperture programs available to a larger part of our community.

Annual programming at aperture aims to serve and advance the following via our films (and the same would hold true with our public access films and screenings) :

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

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

aperture cinema has the unique ability to partner with organizations around the Piedmont Triad in a way that only an art house cinema can. Thorough thoughtfully curated film and program selections (around theme and subject matter) these community partnerships can serve both organizations' missions and often times bring new audiences to each. We seek out collaborative relationships whenever possible to provide additional context, learning opportunities, open dialogue and add immeasurable value to our film events. We have over eleven years experience working with hundreds of different organizations over the years (including the City of Winston-Salem itself).

The success of public access will depend on our ability to work with existing partners and to seek and establish new relationships providing us deeper inroads into communities. We recognize that when we are attempting to access new neighborhoods buy-in and support from the community will be essential and other organizations already on the ground and established can help us to be successful.

We need strong working partners to help us:

- 1.) Identify locations
- 2.) Evaluate film programming
- 3.) Plan and share grassroots marketing efforts
- 4.) Ensure we aware of any cultural barriers

We will start with the following established collaborative partners with whom we have solid foundational relationships:

SECCA
The Hispanic League
Triad Cultural Arts
Candid Yam Kickbacks
Delta Fine Arts Center
LEAD Girls NC
iCan House
Authoring Action
Down Syndrome Association of Greater Winston-Salem
Winston-Salem Central, Lewisville and Walkertown libraries
The Women's Fund of Winston-Salem
MUSE
The Minister's Conference
Experiment in Self Reliance
Family Services
Crosby Scholars
Forsyth Technical Community College

We also seek to develop relationships with the following who we believe can assist our efforts and help plan and implement public a/ccess:

El Buen Pastor
Neighbors for Better Neighborhoods
Eliza's Helping Hands
Honorable Youth
Hoops 4 LYFE
Iglesia Cristiana Sin Fronteras
World Relief
HOPE
YMCA/YWCA
Soy Emprendedor
Latino Achievers
Hope Dealers Outreach
Happy Hill Neighborhood Association

Collaborating with many of the above organizations will ensure that we are directly connected to the constituents we wish to serve.

IDIS Setup

No data saved

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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 lawren@aperturecinema.com on 11/20/2020 1:33 PM

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

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

We are required by our licensing terms with distributors to track our attendance on a film by film basis by age (adult, children, college/young adult, and senior). We use this data to constantly adapt our programming and to make certain we are offering a depth of films that continues to be appealing across age.

For films screened at a/perture, via our advanced ticket reservation system (which make up 30% of our tickets) we are also able to extrapolate where many of our audience reside via the zip code entry requirement. We continue to monitor this data to ensure that we pull from the entire city, county and Piedmont Triad on a consistent basis.

For our film screenings that are hosted in the community, our staff counts attendance manually and we sample a small portion of the audience to extrapolate demographic information. Because we are open every day and have flexibility in our programming within our four screens, should it appear that we may fall short in achieving any of our diversity goals, we can quickly maneuver to add last minute programming and ensure we represent the breadth of our targeted audience and community.

Our programming flexibility also means that we can often fit in last minute program additions to recognize time-sensitive and limited special events both nationally and locally.

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

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

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

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

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

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

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
To provide access to the art of film to	Free public a/ccess film screenings in	NA - new program	NA - new program	Screen a minimum of 10-14 films at

more of the community by limiting barriers to entry	neighborhoods and at a/perture cinema			locations in underserved neighborhoods & communities + 10-14 films at a/perture cinema as part of our special series programming + provide free access to a minimum of 6 films in our virtual cinema.
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	0	0
FY 20-21 Current Year Projected Results	0	0
FY 21-22 Next Year Anticipated Results	7,500	9,000

C.6. FY 19-20 Program Accomplishments

NA - Public a/csess is a new program to be launched in 2021 to culminate with what we hope is a return to normal operations following the COVID Pandemic.

C.7. FY 21-22 Key Objectives

- 1.) Form collaborative arrangements (audience identification, programming content decisions and outreach/marketing efforts) with existing and new partners to identify communities and neighborhoods with barriers to access a/perture and the art of film and to execute free screenings for those constituents.

- 2.) Provide free access to screenings and access to visiting filmmakers and panels at a/perture as part of our special series (Cine Mexico Now, Black Cinema, Native American Film Series and more). Supplement these films with programs in our virtual cinema.

- 2.) Curate programming for each community screening, series at a/perture or virtual cinema offering that is representative (by filmmaker, subject, age appropriateness, etc.) of the targeted participants.

D. Organizational Capacity

Completed by lawren@aperturecinema.com on 11/20/2020 1:37 PM

Case Id: 11108

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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?

