

A. Organization & Contact Information

Case Id: 11170
Name: Arts Council of Winston-Salem and Forsyth
Address: *No Address Assigned

Completed by dsilver@intothearts.org on 11/20/2020 4:54 PM

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

The Arts Council, Inc.

A.2. Project/Program

Ensuring Access to Arts & Culture

A.3. FY 2021-22 Funding Request Amount

\$250,000.00

A.4. Agency's Total Operating Budget

\$2,365,752.00

A.5. Mailing Address

251 N. Spruce Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

251 N. Spruce Street Winston-Salem, NC 27101

A.7. Organization Website

www.intothearts.org

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

1953

A.9. Organization Fiscal Year

October 1 - September 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

W. Randy Eaddy

A.13. Email

readdy@intothearts.org

A.14. Phone

(336) 747-1410

CONTACT

A.15. Name, Title

Dara Silver, Senior Vice President Community Engagement & Partner Relations

A.16. Email

dsilver@intothearts.org

A.17. Phone

(336) 747-1426

BOARD CHAIR

A.18. Name

Melinda McConnell

A.19. Term Expiration

12/31/2020

A.20. Email

melindamcc@sbcglobal.net

A.21. Phone

(336) 768-8856

B. Project Overview

Completed by dsilver@intothearts.org on 11/20/2020 1:42 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

The Arts Council of Winston-Salem and Forsyth County is the backbone and hub for a thriving arts and cultural sector of our community that makes us the “City of Arts and Innovation”. We promote, support, and develop the arts in Winston-Salem ensuring that they are vital presence for all of our diverse community members. We do so because studies have shown that the arts have beneficial societal impacts from education, wellness, safety, and economic development. To this end, our new mission is to ensure that the arts and culture “touch every corner” of our community. Even during the COVID-19 pandemic, the arts remain a vital part of our community and we have been at the center providing leadership and resources to arts organizations and sharing the myriad of virtual arts offerings available to the community at-large.

The Arts Council carries out its mission by providing, or facilitating the delivery of, multi-faceted support services to numerous diverse arts organizations and individual artists across the entire community, in addition to providing significant grants and other direct financial support.

The City of Winston-Salem’s funding is specifically used to support The Arts Council’s programs, which includes operating arts facilities and investing in arts programming for the community through grant programs, target initiatives, and special projects. During this unique time, we continue to support arts organizations who are now conducting virtual and small socially distance arts offerings. In accordance with the Governor’s phase restrictions, The Arts Council was able to reopen its facilities and limit the number of people in certain venues. Our performances spaces are still in use, however without audiences as performances are being filmed for virtual use.

The Arts Council is unique to our city in that we own and operate three arts facilities that are strategic community assets. They include the Milton Rhodes Center for the Arts located at 251 N. Spruce Street, Hanesbrands Theatre located at 209 N. Spruce Street, and The Arts Council Extension (ACE) Building located at 419 N. Spruce Street. These facilities lie in the heart of the downtown’s theatre district and are used by numerous arts organizations, community entities, and individuals. In normal years, our facilities reach over 140,000 people annually. In 2019-2020, due to COVID our facilities we were only able to reach over 65,000 people.

The Arts Council, like the United Way, serves as a funder for arts organizations and artists, in addition we offer support services that aim to ensure that both organizations and artists are able to thrive in an ever-changing landscape of funding and marketplace for their works. In 2019-2020, we awarded over \$1 million in grants to 37 organization and 15 individuals who reached over 800,000 individuals with arts and cultural programs.

Our goal – before, during and after COVID- is to continue supporting a vibrant and diverse arts and cultural sector for our community for the betterment of all our citizens, which strengthens the entire community as a great place to live, work and learn.

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

The Arts Council has various points of entry to its programs – three strategic arts facilities and investing in arts programming through grants, target initiatives, and special projects.

