

A. Organization & Contact Information

Case Id: 11051
Name: Bookmarks - 2021/22
Address: *No Address Assigned

Completed by gh@bookmarksnc.org on 10/19/2020 10:36 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Bookmarks

A.2. Project/Program

16th Anniversary Festival of Books and Authors

A.3. FY 2021-22 Funding Request Amount

\$20,000.00

A.4. Agency's Total Operating Budget

\$1,100,556.00

A.5. Mailing Address

634 W. 4th Street #110 Winston Salem, NC 27101

A.6. Project/Program Location Address

634 W. 4th Street #110 Winston Salem, NC 27101

A.7. Organization Website

www.bookmarksnc.org

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

2004

A.9. Organization Fiscal Year

Calendar

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Jamie Rogers Southern, Interim Executive Director

A.13. Email

jamie@bookmarksnc.org

A.14. Phone

(336) 747-1471

CONTACT

A.15. Name, Title

Jamie Rogers Southern, Interim Executive Director

A.16. Email

jamie@bookmarksnc.org

A.17. Phone

(336) 747-1471

BOARD CHAIR

A.18. Name

Barbara Raffaldini

A.19. Term Expiration

11/01/2021

A.20. Email

barbarar@pgr-law.com

A.21. Phone

(312) 315-0550

B. Project Overview

Completed by gh@bookmarksnc.org on 10/19/2020 11:15 AM

Case Id: 11051

Name: Bookmarks - 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?

Bookmarks hosts the largest annual book festival in the Carolinas, bringing world-renowned authors and more than twenty thousand attendees to downtown Winston-Salem. Our Saturday street festival is free to attend and features more than 45 panel discussions, author talks, book signings, and workshops with Festival authors, illustrators, and other industry professionals. We feature dozens of local businesses and nonprofits as exhibitors and food vendors and utilize several of our city's beautiful venues. Bookmarks collaborates widely with arts, civic, and business organizations in the area by linking them with the many authors whose ideas and presence can benefit all.

Our hope is that the City will award us a grant to help specifically with our 16th Festival that will support our programming, logistics, and marketing. Originally planned for 2020, our 16th Festival will now take place in 2021 due to COVID-19. Our request of \$20,000 accounts for 11% of our Festival budget and 1% of our overall organizational budget. It will help us to pay for authors' honorariums, travel, hospitality, and security, marketing of our Festival, as well as for venue expenses (including tents, chairs, tables, and space rental) where we will feature the artists. We are proud to bring visitors from 20+ states and over half of NC's counties, providing an economic boom - and additional attention - to our amazing city. Visitors come from all over the nation to visit us, which shows that Bookmarks is truly impacting the literary landscape and becoming a footprint on the larger literary map. In 2020 we hope to continue this incredible growth, sustain or increase the number of participating states and NC counties we saw in 2019, and increase community access to the literary arts by raising overall awareness of our nonprofit independent bookstore, mission, and year-round programming.

Featured Festival authors from the past have been winners of many awards and recognitions including winners of the Pulitzer Prize, Newbery Medal, NAACP Image Award, Coretta Scott King/John Steptoe Award, National Book Award, Caldecott Medal, and more. Most are also bestselling authors with many identified as Oprah Winfrey or Reese Witherspoon Top Picks and/or are featured in the NC Battle of the Books or as national book club selections, and more.

In addition, your support of our Festival will also support our nonprofit's year-round outreach to bring authors to Winston-Salem. We are host to 20 events monthly at our downtown location as well as at venues around the city. These events include book clubs, storytimes, author events, panel discussions, and other events for all ages.

Over the past 15 years, we have hosted more than one thousand authors including such luminaries as Isabel Allende, Julia Alvarez, Maya Angelou, Margaret Atwood, Fredrik Backman, Pat Conroy, Kate DiCamillo, John Grisham, Yaa Gyasi, Kevin Kwan, Grace Lin, James McBride, and Colson Whitehead, among many others.