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

It is the vision of a/perture to:

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

Of the more than 210 films screened at a/perture or in our virtual cinema in 2020 (through mid-November):

- 76 films (36%) were directed by women, up 21 from 2019
- World cinema films made up 49% of our programming with films from over 37 different countries represented – including Japan, South Korea, China, Kenya, Israel, Georgia, Chile, Mexico, Vietnam, Colombia, Cuba, Bangladesh and several EU countries.
- 24% were from BIPOC directors including films such as Miss Juneteenth, Mr. Soul, Critical Thinking, Just Mercy, The Garden Left Behind, Days of the Whale, John Lewis: Good Trouble
- 38% were documentaries with dozens focusing on critical issues like climate change, women and gender topics, LGBTQ issues, race and social justice and education; others celebrated musicians, visual artists, journalists, fashion designers, and historical moments of achievement
- In Summer 2020, we launched our revival cinema giving us a permanent virtual cinema space for repertory films including classics of both American and world cinema. To date we've been able to celebrate directors Claire Denis, Bela Tarr, Mi-Ling Tsai and William Greaves.

Public access will allow us to share our mission and vision with a larger part of the community by removing many of the barriers some may face (economic, transportation, cultural, technology). Our public access programming will represent, complement and add to our focus areas above.

FUNCTION (5 POINTS)

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

a/perture was founded in 2010 as a for-profit social enterprise and transitioned in 2016 into a 501(c)3 non-profit organization.

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

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

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

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

We host dozens of panels and post-film discussions each year and these provide opportunities for audience members to engage further with the film, its subject matter and artistry and were able to do so even while closed for the pandemic through our virtual programming .

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

- a/perture serves many locally made products at our concession counter, including Black Mountain Chocolate, Foothills Beer, Brasstown Chocolate, Mast General Store, Machine Gun Graphics, and Brown Bear Rosemary Nuts, Bionic Tonic, Bingo Bango Soda - each of whom contribute tax revenue to the city in various ways.
 - a/perture also contracts work to local advertising agencies, print companies, website developers, graphic designers, insurance, and bookkeeping.
 - Filmmaker and guest artists contribute revenue by paying for local accommodations and local meals when visiting.
- According to the Americans for the Arts Prosperity Index 5, the impact that a/perture cinema has on the local economy exceeds \$1.9M each year through our organizational and audience's expenditures. The Americans for the Arts projects that per person our audiences contribute over \$30 per event over the price of admission that is at least three times the price of our admission – and these funds are going to our neighboring restaurants and retail establishments, childcare providers, hotels, and parking/transportation (americansforthearts.org).

Our educational field trips, after school programs and summer camps provide an indispensable understanding of the art of film while often teaching valuable lessons on history, race, science and the environment, and reinforcing student readings of classical literature. We are also exposing the next generation of Winston-Salem citizens to media literacy. In today's expanding digital age, media literacy is an ever-growing essential skill for our youth. As kids and

teens are exposed to films in a theater where they are undistracted and fully-engaged, they are given an opportunity to think critically and to evaluate what they are consuming. During our closure for COVID, we have migrated a part of this programming into our virtual cinema where it is accessible to the entire community (with technology and internet access) under our "flex day film" activities. We will continue to support this virtual outlet.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director and Curator	Programming and curatorial content for public a/ccess Outreach and planning meetings with community organizations Management and scheduling of technical staff All marketing efforts for public a/ccess Fundraising for public a/ccess	52	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
Lawren Desai	Executive Director and Curator	\$43,966.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

APERTURE Org Chart - November 2020.pdf

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

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

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

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

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

a/perture has been fortunate to have summer interns from the Wake Forest Summer Non-Profit Internship Program and we are part of the Wake Forest University Work Study program.

We continually take part in racial equity and anti-racism trainings and are making a concerted effort to acknowledge that bias can exist if we are not diligent in recognizing it and continue to make hiring decisions with that knowledge so that our staff truly reflects and celebrates our diverse community. We continue to acknowledge this work is ongoing.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals						
Technicians						
Office/Clerical			1			
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						
Technicians						
Office/Clerical						
Laborers/Service Workers				0.25		
Total Part-Time/Temp						

D.8.



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

2021 APTR BOD.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

6

ABILITY (5 POINTS)

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

All film programming is selected and managed by the Executive Director who also serves as the Curator. To program a

selection of high caliber films that align with the a/perture mission, the curator attends film festivals throughout the year (including Toronto International, Sundance, Berlin, Cannes, Doc NYC and specialized festivals to help access more diverse film programming including Black Star and Vision Maker Media.) She also previews films at industry screenings, and watches films via private access links. She pre-screens over 300-350 hours of film on any given year.