The Milton Rhodes Center for the Arts is open to the public Monday through Friday 9am to 9pm and on Saturdays from 9am to 4pm. The Hanesbrands Theatre is open during public performances, which could vary from daytime to evening shows. The Arts Council Extension (ACE) Building houses the NC Black Repertory Company and The Little Theatre and operates on traditional 9am to 5pm, Monday through Friday office hours. All facilities are open and accessible to the public. The public can learn more about The Arts Council, performances, and services, including virtual programming at www.intothearts.org.

Community members who want to participate, volunteer, or attend Arts Council supported arts programs can do so by visiting www.cityofthearts.org, the City’s arts and cultural event calendar, signing up for our list serve, following The Arts Council on social media or coming by one of our facilities. The Arts Council staff frequently speaks with community members about the arts and cultural offerings in our community and directs them on how they can get involved from taking a stained-glass art class to private piano lessons to theatre classes for youth.

For the 3 years, The Arts Council has partnered with Forsyth County to host the Summer Concert Series in Triad and Tanglewood Park. Each summer approximately 5,000 people attend these free summer concerts that present live music such as beach, r&b, country, bluegrass and patriotic pops. We hope to bring this beloved programming back in the Summer of 2021.

Students in the Winston-Salem/Forsyth County School System will interact with many of our arts and cultural organizations and local artists through The Arts Council’s Arts-In-Education program. Annually this program provides over 30,000 student engagements from Winston-Salem Symphony performances to artists-in-residencies. These programs also enhance the arts curriculum and goals of the public schools. Due to COVID restrictions, many of these arts educational offerings are now being conducted virtually.

Arts organizations and individuals who want to learn about the various funding opportunities that The Arts Council offers can visit the website or contact staff directly. In addition, arts organizations affiliated with The Arts Council attend quarterly networking meetings that encourage collaboration and information sharing.

Arts, culture and entertainment are cited as the top reasons people choose to live in Winston-Salem, but moreover this engagement with the arts supports the economic and educational health of our city, making us a well-rounded competitor in the new economy.

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

200

Maximum Number of Participants to Be Served at a Single Time

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

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 Arts Council's mission is to help ensure that the empowering and enriching benefits of the arts and culture "touch every corner," reaching all members of our diverse community. This coupled with our new Commitment to Diversity that "respects and values the full spectrum of self-defining differences among people," and commits us to, "reflecting that diversity in the composition of its Board and staff, and throughout all aspects of The Arts Council's operations, including in the outcomes and other impacts of its work." Both ground us affirmatively in being conscientious that the communities we serve in and through the arts have a full spectrum of values and interest of all peoples. We know that the arts are beneficial for all who seek to engage with them and we commit to cultivating welcoming spaces through our facilities and working with our arts organization to embrace a diverse community.

The Arts Council typically reaches more than 800,000 people each year, through its three arts facilities and investment in arts programming. The demographics of those participating in the arts and attending an arts event is approximately 37% seniors, 35% adult, and 28% youth. In addition, 31% of the audiences represent people of color including African-American/Black, Hispanic/Latinx, Asian and other, while 69% are White.

The most diverse and impactful work we are doing with a specific population, youth, is with our long-standing partnership with the Winston-Salem/Forsyth County Schools. For a normal school year the demographic of the public schools are 40.2 percent of the students are white, 28.5 percent are African-American, 24.5 percent are Hispanic, 4.0 percent are multiracial, 2.5 percent are Asian, and less than 1 percent are American Indian or Native Hawaiians/Pacific. The Arts Council's Arts-In-Education programs provide over 32,000 arts experiences for students and an additional 162,105 children (PreK-12th grade) attended, participated, or volunteered in Arts Council programming outside of school each year. Exposure to the arts can improve self-esteem and problem solving skills as well as foster creative development and appreciation for the diversity of our community.

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.