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

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Our street festival is free to attend and features a diverse range of authors from multiple backgrounds and every genre, promoting both physical and cultural accessibility. We feel that there is a book for everyone and that every reader deserves to feel seen and heard. We promote this through our author panels and talks, which also feature Q&A sessions and are followed by book signings. Interacting with authors has been shown to further connect readers with books, especially when they can "see" themselves in these books, and inspires writers. We also offer events that introduces aspiring authors to editors and agents and allow them to receive professional critique on their work, as well as advice on the publishing process.

Books not only increase empathy and cultural awareness, but also greatly impact our students and youth academically. Academic success – if defined by high school graduation rates – can be predicted with reasonable accuracy by knowing a student's reading skill at the end of third grade. Those not modestly skilled are unlikely to graduate high school. Our hope is to build on the amazing work of Project Impact and other local efforts to improve reading levels for young readers. Every child deserves to have the ability to read, write and understand – and to enjoy reading, both during school and into their adult lives. We help continue this love of reading by providing authors for all ages, both to serve our adult readers and to foster connections between age groups through books.

All events at our 2021 Saturday Festival will be held in handicapped accessible venues with options in some venues to take advantage of American Sign Language Interpreters and / or audio enhancement microphones to help with those hard of hearing. We host our Festival in downtown Winston-Salem - about five minutes from the bus stop on Trade Street - and minutes from the highway. We advertise and work with many community groups and media outlets to get the information out to possible attendees.

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

7,500

Maximum Number of Participants to Be Served at a Single Time

25,000

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

55,000

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.

We believe that a love of reading is something that can connect across cultures, socioeconomic status, and age. Our attendees come from a wide variety of backgrounds, which is ultimately what we hope to see. It is not just books that we connect with readers - but also one another. Of course, we are always looking to bring in new audiences while sustaining past attendees. In 2019, according to those who filled out our Festival surveys, we had approximately 84% Caucasian attendees; we hope to diversify our audiences' race and background by at least 5% in 2020. We hope to do this through providing an even higher percentage of BIPOC presenters (usually around 45%). The age group of our

attendees saw a much wider range, with many families in attendance. 30% of our 2019 attendees were between the ages of 51 and 65, making up our largest age group.

In addition, the school children effected by our author visits is representative of the WS/FC School system race and gender reports - with much larger diversity than the adult attendees on Saturday. We want to get these students from our school visits to come to our Saturday free Festival. We have worked to supply flyers and stickers with further information for students to share with their parents to encourage them to come downtown and participate and we work closely with teachers and school administrators to make this happen. We have made a concerted effort the past two years to do this and have seen an increase in our audience outreach from schools participating at our Saturday Festival.

More than ever, we are using behavioral targeting in addition to our outreach into areas over 50 miles from Winston-Salem. Advertising with radio stations in the past has been especially helpful and we also have a great relationship with the local newspaper and Our State so their readers are also more aware of us. We want to again advertise on specific radio shows and with specific sections in the paper where listeners/readers will connect with our individual featured authors and/or the topics that will be addressed.

We always look for tie-ins with businesses and other nonprofits once we confirm authors. This will help us to reach a more targeted group of potential attendees. For example, in 2019, we partnered with the Hispanic League to bring in Angie Cruz, a prominent Hispanic author. We also worked with Piedmont Opera to host an author who is an expert on Mary Queen of Scots - prior to their October opera about the matriarch. We also worked with Salem College to bring an author to talk with students who had read her book for their Freshman Summer Read. With all of these examples, Bookmarks is able to save local organizations money by working directly with publishers rather than speaker's agencies which would normally charge groups thousands of dollars.

Again, we hope to offer something for everyone and do our best to make everyone feel welcome and included.

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.

Our Festival enriches the cultural life of Winston-Salem by connecting residents with books, authors, and each other. Bookmarks is unique within the book industry, not only by operating as a nonprofit with the primary goal of serving our community, but also for our hospitality, which is becoming renowned among authors and publishers. Authors regularly write after their stays to tell us that our Festival and Winston-Salem has been their favorite stop on their tours.

15,000 attendees of all ages participated in the 2019 free Saturday Festival; throughout the weekend, we reached over 23,000 people. This is the largest attendance in our history, up almost 3,000 from 2018! We also directly tie in Authors in Schools visits the Friday before Festival, bringing Festival authors into Winston-Salem and Forsyth County schools. We were able to reach students through these visits and also donated 3,200 books by Festival authors to school libraries and directly to young readers to encourage a love of reading in our youth. For children living in poverty, school libraries are often their only access to current and appropriate reading material. In a national study, students who were in schools that maintained or gained a librarian had higher standardized test scores. It further stated the most successful way to improve the reading achievement of low-income children is to increase their access to print.

