

A. Organization & Contact Information

Case Id: 11109
Name: Authoring Action - 2021/22
Address: *No Address Assigned

Completed by info@authoringaction.org on 11/2/2020 10:14 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

Authoring Action

A.2. Project/Program

Program Support

A.3. FY 2021-22 Funding Request Amount

\$10,000.00

A.4. Agency's Total Operating Budget

\$246,000.00

A.5. Mailing Address

624 West Sixth Street, Suite 150 Winston-Salem, NC 27101

A.6. Project/Program Location Address

624 West Sixth Street, Suite 150 Winston-Salem, NC 27101

A.7. Organization Website

authoringaction.org

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

2005

A.9. Organization Fiscal Year

Authoring Action

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Lynn Rhoades, Executive Director/CEO

A.13. Email

lynn@authoringaction.org

A.14. Phone

(336) 749-1317

CONTACT

A.15. Name, Title

Lynn Rhoades

A.16. Email

lynn@authoringaction.org

A.17. Phone

(336) 749-1317

BOARD CHAIR

A.18. Name

Jordan Googe

A.19. Term Expiration

12/30/2020

A.20. Email

ncjaycee007@gmail.com

A.21. Phone

(336) 813-7749

B. Project Overview

Completed by info@authoringaction.org on 11/20/2020 10:19 AM

Case Id: 11109

Name: Authoring Action - 2021/22

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

Our year-round programming has two sections: A five-week Summer Intensive program and the school year extension, called the Community Engagement Ensemble.

The Summer Intensive immerses youth in socratic based discussions, team-building dialogue, the unique Authoring Action Creative Writing process developed by Co-Founder Nathan Ross Freeman, and collaborations with professional artists (musicians, visual art, dance and film). This program provides a solid foundation for the Community Engagement Ensemble during the school year.

Authoring Action's Creative Writing process is the core of the Authoring Action experience. The process begins with a question (i.e. What is courage?) and a discussion. This process develops teens' ability to engage in discussion, respectfully listen and share, develop a rhetorically sound argument and point of view, and accept that they have something to share and contribute.

The ultimate goal for the Summer Intensive is to develop authors' voices and creative independence. The foundational training, immersive practice and presentation techniques culminate in a two day presentation of creative works. These works include spoken monologues on stage, musical pieces, songs and short films. The creativity expressed by these teens prepares them for work throughout the rest of the year in the Community Engagement Ensemble.

Authors move from the Summer Intensive to the Community Engagement Ensemble workshops. The Ensemble meets two evenings/week to write and develop pieces for outreach events. These sessions provide opportunities for intensive research, writing and public speaking development, and training for public engagements at events throughout the city, state and country. Invitations for public engagement and the corresponding pieces developed by our authors are centered around relevant, important topics such as hunger, justice, income inequality, domestic violence.

The ultimate goal for the Community Engagement Ensemble is to grow them into active citizens, and enact positive social changes within communities through public engagement by creating spaces for public dialogue.

The Ensemble objective, in order to reach this goal, is to develop teens into authors of their own lives. Teens that are empowered with an articulate voice that speaks to both their personal decisions and societal issues. This authorship extends into the community at every single engagement. An exponential impact is realized: every author speaks to every audience member, and with that connection change can be realized from an individual to an entire community.

The Summer Intensive program employs professional artists, program alumni and year-round staff. The additional cost of artists and alumni are a primary use of funds for the summer program. This cost is integral to the collaborative aspect

Printed By: Rene Williams on 12/12/2020

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of the program. Working with professional artists provides a great example to teens and supports the local economy via artistic careers. We pride ourselves on a history of employing artists and requested funds from the City of the Arts, will be used to support these artists.

Space rental, breakfast and lunch provisions, and creative materials are additional needs.

Funds for the Community Engagement Ensemble program are for staff: Co-Founder Lynn Rhoades and Co-Founder Nathan Ross Freeman, and writing staff. The workshop sessions are the program for youth authors. The work of staff develops the voices of our youth for community engagements.

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

Teens are chosen in the follow ways: referral by school, parent, community member, or teen interest. All referrals are interviewed.

The interview process determines the commitment of teens. We give complete ownership of the creative process to teen authors. Acceptance into the program begins the same way. Acceptance is an agreement between staff and an interested teen. The programming is based on a mutual respect and choice of participation.