Can you remember a time when we've needed the arts more? As we struggle each day with the pandemic, the arts are there to support us. We listen to music, we read, we make chalk drawings with our kids. We play video games, we dance in our living rooms, and watch movies and TV. We practice the guitar, take Instagram photos, and we create posters to carry in protest.

The arts are working overtime in every community, household, and family, doing what they do best: connecting us, giving us needed moments of joy, and most of all creating hope.

The arts are an integral part of any thriving community from public art to performances to summer arts camps. They entertain, educate and inspire us; they are essential nourishment for the spirit and soul of everyone in our community. They arts and culture teach our children essential skills that will promote their future creativity and innovation. They provide jobs and attract visitors who spend at local businesses and generate tax revenue. (In 2015, the arts industry in Forsyth County generated \$14.8 million of state and local tax revenue and had a total economic impact of \$156.8 million.)

Our vibrant and diverse arts and culture sector supports local businesses, colleges and universities, and other institutions in recruiting and retaining employees, students, faculty and others, from across the country and internationally. It provides enriching and enlightening experiences that build bridges and bonds among diverse peoples, which strengthens the entire community as a great place to live, work and learn.

Quite simply, an investment in arts and culture is an investment in every one of our citizens. They are what make us the “City of Arts & Innovation” that attracts and retains productive residents.

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?

The Arts Council utilizes collaboration within all facets of its programming. A network of more than 4,000 individuals, companies, foundations and government donors help us raise the funds annually to sustain and develop our arts and cultural resources. These funds ensure that we can operate arts facilities on behalf of the community and invest in arts programming that normally reaches more than 800,000 individuals each year.

None of this would be possible without our arts partners that utilize the arts facilities, some of who include NC Black Repertory Company, Little Theatre of Winston-Salem, Sawtooth School for Visual Arts, Bookmarks, Hispanic League, Authoring Action and Associated Artists of Winston- Salem.

Additional arts partners include: Bookmarks, North Carolina Black Repertory Company, Old Salem Museums and Gardens, Piedmont Craftsmen, Piedmont Opera, Reynolda House Museum of American Art, RiverRun International Film Festival, Sawtooth School for Visual Art, Southeastern Center for Contemporary Art, Little Theatre of Winston-Salem, Winston-Salem Festival Ballet, Winston-Salem Symphony, 40 + Stage Company, a/perture, Associated Artists of Winston-Salem, Authoring Action, Winston-Salem Delta Fine Arts, Inc. Downtown Arts District Association, Hispanic League, Kernersville Little Theatre, Korner's Folly, Triad Cultural Arts, Triad Pride Performing Arts and Winston-Salem Theatre Alliance.

Lastly, The Winston-Salem/Forsyth County School System is a long-standing partner in helping us select and place the artists and arts organizations who bring their programming into the schools.

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

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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.

The Arts Council's performance is primarily measured by the number of community members impacted by our grants and those who utilizing our facilities. Our ability to make grants, operate accessible facilities and in normal years reach more than 800,000 individuals each year relies on the annual support of individuals, companies, foundations and government entities. To this end, The Arts Council continues to reinvigorating its engagement opportunities to ensure its donors continue to be invested in the organization and its programmatic work reaches out into all corners of the community.

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.

The Arts Council's grant, facility and fundraising programs are tracked on an ongoing basis. Grantee reporting ranges from quarterly to annually depending on the program; grantees report on attendance, demographics, and impact of

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programs supported via Arts Council funding. Facility reporting is tracked per event and aggregated on a monthly basis. Fundraising progress is tracked and monitored on a weekly basis.

In addition, every five years The Arts Council partners with Americans for the Arts and economists from Georgia Tech to conduct the Arts and Economic Prosperity Study, the last one was completed in 2015. The economists work with a local liaison to collect specific data from each of the participating organizations over the course of a year, resulting in verified economic impact figures for Forsyth County’s non-profit arts community. Organizations track their own direct spending, audience spending on admissions and amenities such as restaurants or parking, local and state taxes remitted and jobs created.