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

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

a/perture operates without a marketing support staff member, so all marketing planning and development is overseen by the Executive Director with the dedicated assistance of our full-time staff coinciding with their particular job functions. Part-time staff members and our Board of Directors also provide key contributions to our social media, in theater promotions and generating word-of-mouth with our patrons. Several staff members are working filmmakers, performers, visual artists, photographers and designers and each one incorporates this specialized experience to their work at a/perture. It's all hands-on deck when it comes to promotion of our film programs.

a/perture will be procuring the equipment for our mobile cinema by Spring 2021 and will be ready to launch our first outdoor screenings then having several under our belt before city grant funds are received. We have already hosted several pop-up drive-ins and outdoor screenings at various locations during the COVID pandemic and are confident we can quickly launch the public a/ccess program.

Innovation & Cinema is already an existing collaboration with Innovation Quarter which we will plan to fold into public a/ccess in the Summer of 2021.

Having our very own mobile cinema and public a/ccess program (if funded by the City) will give us a flexibility and resources that we do not currently have to host more outdoor screenings should we need more flexibility in Q2-Q4 depending on the current state of the COVID pandemic.

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

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

- Showtimes are distributed weekly (through paid subscription to The Box Office Company) to news outlets and published in Winston-Salem Journal and Yes! Weekly as well as listed online via search engines Google, Yahoo Movies and Bing
- A mobile friendly website – aperturecinema.com – with over 21,000 pageviews per week and 5,000 active users per

month

- Weekly e-mail newsletters distributed to more than 8,000 with the addition of several dozen new subscribers each month who can sign up online via our website, at our concession counter, by email request or at our table at community events
- Social media - Facebook (11,500 followers;) Twitter (5,700 followers;) Instagram (9,600 followers)
- Box office access – our staff is knowledgeable on film titles and upcoming events/dates and promotional materials are accessible at various spots within lobby space.
- Showtimes are posted and updated daily on exterior 4th Street signage and a printed copy is available for free on the exterior of our building – updated each week with new showtimes
- Showtimes are also listed on our dedicated showtime phone line – 336-722-8148 and are updated daily
- Unique Facebook events for our special limited engagement film screenings and when working with a community partner, they are co-hosted by partner organization in order to reach their unique audiences. We can use targeted audience promotions to reach segments of the community who may find particular interest in a film
- Radio promotions or guest visits including WFDD, WTOB and WSNC to ensure we reach a broad demographic
- Media outreach to local press about special events, filmmaker presence or local connection and noteworthy collaborations including Winston-Salem Journal, Yes! Weekly, Triad City Beat, Winston-Salem Monthly, Que Pasa and Winston-Salem Chronicle. Along with paid advertisements throughout the year in these publications as well.
- In theater trailers of upcoming films
- Outdoor poster and marquee display – Exterior on Fourth Street and additional location on Cherry Street
- Cross promotion with partner organizations including e-newsletter blasts, website and social media
- a/perture is also a member of the Association of Visitor Attractions and promotes our events to the community calendar that serves Visit Winston-Salem, The Arts Council and the Downtown W-S Partnership.
- Active flyer distribution with promotion of upcoming films and special events distributed in areas designed to reach audiences that may not be active online or have access to digital marketing
- Our staff and volunteers also table at several community events each year including Bookmarks, Juneteenth, City of Winston-Salem International Village and orientations at Wake Forest University and UNCSCA among others.

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

E. Cost Effectiveness

Case Id: 11108

Name: a/perture cinema - 2021/22

Completed by lawren@aperturecinema.com on 11/20/2020 12:31 PM

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	\$655,455.00	\$345,688.00	\$378,669.00
Fundraising	\$45,729.00	\$24,118.00	\$26,419.00
Management and General	\$60,972.00	\$32,157.00	\$35,224.00
Total Expenditures by Program	\$762,156.00	\$401,963.00	\$440,312.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$334,002.00	\$189,732.00	\$192,485.00
Employee Benefits	\$6,000.00	\$4,000.00	\$3,000.00
Facility Rent and Utilities	\$118,200.00	\$103,758.00	\$127,320.00
Training and Conference Registration	\$2,500.00	\$500.00	\$2,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$12,000.00	\$3,352.00	\$4,750.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$216,054.00	\$59,917.00	\$72,157.00
Other Contracted Services	\$31,800.00	\$16,374.00	\$18,600.00
Other Operating Expenditures	\$41,600.00	\$24,330.00	\$20,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$762,156.00	\$401,963.00	\$440,312.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$30,000.00	\$0.00	\$22,500.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$5,000.00	\$20,000.00	\$10,000.00
Federal Government	\$0.00	\$61,800.00	\$0.00
Admissions/Program Revenues/Sales	\$498,597.00	\$137,725.00	\$178,536.00