Staff work with authors as long as authors choose to attend and participate in the process. It is left up to the teen to make the decision to continue the program. Since authors receive a stipend for each engagement, they are treated as professional artists, rather than students. This sets us apart from after-school programs and childcare activities. Authors meet with us because they choose to, and the power of choice empowers our teens.

Our perspective on education is based on nearly 20 years of experience and a wholehearted belief that ownership and authorship, is how transformation occurs. The word author comes from the Latin, and French, auteur: creator; originator. Giving complete authorship of the program to the teens creates a space for them to rise to the responsibility on their own. This sense of ownership is integral to developing voice, making independent decisions, and ultimately the self-aware transformation that occurs from this program.

Once accepted into the program, youth are always welcome, regardless of their length of absence. If there is a lack of participation, what follows is this: (in the case of the Summer Intensive) exclusion of author from the final performance, and (in the case of the Community Engagement Ensemble) exclusion from certain public engagements, which also means exclusion from a stipend for that event.

A beneficial outcome is a result of staff and author investment. Staff work to develop working relationships with teen authors as artists and creators. A productive working relationship produces personal and emotional breakthroughs due to the deep discussions and interactive writing process. Staff also communicate with teachers and parents, as needed, to ensure that the teen author feels supported through this program in all areas possible. Participants that are fully committed to the program through the Summer and school year programming derive benefits that extend beyond the years within this programming.

Benefits found through interviews are: increased confidence, improved writing and speaking abilities, positive peer-to-peer relationships, and a clarified self-vision.

Quotes from past program participants:

"It's amazing what people's minds can do and you wouldn't know what your own mind can do unless you were pushed. I didn't know I could write, I have poems that people can cry over, just reading. You can change someone's life. I can change plenty of people's perspective on racism, and that's from those shows."

"Authoring Action actually helps. I went to a job interview a couple of days ago and it definitely helps when you're asserting yourself in a room full of people who are business minded- it helps you conduct yourself a whole lot differently. It helps people take you more seriously and it helps me take myself seriously."

"I didn't have any direction during the time but this program leveled me out, it gave me something to do. Made me feel like I was doing something with my life, ya know? Made me feel comfortable."

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

25

Maximum Number of Participants to Be Served at a Single Time

30

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

50

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.

Authoring Action programming is designed for youth ages 13-18 years of age who face one or more significant barriers to their positive development and success in school and life.

Authoring Action serves a number of youth who are at risk of academic failure, suspension from school, involvement in drugs and gangs, and are less likely to graduate from high school. These particular youth live in low-income, high crime areas. They may potentially be youth who lack one or more significant support systems (a factor which can cross race and class).

Since many students who ultimately drop out of school report they became disengaged during their middle-school years and/or following the transition into high school, emphasis is placed on enrolling middle school-aged youth and rising 9th graders.

Authoring Action provides year-round programming, at no cost, to 25-30 "underserved" youth each year. The young authors in Authoring Action's programs also make a positive impact on dozens, and sometimes hundreds, of other youth who have the opportunity to experience the presentations and events that are presented or performed in school or community settings.

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.

Authoring Action was founded to develop the voices of teens in this community around issues that are usually relegated to municipal, governmental and professional persons and realms of influence. Today more than ever, with high stress levels, single-parent homes, juvenile crime rates, and disheartening dropout rate, youth need help developing an interest in learning, an active voice in their communities, and the development to become adults who are able to contribute to our community. In certain populations this guidance and outlet is not provided by teachers (who are understaffed and overworked) or parents (who must work to make ends meet, if they are present at all).

Authoring Action has repeatedly heard from our participating youth that many girls and boys are highly susceptible to violence in the home or at school. They have identified the need for a safe environment to share their worries, their issues of feeling unsafe, and their need to be part of something positive. Many have stated that they are angry and feel unjustly judged by family members, teachers and peers. Rise in domestic and dating violence. Rise in teenage pregnancy. High unemployment rates. High school dropout rates. Teens are desperate to discover their unique voices, their unique value, and, their uniquely creative and bright futures.

The root causes to low attainment for teens oftentimes stems from living in impoverished neighborhoods where their exposure to success stories is minimal or non-existent. The cycles of poverty are directly linked to education and here in Forsyth County, the high school drop-out rate is highest for black students at 41.7% according to Forsyth Futures. "Over the last four years the most common reason dropping out was attendance. Almost half of the students who dropped out said it was for this reason."