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 |
|--|---|--------------------------------|---|--|
| Fundraising: To strengthen and develop sustainable annual fundraising for the arts through the community campaign for the arts | Fundraising appeals to workplaces, corporate donors, and individual donors | \$1.9 million | \$1.4 million | \$1.8 million |
| Grants: To provide support for the arts and cultural programming for the community | Offer grant funding opportunities to individual artists and arts organization to support arts programming | 82 awards | 50 awards | 50 awards |
| Grants: To provide support for the arts and cultural programming for the community | Invest in arts programming | \$1,015,150 | \$619,344 | \$619,344 |
| Facilities: To provide and manage 3 cultural arts facilities for public use | Provide diverse program offerings for the community | 371 events | 100 events | 250 events |
| Facilities: To provide and manage 3 cultural arts facilities | To attract community attendees to its diverse | 65,492 attendees | 10,000 attendees | 25,000 attendees |

| | | | | |
|----------------|------------------------|--|--|--|
| for public use | programmatic offerings | | | |
|----------------|------------------------|--|--|--|

| | 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 | 0 | 0 |

C.6. FY 19-20 Program Accomplishments

Fundraising: Despite the disruptions caused by COVID, The Arts Council successfully completed and exceeded its 2020 Annual Fund goal as of September 30, 2020. A total of \$1.9 million was raised that will support its programs and initiatives.

Grant-making: The Arts Council awarded 82 grants totaling \$1,015,150 in FY20. Though these supported arts programs and initiatives over 800,000 community members were able to participate in and attend local arts and cultural events.

Facilities: The Arts Council optimistically began FY20 with the successful renovation of The Milton Rhodes Center for the Arts that include an integrated gallery space, gift shop, and new performance space, just in time to host the 2019 National Black Theatre Festival and Hispanic Leagues’ Fiesta. Winter and spring programming we’re going well until COVID forced the closing of facilities in mid-March through early summer.

C.7. FY 21-22 Key Objectives

Fundraising: The Arts Council’s 2022 Annual Fund goal is \$1.7 million to support our grant programs, in addition to targeted initiatives, sponsorships, and capacity building resources for our partner organizations. In order to meet the needs of our arts community, we must continuously strive for a broader base of support for the arts through increasing the number of new individual and corporate donors, and renewing the support of the City of Winston-Salem.

Grant-making: In FY 22, The Arts Council will continue to support grant programs, target initiatives, and shared services that align with our goal of supporting a diverse array of arts programming for all members of the community.

Facilities: The Arts Council will continue to serve as a premiere destination hub of arts and culture for the downtown theatre district while providing accessible and affordable venues for nonprofit arts organizations the provide high quality arts and cultural programming for our citizenry. We will continue to work with performance and community partners such as the National Black Theatre Festival, Bookmarks Annual Festival of Authors and Books, RiverRun International Film Festival, UNCSA, Hispanic League's Fiesta, plus many more.

D. Organizational Capacity

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Case Id: 11170

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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?

For 71 years, The Arts Council has sustained and developed our cultural organizations through strategic grant programs, improved the lives and education of our children through integrated arts experiences, and contributed to the vibrancy we see growing around us daily. As we move into our next era, we are continuing this work while focusing on our role as a community builder, ensuring that the cornerstones of our economic future - jobs, education and community vitality - are supported by a contributing arts community.

The Arts Council's mission is to ensure that the empowering and enriching benefits of the arts and culture "touch every corner," reaching all members of our diverse community.

To fulfill our mission, The Arts Council carries out four operational initiatives: fundraising, grant making, facilities, and special projects/economic development. The Arts Council is requesting funding from the City for fiscal year 2021-2022 specifically to support its grant making and facilities functions, which have direct economic impact on our community and reach the greatest amount of Winston-Salem residents and visitors whether they be in-person or virtual.