By bringing visitors to Winston-Salem, we help to increase revenue and knowledge of our local hotels, businesses, restaurants, and attractions, which further benefits our city. 11% of survey respondents stayed in Winston-Salem overnight, with 40.4% of these stays taking place in local hotels. Partnerships with Visit Winston-Salem and the Brookstown Inn allow us to offer Festival overnight packages, and we also place Festival authors in local hotels, resulting

in an additional 125 overnight stays.

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?

We depend on our programming partners within Winston-Salem, the Triad, and beyond in many ways and are proud to partner with over 100 groups annually. We welcome members of our partnering organizations to join our planning and logistical committees and to serve as board members, who provide year-round guidance and specific assistance with our Festival. We also continue to work with arts and community organizations that have similar goals and interests who help promote our Festival of Books.

Furthermore, we cross-promote with our partners, making every effort to advertise our partnership in newsletters, emails to college alumni, on Facebook posts and tweets, on our websites and through press releases. In 2019, we added multiple new Festival partners in the community including: Piedmont Opera, Brenner Children's at Wake Forest Baptist Health, and UNC-TV. We also worked specifically with our partners to connect them with author events that spoke to their audiences and mission. Some of our most popular sponsorships included a conversation with Becky Chambers and Amber Smith about the importance of inclusive characters, presented with support from the Forsyth County Public Library; Dhonielle Clayton, bestselling author of *The Belles*, sponsored by *The Chronicle*; and Mary Laura Philpott, author of *I Miss You When I Blink*, presented by WSNC 90.5 FM.

Wake Forest University, the Winston-Salem Journal, Calvary Moravian Church, and Kilpatrick/Townsend served as venue sponsors. We hosted 68 local exhibitors and food trucks including self-published authors, media sponsors, nonprofits, and publishing imprints. We also had repeating sponsors such as Raffaldini Vineyards, Fidelity Investments, and Champion. It is important to sustain established relationships, while also fostering new ones, with organizations in our community. All sponsors work with us to increase attendance and visibility around this Festival. They provide volunteers and help with planning special invitation only events (if applicable) and also sponsor books for school visits.

A year-round presence gives us the chance to work regularly with our supporters. Being a small nonprofit, Bookmarks relies heavily on partnerships and supporting in-kind exchanges between local companies and area media organizations. We are able to negotiate ad space in exchange for logo placement and advertising in our regular communications. With Visit Winston-Salem's help, we will be able to reach a much broader audience across North Carolina, while building on established media sponsorships.

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 gh@bookmarksnc.org on 10/19/2020 11:33 AM

Case Id: 11051

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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.

We will track online engagements through our website, social media, and collect both quantitative and qualitative information through surveys given to Festival attendees and demographic information provided through purchased tickets. We actively seek critiques from visiting authors and their publishers to help us make each event better. We also compare new data to past data to improve and evaluate efforts.

Since there are some things that are outside our control (specifically weather and other scheduled events), we will evaluate the end project with this in mind - and make every plan possible to have a rain plan set while notifying other groups in town of our event so there will be little conflicts. If we are unable to reach our goals, we will need to look carefully at our marketing, our chosen featured authors, and our overall outreach to understand what stood in our way. Full evaluations are done on various levels with both objective and subjective measurements immediately following the festival each year.

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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.

In 2017, we developed a Festival app that allows us to keep our attendees up-to-date and track data metrics. We use social media to track engagement online. We increased Instagram followers by 83% from 2018. 27.9% of our survey respondents heard about the Festival through social media.

Overall participation will be measured by engagement with our social media and website, book sales, attendance, zip code demographics, collected surveys, and individual donation support, as well as sponsor, exhibitor, and volunteer participation. Increases, decreases, and distinct changes help to further monitor and evaluate programming. Our surveys capture demographic data as well as qualitative, allowing respondents to add comments and suggestions. We use this data to continue improving our Festival and adjusting to meet our guests' needs.