Indicators for low attendance are related to out of school suspensions, reading, writing and special circumstances in overcoming adversity. While there has been a decrease, the numbers still reveal that many students are not in school. Low and/or failing educational attainment in this age range for girls and boys can lead to teenage pregnancy, drugs, gang involvement and/or school dropout.

The basis for a program like ours is that it is preventative, not after-the-fact. We take authors as young as 13 years and are working with current authors that are now in college programs and 24 years of age. Not all leave the program and choose positive directions, but many do. We heard from many alumni during a grant-funded interview process, and a majority of interviewees reported a positive experience with Authoring Action and cited specific benefits that are still affecting their lives today. It is always more difficult to pinpoint the benefit of something that subverts a possible negative direction, but we are convinced and committed by the relationships and stories from our teens.

Quotes from reference grant-funded interviews (with Dr. Parissa Ballard of WFU)

"Authoring Action pulled things out of me that I didn't know I had in me"

"I've never experienced something so real"

"I would think that this was the most shaping experience of my life. It really made me who I am and I hope they never like get rid of it cause it's so many kids that just like miss out on an opportunity."

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 foundation of Authoring Action is collaboration. Our Artistic director, Nathan Ross Freeman, is a collaborating artist with our young authors; all staff view themselves as mentors and collaborators, not teachers.

From that seed of collaboration stems the numerous partnerships we develop each year with businesses, organizations and programs throughout Winston-Salem, and beyond. The Community Engagement Ensemble (a branch of the Year-Round Programming) is based in collaboration. When an organization, agency, or a business requests our teens for an engagement, we develop their event theme. Our teen authors research, discuss, write, and develop the theme for a dynamic engagement performance at the event. An honorarium is earned and teen authors earn a stipend for their work.

These collaborative relationships do not affect the program, they are the program. If we were to use any sense of the work affect, we would say that these relationships affect our program by integrating Authoring Action more deeply into the community. Each time we engage an audience for an outside organization, such as SECCA (Southeastern Center for Contemporary Art) or Wake Forest University, or UNC TV's PBS Maya Angelou documentary release, we are speaking to the community as a result of a collaborative relationship.

Logistics and planning for the Summer Intensive are a result of a strong collaboration with SECCA -- they have donated space for rehearsals and the final engagement. The WS Center for Education and the arts provides a home for Authoring Action at the cost of CAM or community area maintenance charges, and is rent free. Bethabara Moravian Church donates space for the five week intensive workshops. These relationships are integral to the implementation and success of our program.

In terms of measurement effects; collaborative relationships can provide access to additional forms of measurement. For example, a non-profit that provides their own surveys or measurements of audience reaction, attendance numbers, and more.

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 info@authoringaction.org on 11/20/2020 4:41 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):

Livable Neighborhoods

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if the stated program goals provided in C.5. are not achieved.

Evaluation is essential to us to ensure that the Summer Intensive Program meets the following goals:

Introduction and mastery of the writing process

Develop articulation skills in public speaking and in peer-to-peer discussion

Develop original written works.

Translate works to creative mediums in collaboration with professional artists (music, film, visual design, dance)

Work respectfully with fellow Ensemble members, staff, and collaborating artists

Engage an audience confidently (fully memorized written piece)

Authoring Action has undertaken a significant evaluation process to monitor and evaluate our programming in partnership with Dr. Parissa Ballard from the Wake Forest School of Medicine. We have a multi-phase evaluation of our program including collecting and analyzing surveys before and after our Summer Intensive program. As part of

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this work, we have developed a survey to collect information from teens before and after the Summer Intensive program.

In addition, we collect information from parents after their teens have completed the Summer Intensive. We have learned that teens show growth in personal skills and attitudes such as making friends and feelings of self-efficacy. From parent surveys, we have learned that parents are very happy with their teens' experience and are grateful for the opportunity provided by Authoring Action.

Teen surveys measure social and personal skills, feelings of voice and efficacy in their communities, and academic skills. We will continue to administer this survey in future summers to monitor program outcomes.

If our Summer Intensive does not support positive changes in these outcomes, we will discuss possible explanations with teens and will re-evaluate aspects of our programming to best support teens. Most authors continue programming throughout the school year and so opportunities to continue to meet any unmet goals from the Summer Intensive are plentiful. Exploring missed outcomes would involve communicating specifically with authors that chose to discontinue participation into the school year (Community Engagement Ensemble).