FUNCTION (5 POINTS)

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

The Arts Council of Winston-Salem and Forsyth County is the first arts council in the nation, has been in operation for 71 years and continues to serve as a national model for other local arts agencies.

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

The arts are an integral part of any thriving community from public art to performances to summer arts camps. They entertain, educate and inspire us; they are essential nourishment for the spirit and soul of everyone in our community. They arts and culture teach our children essential skills that will promote their future creativity and innovation. They provide jobs and attract visitors who spend at local businesses and generate tax revenue. (In 2015, the arts industry in Forsyth County generated \$14.8 million of state and local tax revenue and had a total economic impact of \$156.8 million.)

Our vibrant and diverse arts and culture sector supports local businesses, colleges and universities, and other institutions in recruiting and retaining employees, students, faculty and others, from across the country and internationally. It provides enriching and enlightening experiences that build bridges and bonds among diverse peoples, which strengthens the entire community as a great place to live, work and learn.

An investment in arts and culture is an investment in every one of our citizens. They are what make us the "City of

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Arts & Innovation” that attracts and retains productive residents.

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 |
|---|---|---------------------------|----------------------------------|
| President & CEO | Provides overall organizational guidance, executive leadership, and direction and management of staff | 60 | 0.00 % |
| Senior Vice President Community Engagement & Partner Relations | Daily management of grant programs, special projects and external relations. | 50 | 0.00 % |
| Theatre Manager | Daily management of performances spaces | 40 | 0.00 % |
| Patron Services & Events Manager | Daily management of gallery spaces and Community Arts Gift Shop. | 40 | 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 |
|----------------------|---|--------------|----------------------------------|
| W. Randy Eaddy | President & CEO | \$0.00 | 0.00 % |
| Dara Silver | Senior Vice President of Community Engagement & Partner Relations | \$0.00 | 0.00 % |

D.6. Attach an organizational chart

Organizational Chart *Required

org chart 11-01-20.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.

The Arts Council recognizes the importance of representing the diversity of our community among our staff, board, grant panelists, grant recipients and volunteers. Diversity is one of the top priorities in The Arts Council’s candidate matrix. In order to ensure a diverse pool of candidates, The Arts Council intentionally reaches out to and partners with various community and statewide organizations such as Urban League, Triad Cultural Arts, Hispanic League, Arts NC and the NC Arts Council to ensure that our employment opportunities are available to candidates with diverse backgrounds.

The Arts Council is an equal opportunity employer. In accordance with anti-discrimination law, The Arts Council prohibits any form of discrimination and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, national origin, disability, age, sexual orientation, gender identity, genetic information, veteran status, or any other status protected by applicable national, federal, state or local law. The Arts

Council conforms to the spirit as well as to the letter of all applicable laws and regulations. (Arts Council Personnel Policy Manual)

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 | | | | 1 |
| Professionals | 1 | 1 | | | 1 | 1 |
| Technicians | 2 | | | | | |
| Office/Clerical | | | | | | |
| Laborers/Service Workers | | 1 | 1 | | | |
| 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 | | | | 1 | | |
| Professionals | 1 | | | | | |
| Technicians | 1 | | | | | |
| Office/Clerical | | | | | | |
| Laborers/Service Workers | 2 | | | | | |
| Total Part-Time/Temp | | | | | | |

D.8.



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

Board Roster FY2020 with Officers.pdf

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

6

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

5

ABILITY (5 POINTS)

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

The Arts Council owns and operates three strategic arts facilities, the Milton Rhodes Center for the Arts, Hanesbrands Theatre and The Arts Council Extension (ACE) Building. The Milton Rhodes Center for the Arts is home to the Sawtooth School for Visual Arts, Associated Artists of Winston-Salem, and Coffee Park Arts coffee shop. It features a two theatre spaces, two galleries, and a new gift shop featuring local handmade goods from over 27 local artists. The Hanesbrands Theatre, a 244-seat black-box theatre that features a variety of staging and seating configurations for dance, theatre, music and film productions. The theatre is equipped with state-of-the-art lighting and sound equipment; portable risers and seats; and support areas such as dressing rooms, green rooms, storage and event space. The ACE building

houses both NC Black Repertory Company and the Little Theatre of Winston-Salem.