We have data dating back 15 years but often use the data within in the last three years to compare and contrast and look for patterns for how we can improve.

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
Connect 20,000+ people from Winston-Salem, other NC counties, and states with books and authors to ignite a lifelong love of reading at our Saturday street festival.	Host author panels and book signings through our 16th free-to-attend Saturday street festival.	Reached 23,000 attendees from Winston-Salem, nearly half of the counties in NC, and 17 states during our Saturday street festival.	With the onset of COVID-19, we will not reach the numbers we did in 2019, especially without a festival. We have been able to reach thousands of new people through our virtual event offerings.	Sustain or increase to beyond 23,000 attendees with increased diversity from 2019 with half of the counties in NC and 22 states during our Saturday street festival.
Partner with 30+ local groups, including businesses and nonprofits, to foster community and connection with our Festival.	We connect organizations with authors that speak to their mission and goals, as well as cross-promote our partners in our brochures and social	Worked with 28 businesses and nonprofits in 2019 with over 100 year-round.	Even with COVID-19 effecting so much of this year, we have been able to work with 28 nonprofits and businesses already in 2020.	Work with 30+ local businesses and nonprofits for our 16th Festival with over 100 year-round.

	media.			
Connect students, Pre-K through college, in the community with Festival authors.	We bring Festival authors to our youth, in WSFC schools, surrounding colleges, and organizations such as the Salvation Army Boys & Girls Club.	Had 33 unique visits with youth on the Friday prior to the Festival.	Due to COVID-19, we have found new ways to work with schools and youth programs including online book fairs, workshops, and storytimes.	Hope to have 34 unique visits with youth on the Friday prior to the Festival.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	30,000	55,000
FY 20-21 Current Year Projected Results	10,000	30,000
FY 21-22 Next Year Anticipated Results	35,000	55,000

C.6. FY 19-20 Program Accomplishments

For six years, Bookmarks has been host to the largest annual book festival in North AND South Carolina in Winston-Salem!

We felt that our 15th Festival was our best yet, bringing 57 bestselling and award-winning authors from around the country (and beyond!) to Winston-Salem. Our Kids Area and authors were especially strong this year, with acclaimed authors and illustrators such as Lesa and James Ransome, Katherine Arden, and Reneé Watson. Cece Bell and Gale Galligan, bestselling and award-winning authors and illustrators of children's books and graphic novels, held sold-out workshops for attendees ages 8+, which many of our young guests noted as a highlight of their Festival experience!

In conjunction with the street festival, we were able to donate books to students throughout Winston-Salem and Forsyth County and create new partnerships, as well as sustain previous sponsors, resulting in a total of 79 local organization Festival sponsors. Individual donations during the Festival also allowed us to unlock a \$10,000 matching challenges from an anonymous donor. We also had our highest Festival sales yet, which surpassed our highest expectations! For the first time, we were able to partner with the Communication Services for the Deaf and Hard of Hearing to provide interpreters at some of our author events, including Cece Bell - who is part of the Deaf community and an incredible advocate and children's author.

We also have been recognized for various awards in the past two years for our strategic planning and support of students in our local schools.

While we visit schools year round, we also created a special program in mid-2018 titled: Book Build: Fostering Connections by Building Collections. Book Build is a three-year, \$450,000 initiative focused on infusing all the Winston-Salem/Forsyth County School libraries with 25,000 brand new, current, and culturally-relevant books. As of August 28, 2019, 48 elementary, middle, and high school libraries of Winston-Salem / Forsyth County Public Schools have received 15,000 new and diverse books. These books have been covered, catalogued, and book plated prior to being delivered. We have also put each book in the system so we can now see check out rates by grade and teacher

which will be very helpful as we look at updated our lists for the final year. We have 10,000 books and 26 schools remaining in 2020.

In addition, we have prioritized students at schools where we are donating Book Build books for author visits by Festival authors - further enhancing their excitement about books!

C.7. FY 21-22 Key Objectives

2021 will be a success if we increase our attendees' involvement with the literary arts. We hope to bring past attendees to our Festival and author events -- and to reach new ones too. Without knowing the impact of COVID-19 in 2021, we will plan as best as we can to create interesting and diverse programming for both virtual and in person events.