Interviews, and qualitative feedback will be gathered and reviewed by staff to develop strategies and tactics to ensure positive outcomes for all participants. Tracking this information is key to us to be able to continue to grow and help our youth succeed.

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.

We track working hours for all authors, as well as hired artists during the Summer Intensive throughout programming year-round. Public engagements are tracked, specifically for payment. Honoraria payment for engagements is received following the event.

The Summer Intensive 2017 was the first program to introduce pre and post surveys (developed in collaboration with Dr. Parissa Ballard of Wake Forest University). The surveys have been used in all years since then. The surveys capture teen-level changes in attitudes.

Additionally, at each public engagement, we hand out evaluations to audience members. These evaluations measure levels of awareness, reaction to engagement, contact information and space for open ended notes and thoughts.

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
Work with families of	-Provide parent and	95% of parents	95% of parents	95% of parents

<p>teens to develop support for programming</p>	<p>family support for fully engaged participation by teens through text messaging, phone conversations, emails and home visits.</p> <p>- provide consultation and resources for under-resourced families toward their self efficacy</p> <p>-support transportation needs, and bus passes when needed.</p> <p>Provided equipment for virtual learning and supported WSFCS distribution of hotspots.</p>	<p>stayed engaged with their children and the program, providing encouragement and support.</p> <p>80% of families were able to provide transportation. 20% worked with us to ensure their children had transportation to/from the programs.</p> <p>-In spring 2020, 100% parents supported the virtual learning process of their children.</p>	<p>stayed engaged with their children and the program, providing encouragement and support.</p> <p>80% of families were able to provide transportation. 20% worked with us to ensure their children had transportation to/from the programs.</p> <p>-In spring 2020, 100% parents supported the virtual learning process of their children.</p> <p>-Provided equipment for virtual learning and supported WSFCS distribution of hotspots.</p>	<p>stayed engaged with their children and the program, providing encouragement and support.</p> <p>80% of families were able to provide transportation. 20% worked with us to ensure their children had transportation to/from the programs.</p> <p>-100% of parents will support the virtual learning process of their children.</p>
<p>Create community forum events to help teens interact with the community and the community engage with Authoring Action</p>	<p>Community Engagement Ensemble will work on these events</p> <p>Engage community through new points of contact with Authoring Action</p>	<p>This is a new goal for 2021-2022</p>	<p>This is a new goal for 2021-2022</p>	<p>Have at least 5 community forum events (virtually or in-person)</p>
<p>Work with teens to develop them as effective authors</p>	<p>Summer Intensive and Advanced Writing Workshops</p>	<p>-Worked with 50 teens throughout the summer intensive, fall and winter workshops and Just Us Filmmaking programs.</p> <p>- Adjusted to virtual learning for design and writing workshops.</p>	<p>Working with 40+ teens throughout the summer intensive, fall, winter and spring workshops, and Just Us Filmmaking programs.</p> <p>-Fully utilize digital/virtual learning and</p>	<p>Work at full capacity with 50 teens for the summer intensive, fall, winter and spring workshops, and Just Us Filmmaking programs.</p> <p>Continue to develop and expand digital/virtual</p>

			development of public engagement through this medium.	learning and community engagement platforms.
Expand programming opportunities and collaborations within the community	Managers work to build partnerships and relationships throughout the community and help teach students about collaboration	This is a new goal for 2021-2022	This is a new goal for 2021-2022	<p>Collaborate with at least one other nonprofit on a major project with the Community Engagement Ensemble.</p> <p>Collaborate with Parkland High school to engage students in the Authoring Action programming.</p> <p>Provide Educator Workshops for the WSFCS.</p> <p>Collaborate with the WS Street School to engage their students with Authoring Action programs.</p>

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	50	50
FY 20-21 Current Year Projected Results	40	45
FY 21-22 Next Year Anticipated Results	50	50

C.6. FY 19-20 Program Accomplishments

Authoring Action completed a successful 2019 Summer Intensive, including a live stage performance with short films for a public audience of over 300 at the Southeastern Center for Contemporary Art. In October 2019, 9 teens representing Winston Salem performed at the National At Risk Educators' Conference for over 600 educators in Baltimore, Maryland. They participated and co-led in the Authoring Action Creative Writing workshop led by Co-Founder/Artistic Director Nathan Ross Freeman, held at the conference.