The Arts Council's awards grants through a rigorous evaluation process that supports arts organizations that produce arts programming for the community.

Arts Council grants are spread throughout the year to provide year-round access to grant funding. Each grant program begins with the community being notified via press releases, posted to Arts Council website, and Arts Council social media.

The availability of grants is promoted within the community in a variety of ways including press releases, paid advertisements, electronic media, and in conjunction with our other outreach and marketing efforts. The Arts Council meets with applicants on an individual basis and offers guidance through the grant process including; advice on which grant programs best meet the organization's needs, panel feedback on business plans, and referrals to grant writing resources. The Arts Council has identified six disciplines that they believe are keys to a strong arts community; dance, music, film, theatre, visual and literary arts; and The Arts Council actively seeks out organizations to apply for grants who fall within these genres and that represent a multicultural cross-section of our community.

The review process for each of The Arts Council's five grant programs is led by an independent grant panel and chaired by an Arts Council Board Member. Panels are composed of a mix of artists, arts administrators, arts consultants, community members, past grant recipients, and board members. The panels are aided by The Arts Council staff who collectively have a strong knowledge of the arts, nonprofit management and finance, marketing, and fundraising/development.

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?

The Arts Council has a strong working history with local, state and federal agencies, effectively utilizing and distributing grant funds and spearheading publically supported arts and cultural initiatives for the community at-large. In the late 1980s, city and county leaders recognized The Arts Council as the official local arts agency and conduit for public arts funding. Since 2000, The North Carolina Arts Council has recognized The Arts Council as the Designated County Partner for Forsyth County to receive and manage the subgranting of state funds for the arts through the Grassroots Arts Program, of which a portion of these funds must benefit our areas multicultural arts organizations. The Arts Council has also been the recipient of prestigious federal grants including the National Endowment for the Arts, the Department of Housing and Urban Development and the Economic Development Association.

In November 2019, The Arts Council Board adopted a formal Diversity Commitment Statement, which encompasses the beliefs, values and practices that was already incorporated in much of the organization's programs and operations. The Arts Council felt that this commitment to diversity, equity and inclusion as core values should be made formal, properly displayed on our website and further infused in all aspects of its programming.

E. Cost Effectiveness

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

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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 | \$2,034,794.00 | \$2,034,794.00 | \$2,034,794.00 |
| Fundraising | \$376,420.00 | \$376,420.00 | \$376,420.00 |
| Management and General | \$365,508.00 | \$365,508.00 | \$365,508.00 |
| Total Expenditures by Program | \$2,776,722.00 | \$2,776,722.00 | \$2,776,722.00 |

| Expenditures by Category | Budgeted FY 20-21 | Projected Actuals FY 20-21 | Proposed Budget FY 21-22 |
|---|-----------------------|----------------------------|--------------------------|
| Employee Salaries and Wages | \$805,000.00 | \$805,000.00 | \$805,000.00 |
| Employee Benefits | \$242,141.00 | \$242,141.00 | \$242,141.00 |
| Facility Rent and Utilities | \$247,612.00 | \$247,612.00 | \$247,612.00 |
| Training and Conference Registration | \$2,000.00 | \$2,000.00 | \$2,000.00 |
| Membership and Dues | \$14,500.00 | \$14,500.00 | \$14,500.00 |
| Travel and Transportation | \$2,500.00 | \$2,500.00 | \$2,500.00 |
| Grants to Individuals and Organizations | \$619,344.00 | \$619,344.00 | \$619,344.00 |
| Contracted Fundraising Services | \$8,000.00 | \$8,000.00 | \$8,000.00 |
| Goods Purchased for Resale | \$0.00 | \$0.00 | \$0.00 |
| Other Contracted Services | \$105,442.00 | \$105,442.00 | \$105,442.00 |
| Other Operating Expenditures | \$689,493.00 | \$689,493.00 | \$689,493.00 |
| Capital Outlay | \$0.00 | \$0.00 | \$0.00 |
| Total Expenditures by Category | \$2,736,032.00 | \$2,736,032.00 | \$2,736,032.00 |