We hope to sustain or increase our attendance of 15,000 from 2019 for the Saturday festival and see a 5% increase in audience diversity. However, we also celebrate diversity of sexual orientation, religion, and ability, and hope to continue bringing awareness to LGBTQ+ advocacy, as well as providing ASL interpreters at events.

We will build on our outreach throughout the year to increase Festival support with the goal to host thought provoking reading programs and to bring award-winning and bestselling authors to Winston-Salem regularly. We will continue to bring people from all ages and zip codes from Winston-Salem as well as North Carolina and beyond to participate in our programs at our home on 4th Street and to places in our community.

We will continue to collaborate and partner with nonprofits and businesses to bring authors that speak to a variety of subject matters and provide a local look at national issues. We will complete our outreach with Book Build by December 2020 - by processing and developing the remaining 10,000 books for K-12 schools but 2021 will see several more Authors in Schools visits to complete this project once restrictions are lifted due to COVID-19.

We will be the pillar of the literary arts in our region - partnering with other groups and serving as an expert on the important subject of the literary arts which includes authors and books.

D. Organizational Capacity

Completed by gh@bookmarksnc.org on 10/19/2020 11:54 AM

Case Id: 11051

Name: Bookmarks - 2021/22

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

Our mission is to connect readers with books and authors. Bookmarks engages and inspires readers and writers of all ages, champions literacy, promotes cultural diversity through reading, and offers enrichment and education through literary experiences. We recognize the power of the written word and will host our 16th Festival of Books and Authors in Downtown Winston-Salem on September 25, 2021. We have a strong Authors in Schools program, a summer reading initiative, and a variety of author events featuring bestselling and award-winning authors in our nonprofit independent bookstore off Fourth Street.

Bookmarks began as a literary arts nonprofit in 2004 with a vision of bringing a large-scale book festival to the Piedmont-Triad region of North Carolina. Planning began in 2000 with the Junior League of Winston-Salem. A one-day free book festival was designed to foster meaningful interactions between readers and authors. Bookmarks presented the first festival in 2004 at Old Salem. 2005 saw evolution in a new location, Historic Bethabara Park. In 2006, Bookmarks attained 501(c)(3) status, and 2007-2008 drew 6000 attendees in Bethabara. From 2009 - 2013, due to increasing attendance and technological needs, Bookmarks hosted the festival in the Downtown Arts District, with events held in galleries and tented outdoor venues, increasing visibility and attendance. In 2014, our Festival moved to the Milton Rhodes Center for the Arts and Spruce Street which has larger venue spaces for our growing audience.

Today, the Festival is the largest annual book festival in North and South Carolina featuring 45 bestselling and award-winning authors from across the country. In 2014, we added Keynote events with multi-bestselling authors, and plan to have four days of events again in 2019. Past Keynotes were: James Patterson (2014), David Baldacci (2015), John Grisham (2016), Diana Gabaldon (2017), Dav Pilkey (2018), and Casey Cep (2019).

In 2017, Bookmarks opened an independent bookstore and gathering space in downtown Winston-Salem which hosts 250+ events annually and partnered with over 100 organizations in 2018. We reached 20,000 people at our 2019 Festival over the course of 4 days and will reach over 55,000 this calendar year.

Bookmarks has brought over 850 authors, illustrators, and storytellers to Winston-Salem, North Carolina. Authors come from around the region, country, and the world. Bookmarks has hosted winners of the Pulitzer Prize, National Book Award, National Book Critics Circle Award, American Book Award, National Medal of the Arts, Lincoln Medal, Presidential Medal of Freedom, Coretta Scott King Award, Newberry Award, and a United States Poet Laureate. Bookmarks authors have written more than 1,300 New York Times, national, and international bestsellers, and have spent more than 45 years on The New York Times bestseller list.

Our Festival is our most visible annual event and where much of our awareness for our nonprofit comes from. Its

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existence is vital to our mission. The City of Winston-Salem's support of our Bookmarks and our Festival will help us continue - and expand - our outreach in our city - ultimately helping to retain employees, promote downtown revitalization, and promote travel and tourism.