Authoring Action has a long history and commitment to serving teens know matter the challenges. The COVID 19

pandemic presented us new challenges to not only make sure teens had the technical capabilities to participate, but to also provide our creative writing and performance development and design workshops on-line. For 18 years filmmaking has been part of the summer intensive, and in 2020, we expanded this effort.

Through our Just Us programming for court referred and teens most at risk of court involvement and academic challenges, Authoring Action has already developed a fairly sophisticated filmmaking process. Through the 2020 spring sessions of living with COVID, we were able to expand this work and in some ways become even more productive in teaching various aspects of artistic design, costume and makeup, developing shots and angles, and sound track development. The Zoom platform has been a remarkable learning tool for these processes because it allowed us to be in the same space, learn together. Larger groups can review and learn from the teaching resources together more effectively than in regular classroom environments. Not only is everyone looking at the same resource material, but the Zoom host can assess whether or not teens are grasping the concepts. Team teaching was enhanced. Artists and staff in different disciplines co-teach and are in the same space.

With the opportunity to learn and hone our programming through the spring and summer, we resumed fall programming in September. Authoring Action programming includes Advanced writing workshops, and monthly virtual forums by our teen authors and Renaissance members. The Just Us program includes on- line creative writing sessions and script development, film planning, and film shoots in small teams.

We are working to revamp fundraising opportunities as well, drawing on the support of our alumni authors who are on furlough from professional theater. Jimmie JJ Jeter, who played in Hamilton on Broadway has worked with us this summer and we look forward to more involvement this fall. Likewise, Associate Artistic Director of Pasadena Playhouse in CA and playwright, Dionna Daniel provided mentoring in our writing and engagements sessions. Tony Jenkins taught teens via Zoom from NYC and came to participate in the filming of our summer intensive. Each of these serve on our National Advisory Board and are eager to assist with fundraising. They will be featured in our annual Taste of the South – this year “At Home” through a virtual program.

Authoring Action has worked over the year to develop educator workshops to train teachers to take the Authoring Action Creative Writing model into the classroom. These 2-day workshops are offered virtually on a monthly basis and will be offered to WSFC educators in December 2020.

C.7. FY 21-22 Key Objectives

Collaboration with the WS Symphony for the Chevalier project to be performed in the 2021 National Black Theater Festival.

Monthly community forums to address key issues in our community and world - to bring the voices of teens and young adults to engage community thought and discussion.

D. Organizational Capacity

Case Id: 11109

Name: Authoring Action - 2021/22

Address: *No Address Assigned

Completed by info@authoringaction.org on 11/20/2020 4:16 PM

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?

Our mission is to positively transform the lives of youth and their community through the power of creative writing and leadership education.

Our vision is for teen authors to address global issues in local and national forums to advocate for social change. Our teens author their own lives as they learn to think critically, present confidently, and express themselves dynamically through creative writing, oral presentation, design, and publication.

Authoring Action services and programs can be divided into two sections:

Young author development workshops, and private workshops (not a part of this request).

The young author development workshops (which includes Year-Round Programming, the specific program for this grant request) include three branches.

The Summer Intensive (part of this request) is when all teen authors and filmmakers work together as an Ensemble to develop original creative works and to become masters of the creative writing process of Authoring Action.

Community Engagement Ensemble (part of this request) and the Just Us Program (not part of this request) come out of the Summer Intensive Program. The Just Us program provides court involved and at-risk teens (12-18) the opportunity to develop their minds, thoughts and futures through the development of critical thinking skills, creative writing, film pre-production, film editing and audio development; to give voice to their lives, their stories, their thoughts about important issues in the world, why they find themselves in their current life situation; and through the Just Us session, to support their development of creative and successful futures.

Authoring Action was founded to develop the voices of teens in this community around issues that are usually relegated to municipal, governmental and professional persons and realms of influence. Listening to youth -- those that will occupy the future of our communities -- cultivates and develops a more enlightened community. Developing the voices of youth creates a strong, informed, and engaged group of citizens. Authoring Action brings a listening community to the voices and ideals of its youth. This ongoing dialogue, exchange, and engagement moves all of us ever closer to a more just, open, and supportive community. This mission, our intention, remains the same and is the purpose of all we do throughout our Core Programming (Summer Intensive & Community Engagement Ensemble).