| Revenues by Category | Budgeted FY 20-21 | Projected Actuals FY 20-21 | Proposed Budget FY 21-22 |
|-----------------------------------|-------------------|----------------------------|--------------------------|
| City of Winston-Salem | \$217,360.00 | \$217,360.00 | \$250,000.00 |
| Forsyth County | \$97,000.00 | \$97,000.00 | \$150,000.00 |
| State of North Carolina | \$553,229.00 | \$553,229.00 | \$100,000.00 |
| Federal Government | \$0.00 | \$0.00 | \$0.00 |
| Admissions/Program Revenues/Sales | \$402,000.00 | \$402,000.00 | \$402,000.00 |

| | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Memberships | \$0.00 | \$0.00 | \$0.00 |
| Donations | \$1,416,411.00 | \$1,416,411.00 | \$1,784,000.00 |
| Foundation Grants | \$50,000.00 | \$50,000.00 | \$50,000.00 |
| Interest and Investment Income | \$0.00 | \$0.00 | \$0.00 |
| Parent Organization | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total Revenues by Category | \$2,736,000.00 | \$2,736,000.00 | \$2,736,000.00 |

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

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 | Other | \$217,360.00 |
| 2019 | Other | \$269,900.00 |
| 2018 | Other | \$269,900.00 |
| 2017 | Other | \$269,900.00 |
| 2016 | Other | \$269,900.00 |

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 |
|-----------------------|-----------------------------|--------------------------|--|
| Arts Council Programs | \$250,000.00 | \$2,486,000.00 | Private Individuals, Companies, Foundations, Earned Revenue, County, State |
| | \$250,000.00 | \$2,486,000.00 | |

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 are used to support The Arts Council's main programs "Grants to Individuals and Organizations" which represents our grants to individual and organizations and for "Other Operating Expenditures" which consists of our operations of arts facilities.

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.

The Arts Council does not currently have any non-monetary assistance from other agencies to support its operations.

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.

The Arts Council is requesting \$250,000 for the City of Winston-Salem's fiscal year 2021-2022. From FY 12 - FY 19, we

have been a recipient of both an operating grant of approximately \$217,360 and a capital campaign contribution of varying amounts in the form of a reduction in the Arts Council's annual sublease payments for the A/C Delco Building. The last reduction of \$70,190 was in FY 19.

This year's request is more as we have greatly expanded our programming capabilities in the Milton Rhodes Center for the Arts since July 2019. We added another theatre in the Center that will allow us the ability to double our available performance spaces and a new gift shop currently featuring works by 27 local artists. The results will add to the number of events taking place in the downtown area for our community to enjoy and spur increased economic activity for downtown businesses and restaurants. The gift shop is not only a destination place for finding unique handmade items, but it helps support artists who are creative entrepreneurs and small business owners find new outlets for their work. In turn, we continue to expand our investments in arts programming by honing in on our target initiative areas of arts & health, public art, and supporting creative entrepreneurship. In FY 19, we added an additional staff member in the grant program area doubling our capacity to serve individual artists, arts organizations, and allowing us the ability to explore how the arts can have a greater impact in areas of health and wellness, public art, and creative entrepreneurship. Furthermore, all of this work is rooted in our mission to "touch every corner" of this community through the arts along with our recent Board approval's commitment to diversity, equity and inclusion as a core value and strategic imperative.

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.