FUNCTION (5 POINTS)

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

16 years

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

Bookmarks integrates social and cultural resources throughout the content of our programming -- and through the featured authors -- encouraging open dialogue and discussion. We also program authors that will address important and topical issues both locally and nationally. One goal is to be a facilitator of social change.

We concentrate on offering "something for everyone" and are inclusive in our programming as all events on Saturday are totally free to attend and participate in. These authors are experts in their fields and often have name recognition or celebrity status which further encourages people to attend.

Our Festival specifically focuses on bringing authors of all genres to Winston-Salem to build community and begin these conversations here in the City of Arts and Innovation. This also happens in our classrooms where authors visit with pre-K through college students in the days surrounding the Saturday Festival. By offering author visits - and for many of the visits to Title I schools - books for the students to take home for their own home library - we are also giving students a voice and the knowledge that they have a story to tell too - just like the visiting authors.

By bringing people to Winston-Salem, we help to increase revenue and knowledge of our local hotels, businesses, restaurants, and attractions, which further benefits our city.

In addition, we are proud of our Book Build program which is placing new and culturally diverse books into our local public schools libraries (25,000 books total) and the author visits that happen surrounding the delivery of these books which further excites our students.

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
Interim Executive Director	Responsible for Bookmarks' finances, Human Resources/personnel, fundraising, strategic planning and partnerships across all areas of organization, and overseeing marketing with the mission in mind. Liaison between Board of Directors and staff/constituency. Oversees all planning and execution of events and Festival direction and directly supervises Program Director as well as additional staff for Festival (Travel, Logistics) and Festival Committees. Responsible for publisher and industry relations and event strategy.	25	0.00 %
Inventory Manager	Manages back list and seasonal ordering for bookstore, as well as restock buying, meeting with sales	7	0.00 %

	representatives, inventory management, and reconciling bills for publishers. Oversees curation of collection of books for sale at Bookmarks and orders for Book Build and Book Fairs.		
Retail Manager	Oversees bookstore daily, including all displays, customer experience, bookseller training and scheduling, and all aspects of frontline bookselling. Streamlines bookstore operations, including the creation of support documentation for operations and training manuals.	4	0.00 %
Youth & Schools Manager	Responsible for execution of youth / school events (onsite and offsite) and outreach, as well as school book fairs, outreach, fulfillment, deliveries, etc. Encourages school orders and plans/oversees summer reading events, TAC (Teen Advisory Council), Storytimes, and Book Fairs with Inventory Manager. Serves as main contact for schools for Book Build and oversees delivery and author visits, orders of books from each school, etc.	12	0.00 %
Team Member - Social Media	Prepares community messaging and marketing across three social media channels, website, newsletter, monthly store calendar, press releases, calendar entries, and submissions to media; designs various flyers and marketing materials. Responsible for photography and marketing of Festival and all events including partnerships	15	0.00 %
Volunteer Specialist	Coordinate 200+ volunteers, including Preface Party committee	5	0.00 %
Program Director	Oversees all of Bookmarks Programs and inventory departments, as well as subscription and referral programs, website updates, book club program, and overall event management.	20	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Jamie Rogers Southern	Interim Executive Director	\$63,160.00	0.00 %
Beth Seufer Buss	Program Director	\$55,600.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Detailed Organizational Structure 2020.pdf

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

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

Bookmarks strives to cultivate a team of strong, dedicated leaders who bring diverse perspectives to the table. We recognize that there is always room for growth and we are dedicated to working to improve our equity and diversity. We do not discriminate in our hiring process on gender, race, ethnicity, religion, sexual orientation, or physical ability.

When hiring, we advertise widely in the Triad area, including through all Triad-based colleges, the Chamber of Commerce, the Arts Council of Winston-Salem and Forsyth County, and other state arts organizations. We also work widely with the American Booksellers' Association to attract industry expertise. We further spread the word via our social media and e-newsletter, which our constituents and supporters have ready access to. This connection with our supporters is responsible for several of our current and past staff members - including our General Bookstore Manager - who began their experience with Bookmarks as volunteers and program participants. Our wide encouragement to apply has led to large and diverse pools with candidates from all walks of life.