The private workshops are led by Authoring Action Staff. Participants are professional adults, teachers, non-profit

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boards, schools -- any group that wishes to explore a topic or need through Authoring Action methodology and writing. These workshops are called Pen & Voice. Authoring Action has led workshops for the Downtown Health Center and a group of hospice care workers. The process of discussion, introspection, story sharing and creative writing serves any audience for any topic.

The proposed program for funding ensures that Authoring Action will continue to develop young authors and engage the community.

FUNCTION (5 POINTS)

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

Almost 19 years

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

Our programming directly serves the youth of Winston-Salem and also serves thousands of community members through the public engagement of those audiences by our teen authors.

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
Co-Founder/Artistic Director	Responsible for conceiving, developing, and implementing the artistic vision and focus of Authoring Action, and for major decisions about the ongoing development of its aesthetic values, programs, and activities, including the core writing process, director of all engagement, and development of teen authors for creative writing, spoken word, stage film forums and the expanding film outreach program.	40	4.85 %
Co-Founder/Executive Director	The Executive Director collaborates with the Artistic Director to conceive and support the development of the mission and vision of Authoring Action. The ED develops and supports the work of the board, oversees and carries out program direction and administration, and is the chief financial and fundraising staff member. Because of the artistic ability and interest of the current ED, she collaborates and supports the artistic programming, supervising and coordinating collaborating artists, provides vocal coaching, editing instruction, script editing and development, and supports the musical development of the teen authors.	40	4.85 %
Program Manager/Lead Mentor	Oversight and management for all programming. Coordinates and participates with the interview and evaluation processes, and communication with parents	30	25.00 %

	and teens, supporting them on a level to ensure their full participation. In collaboration with AD and ED, provides teen author assessment, evaluation and artistic development. Assistant writing teacher and lead mentor.		
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D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Lynn Rhoades	Executive Director/Co-Founder	\$55,000.00	4.85 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Chart.pdf

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

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

When possible, Authoring Action hires persons who have come up through the Authoring Action program because they most intricately know the educational and artistic processes and have been developed to be articulate advocates not only for the teens, but for the organization.

Otherwise, Authoring Action's artistic and support staff has fairly equal staff ratios of men to women, across generations, and among European American and African American persons.

Artistic mentors also include at least 1 Hispanic person. Interested artists and potential staff members often seek Authoring Action; and when a staff need arises, the position is advertised, resumes are accepted and interviews are conducted.

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

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

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	2	4		3	3	

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

D.8.

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

A2 Board and Staff.xlsx

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

9

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

3

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 timeline for 2021-2022 Year-Round Programming (Summer Intensive & Community Engagement Ensemble) is broken into two timelines for two branches of programming.

Timeline for Summer Intensive Program:

Recruitment for the Summer Intensive program begins in January. Information is placed on the homepage of the website with an electronic form for parents to recommend their children, interested teens to recommend themselves and/or teachers or community members to recommend teens. Word of mouth continues to be a source for referrals. Staff also reach out to schools, guidance counselors, donor lists, and community networks.

Preparation with collaborating artists, staff, and volunteers begins in February-March. Preparation not only includes hiring these positions, but also determining program details for the summer.

Interviews of interested teens begin as soon as referrals come in; teens are accepted on a rolling basis. The Summer Intensive runs during the month of July and the first week of August.

Timeline for the Community Engagement Ensemble:

Authors who have completed the Summer Intensive are able to continue working with us throughout the school year. The school year Ensemble is composed of Summer Intensive participants a few returning authors from the previous school year Ensemble.

Bi-weekly workshops (Tuesday & Thursdays) begin as soon as classes start in Forsyth County.

There is less preparation and milestones to mark for the Community Engagement Ensemble because it is somewhat a continuation of the Summer Intensive programming and utilizes staff in place from previous years.

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?

Our website has all information, which is a public source. We make contact with all referrals and interview before making a decision. We strive to be welcoming and make contact with all who are interested.

All of our events are advertised in public, community calendars and press releases are sent to a variety of publications that reach varying audiences. The majority of our engagement events are public. Community is key to our work and supporting our teens, so we make sure that the community knows about our public events through marketing efforts, social media, and community calendars.