Memberships	\$50,000.00	\$17,000.00	\$35,000.00
Donations	\$76,115.00	\$61,956.00	\$62,000.00
Foundation Grants	\$22,500.00	\$35,000.00	\$25,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$57,214.00	\$56,582.00	\$5,000.00
Total Revenues by Category	\$739,426.00	\$390,063.00	\$338,036.00

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

Other Operating Expenditures include Marketing, In-Kind Goods/Services and Fundraising Expenses

Other Revenues include Fundraising Event Revenue, Forgiveness of Debt, Rent Revenue and In Kind Donations of Goods/Services

Federal Revenue is from the Paycheck Protection Program.

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	City of W-S	\$0.00
2018	City of W-S	\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Public A/ccess Program	\$22,500.00	\$15,000.00	Truist Foundation
	\$22,500.00	\$15,000.00	

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.

City Funds will be used to support a year of the expense associated with our public a/ccess programming broken down in the following:

Licensing and Film Rental Expenses - \$10,000

Event staffing and Technical Support - \$6,000

Marketing and Outreach - \$4,000

Guest Filmmaker Travel and Panel Stipends - \$2,500

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.

Truist Foundation has awarded a/perture cinema a grant to support the purchase our mobile cinema setup.

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.

In our previous two requests for City of Winston-Salem which were both declined, we asked for general operating

Printed By: Rene Williams on 12/12/2020

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support. Last year, our request was specifically to support our ongoing efforts to Diversify our Programming and Educational Opportunities and to continue to grow our audience and make it reflective of the entire community. We continue to pursue our DEI efforts, however, we seek other funding sources and revenue streams to assist us with those efforts.

For 2021-2022, we are requesting support for our new public a/ccess program. None of the funds will go towards operating support, all will be directed towards programmatic expenses for this new program. This program will become another tool with which we pursue Diversity, Equity and Inclusion in Winston-Salem.

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.

Currently, a/perture has a handful of year-round corporate partners who help underwrite several of our film programs each year. We also have a donor base of contributors to our annual fund that helps support our daily operations. We will look to grow each of these funding sources a small % annually to contribute to the public a/ccess program.

We also believe that because public a/ccess is a free arts program with a strong accessibility initiative, we should have access to new granting mechanisms and sources that are seeking such programs.

Our outdoor cinema setup will also be able to be utilized for revenue generating events whose proceeds we will reinvest in the public a/ccess program over time.

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.

We do not anticipate any barriers to project implementation with the exception of ongoing capacity restrictions due to the COVID pandemic. If lower attendance is required per screening we can compensate with additional screenings or supplementary locations (for example, working with a larger temporary venue to increase capacity.)

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

We do not anticipate any institutional barriers to project implementation. We currently are understaffed due to COVID, but if do not have full staffing at the time of launch this program can be run with temporary staffing and volunteer resources if necessary.

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:	\$22,500
Number proposed to be served for the year:	9,000
Average City funds per beneficiary:	\$2.50
Proposed funds from all sources:	\$37,500
Number proposed to be served for the year:	9,000
Average total funds per beneficiary:	\$4.17

F. Required Documents

Case Id: 11108

Name: a/perture cinema - 2021/22

Address: *No Address Assigned

Completed by lawren@aperturecinema.com on 11/16/2020 12:29 PM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy - DWSCC copy.pdf

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

Aperture 2019 Final 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

BY LAWS DWSCC.pdf

Articles of Incorporation *Required

NC Secretary of State - AOI Final DWSCC.pdf

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

APTR Personnel Policies 2019.pdf

IRS 501(c)3 Designation Letter *Required

Designation Letter.pdf

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

AUDIT18.final.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11108
Name: a/perture cinema - 2021/22
Address: *No Address Assigned

Completed by lawren@aperturecinema.com on 11/20/2020 1:39 PM

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 lawren@aperturecinema.com on 11/20/2020 1:39 PM

Case Id: 11108
Name: a/perture cinema - 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

Case Id: 11108

Name: a/perture cinema - 2021/22

Address: *No Address Assigned

Completed by lawren@aperturecinema.com on 11/20/2020 1:39 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
	\$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 lawren@aperturecinema.com on 11/20/2020 1:39 PM

Case Id: 11108

Name: a/perture cinema - 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 lawren@aperturecinema.com on 11/20/2020 1:40 PM

Case Id: 11108

Name: a/perture cinema - 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.

Lawren Desai

Electronically signed by lawren@aperturecinema.com on 11/20/2020 1:40 PM