When we receive candidate applications, we do not ask candidates to identify their race, ethnicity, religion, or sexual orientation. Qualifications and experience are our priority along with things that cannot be taught like a positive attitude and a wish to learn. We contact references and do phone interviews when needed to help us narrow the search. Our Executive Director along with the candidate's possible direct supervisor conducts in-person interviews once she feels that we have narrowed our pool appropriately. Usually a person goes through two interviews before the job offer is extended to the preferred hire.

Qualifications for each job varies; sometimes, there are specific skills and work experience necessary. However, we also recognize that experience comes from many walks of life and is transferable from field to field. We have hired a range of candidates, such as students in college, stay-at-home mothers, and a woman with autism, who experienced reluctance in the hiring process at other organizations. We have LGBTQ staff and staff that represent a variety of religions and viewpoints. It is our belief that everyone has something to contribute, and hiring is the challenge of deciding which candidate is currently the best fit for an open role and adding to our team's perspectives and communal knowledge.

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			4		
Professionals						
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						
Technicians						
Office/Clerical				5		2
Laborers/Service Workers						

Total Part-Time/Temp						
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D.8.

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

10819_No Board Compensation, Non-Discrimination Policy.pdf

Board & Staff Roster Template.xls

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

8

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

15

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."

We build on our outreach throughout the year to increase Festival support with the goal to host thought provoking reading programs and to bring award-winning and bestselling authors to Winston-Salem regularly. We collaborate and partner with nonprofits and businesses to bring authors that speak to a variety of subject matters and provide a local look at national issues.

We begin our future year Festival planning before completing our current Festival's final evaluation. We are often contacted by many publishers after our Festival because the visiting authors have had such a positive and rewarding time visiting Bookmarks.

This is our 16th Festival - so we have a set plan for each month. The first goal is to finalize the next year's date with the City and our venues. After 15 years of having our Festival on the Saturday following Labor Day, we decided to change the date in 2020 to the fourth Saturday in September, which will allow us an extra two to three weeks to work with schools to prepare students prior to the Festival. Though we were unable to have the festival in 2020 due to COVID-19, we look forward to this later September date in 2021.

As we plan our summer reading program (in consultation and partnership with the public library), we will begin identifying authors and their books that will further excite attendees to attend the Festival - and other reading and writing events.

We will announce our 2021 Festival line up at our Preface Party Fundraiser. To engage attendees and increase attendance, an expanded seven week media outreach campaign will continue until our Festival on September 25. We will unveil the full schedule the first week in September and have a variety of opportunities to prepare for the Festival - and get excited about the Festival - during the weeks leading up.

40+ authors will participate as featured authors with 50+ exhibitors at our free Saturday Festival further engaging our community. We have already began working with publishers and potential authors and will confirm most of our authors by early April. Our Board and planning committee will help staff implement these plans.

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?

What is unique about our Festival is not only our culture of hospitality and inclusion, but also our commitment to keeping it free to attend. Our panels and author talks are all open to the public, range from a variety of topics (including everything from science fiction to social justice to romance to historical nonfiction), and are held in accessible venues. We also have volunteers operate golf carts to assist handicapped guests in moving from venue to venue, making sure that no one is left out.

As part of our strategic plan, we are looking at our local marketing campaign, our advertising of Bookmarks, and our outreach to Winston-Salem and Forsyth County. We want fewer people to ask “What’s Bookmarks?” and are working to identify how to do a better job. We also created a new full-time position in January for our Marketing and Engagement Coordinator. This position is tasked with social media, website, volunteer, and attendee development to further engage our community locally and beyond.

Our marketing is extensive, with the goal of increasing awareness of our mission, bookstore, and Festival in all areas, particularly around the Triad. We work with many media sponsors to help us promote our events including: The Winston-Salem Journal, WFDD 88.5 FM, Greensboro News' Record, The Chronicle, Black Business Ink, and WSNC 90.5 FM. In 2015, Our State came on board as a presenting sponsor, and they also help substantially with our outreach. As a part of their 2019 sponsorship, they ran ads worth \$16,420 - including a full page ad advertising Bookmarks, our weekend hotel getaway, and our Festival in August to all subscribers – as well as smaller print ads in July and September. This year, we also partnered with Qué Pasa and Mia Mírame to reach new audiences in the Latinx community. We were also thrilled to be chosen by UNC-TV to sponsor - with four of our Festival events being taped and re-aired this fall. We have three online e-newsletter mentions/sponsorships that further help us as well.