E. Cost Effectiveness

Case Id: 11109

Name: Authoring Action - 2021/22

Completed by info@authoringaction.org on 11/20/2020 4:19 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	\$50,500.00	\$50,500.00	\$55,500.00
Fundraising	\$5,000.00	\$5,000.00	\$5,000.00
Management and General	\$45,260.00	\$45,260.00	\$50,260.00
Total Expenditures by Program	\$100,760.00	\$100,760.00	\$110,760.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$145,240.00	\$145,240.00	\$150,740.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$7,632.00	\$7,632.00	\$7,632.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$55,500.00	\$55,500.00	\$60,500.00
Other Operating Expenditures	\$37,628.00	\$37,628.00	\$37,628.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$246,000.00	\$246,000.00	\$256,500.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$10,000.00
Forsyth County	\$2,880.00	\$2,880.00	\$2,500.00
State of North Carolina	\$92,530.00	\$92,530.00	\$92,530.00
Federal Government	\$21,000.00	\$21,000.00	\$0.00
Admissions/Program Revenues/Sales	\$1,974.00	\$2,974.00	\$10,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$65,000.00	\$65,000.00	\$70,000.00
Foundation Grants	\$2,700.00	\$2,700.00	\$20,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$59,916.00	\$58,916.00	\$51,470.00
Total Revenues by Category	\$246,000.00	\$246,000.00	\$256,500.00

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

Operating expenditures include administrative support, supplies, equipment, internet, phone, marketing and program expenses.

Other revenues includes grants, and business sponsorships.

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

Year	Funding Source	Funding Amount
2019		\$5,000.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Program Services	\$15,000.00	\$40,500.00	Grants/Donations
Management	\$5,000.00	\$45,260.00	Grants/Donations
	\$20,000.00	\$85,760.00	

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 Resources will make a huge impact on our programming and management ability for the Summer Intensive and Community Engagement Ensemble. They will help us to be able to focus on rebuilding in-person programming, community engagement opportunities, and management of the expansion of collaborations with other organizations.

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 Winston Salem Center for Education and the Arts provides space rent free - we only pay for the Community Area Maintenance fees, which include insurance, facility maintenance, etc.

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.

n/a

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.

Authoring Action engages the support of individuals, local foundations, granting organizations and businesses. We also work to expand our revenue stream capabilities through fees for the Educator Workshops provided to train teachers to take the Authoring Action Creative Writing and Engagement process into the classroom.

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.

As any other agency and the WSFCS, we are all challenged with teaching virtually, however, individually engaging with the young people, and the provision of on-line teaching tools we will be able to reach the teens. Our small group filmmaking team work also keeps them engaged.

Outreach efforts are enhanced by virtual programming through ever more efficient and user friendly platforms. Approximately 200 people viewed the annual fundraising event presented virtually. Educator workshops will be held virtually as well.

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

n/a

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:	10,000.00
Number proposed to be served for the year:	50
Average City funds per beneficiary:	200
Proposed funds from all sources:	236,000.00
Number proposed to be served for the year:	700
Average total funds per beneficiary:	337.14

F. Required Documents

Completed by info@authoringaction.org on 11/20/2020 2:07 PM

Case Id: 11109

Name: Authoring Action - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

W9_conflict of interest forms.pdf

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

AuthoringAction_990_Final_Signed_FY19-20_No_Schedule_B.pdf

Organization By-Laws *Required

679_Authoring Action Bylaws (Final) (1).doc

Articles of Incorporation *Required

1045_A2 Articles of Incorporation and Name Change.pdf

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

A2 Approved Financial Policies 5-2015.pdf

IRS 501(c)3 Designation Letter *Required

680_501c3 and name change to Authoring Action.pdf

Audited financial statements or a third-party review *Required

A2_Statement_of_Activities_June2020-YTD.pdf

Printed By: Rene Williams on 12/12/2020

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

***Required**

Authoring Action Active Status SOSNC.png

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11109
Name: Authoring Action - 2021/22
Address: *No Address Assigned

Completed by info@authoringaction.org on 11/17/2020 11:21 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 info@authoringaction.org on 11/17/2020 11:20 PM

Case Id: 11109

Name: Authoring Action - 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: 11109

Name: Authoring Action - 2021/22

Completed by info@authoringaction.org on 11/17/2020 11:20 PM

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 info@authoringaction.org on 11/17/2020 11:21 PM

Case Id: 11109

Name: Authoring Action - 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 info@authoringaction.org on 11/20/2020 4:43 PM

Case Id: 11109

Name: Authoring Action - 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.

Lynn Rhoades

Electronically signed by info@authoringaction.org on 11/20/2020 4:43 PM