For 71 years, The Arts Council has been successful at raising funds to invest in arts programming for the community at-large. We continue to do so by leveraging City funds with our annual campaign, which comprises 86% of our revenues from individual donors, business and corporate contributions, foundations and government entities, and 16% from earned revenue on our facilities. This model is unique when compared to other communities within NC. Here, The Arts Council owns and operates arts facilities at a cost of approximately \$1.3 million on behalf of our entire community aiding to the overall quality of life, where as other communities art centers are owned by the local government and leased to an arts organization for \$1 a year to operate and provides the community with a place to engage with the arts.

Clearly, the COVID pandemic is adding another challenging layer the already challenged landscape of fundraising. As corporate and workplace giving continues to decline, in addition to changes in individual giving patterns, ie. Millennials are not giving in the same respects and levels as previous generations. To that end, we are expanding our work to remain relevant for new generations for donors, so we may continue to serve the community through the arts for future generations. We are committed to finding new donors and business who value the arts as an essential piece of our community and will continue to focus on planned giving with those who have a personal connection and affinity for preserving the arts and cultural sector of the community.

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.

Potential barriers for The Arts Council are driven by the market, certainly another recession can and will affect the ability for individuals and corporations to give to the annual fund. In addition, natural disasters, such as hurricanes or tornadoes, could pose significant damage to our arts facilities and greatly impact our programming, as well as the arts programming for our supported arts organization who use those facilities.

The Arts Council Board has standing executive, finance, development (fundraising) and facilities/capital projects

committees that meet regularly to ensure the organization is running efficiently and effectively, in addition to monitoring potential risks and barriers to all of our programming aspects.

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

Currently, The Arts Council's is down from 14 to 10 full-time staff and down 14 to 5 part-time staff from last year to this year. This is due to a number of staff leaving for other opportunities which happened to take place during FY20. While many organizations had to furlough or eliminate staff, The Arts Council has only had to eliminate its part-time facility workers due not being able to host large scale performances due to COVID restrictions. For now, we are operating with a very lean staff which is balanced by the limited operations of our performance venues. We are prepared to bring on an additional managerial position in the current fiscal year.

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: | \$250,000 |
| Number proposed to be served for the year: | 500,000 |
| Average City funds per beneficiary: | \$0.50 |
| Proposed funds from all sources: | \$2,736,000 |
| Number proposed to be served for the year: | 500,000 |
| Average total funds per beneficiary: | \$5.47 |

F. Required Documents

Completed by dsilver@intothearts.org on 11/19/2020 8:29 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

AC Conflict of Interests and Comp Policy 2019.pdf

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

The Arts Council Inc. 2018 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

Amended and Restated Bylaws (as revised Dec. 5, 2018).pdf

Articles of Incorporation *Required

AC Articles of Incorp.pdf

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

Arts Council Handbook -- 100117 distr 92917.pdf

Diversity Commitment Statement (Approved Nov. 2019).pdf

IRS 501(c)3 Designation Letter *Required

Arts Council Inc. 501c3.pdf

Audited financial statements or a third-party review *Required

Audit19.final.pdf

Printed By: Rene Williams on 12/12/2020

SAS 114.19.final.pdf

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

***Required**

solicitation license.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

Completed by dsilver@intothearts.org on 11/19/2020 8:30 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 dsilver@intothearts.org on 11/19/2020 8:30 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

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 |
|--------------|---------|-----------------|-----------|---------------|
|--------------|---------|-----------------|-----------|---------------|

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 *dsilver@intothearts.org* on 11/19/2020 8:30 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

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 dsilver@intothearts.org on 11/19/2020 8:30 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

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 dsilver@intothearts.org on 11/20/2020 4:54 PM

Case Id: 11170

Name: Arts Council of Winston-Salem and Forsyth

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.

Dara Silver

Electronically signed by dsilver@intothearts.org on 11/20/2020 4:54 PM