We also began an opportunity for people to share their name, e-mail, and zip code to enter to win a two night getaway and weekend package for our Festival. We programmed this online to pop up when people (outside 50 miles) who search throughout the year for book festivals and other key words/author names. For instance, there was a Festival in Raleigh in February 2019, and we targeted the area where the Festival was held to capture new data. This resulted in over 330 new e-mails from outside Forsyth County! This targeted approach can be used for a variety of marketing. We also work with Visit Winston-Salem to target additional counties and states that might travel to Bookmarks.

To continue to increase community awareness, we will be entering into a new marketing relationship in 2020 with Vela Agency, a local public relations and marketing company, who will assist us in our marketing efforts. They will help us pitch stories on various authors, to brand our organization effectively, and to advertise locally, statewide, regionally, and nationally. We also have very active Twitter, Facebook, and Instagram feeds and an e-newsletter which reaches 4,842 people with a 35 – 40% open rate. Each week, we add (on average) 15 new subscribers when people visit Bookmarks. We also have data for those who bought tickets and traveled from other counties, which we will use for further outreach and advertising.

E. Cost Effectiveness

Case Id: 11051

Name: Bookmarks - 2021/22

Completed by gh@bookmarksnc.org on 10/19/2020 1:37 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	\$598,440.00	\$591,704.00	\$669,156.00
Fundraising	\$60,088.00	\$45,695.00	\$74,350.00
Management and General	\$442,027.00	\$399,906.00	\$495,672.00
Total Expenditures by Program	\$1,100,555.00	\$1,037,305.00	\$1,239,178.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$335,113.00	\$332,326.00	\$377,692.00
Employee Benefits	\$30,240.00	\$23,762.00	\$30,000.00
Facility Rent and Utilities	\$50,599.00	\$50,592.00	\$50,592.00
Training and Conference Registration	\$6,300.00	\$2,788.00	\$6,400.00
Membership and Dues	\$3,300.00	\$2,938.00	\$3,500.00
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	\$5,000.00
Goods Purchased for Resale	\$528,000.00	\$450,081.00	\$408,650.00
Other Contracted Services	\$6,100.00	\$6,100.00	\$6,100.00
Other Operating Expenditures	\$140,904.00	\$463,718.00	\$351,244.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,100,556.00	\$1,332,305.00	\$1,239,178.00

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	\$20,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$14,000.00	\$19,000.00	\$15,000.00
Federal Government	\$0.00	\$72,000.00	\$0.00
Admissions/Program Revenues/Sales	\$63,000.00	\$26,700.00	\$44,850.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$121,200.00	\$160,000.00	\$125,000.00
Foundation Grants	\$170,830.00	\$188,109.00	\$155,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$735,526.00	\$872,682.00	\$880,450.00
Total Revenues by Category	\$1,104,556.00	\$1,338,491.00	\$1,240,300.00

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

Website, Virtual events, marketing firm, graphic design, media advertising, technical needs, venue rental, honorariums, travel for speakers, book donations // book sales, sponsorships (events), exhibitor booth sales, sales tax refund, shipping charges

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		\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Honorariums (speakers)	\$3,500.00	\$10,000.00	NC Arts Council
Venue Rental	\$8,000.00	\$6,500.00	Wake Forest University
Travel Expenses	\$3,500.00	\$9,400.00	Winston-Salem Arts Council
Festival Logistics	\$5,000.00	\$11,500.00	Festival Sponsors
Marketing/Advertising	\$0.00	\$34,200.00	Ticket & Book Sales
Staff Hours	\$0.00	\$86,797.00	Ticket & Book Sales
Entertainment/Hospitality	\$0.00	\$10,000.00	Donors
	\$0.00	\$0.00	
	\$20,000.00	\$168,397.00	

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.

Honorariums for speakers: Money paid to artists to attend/speak at annual festival. These funds are paid directly to the artists as contracted between them and Bookmarks in exchange for appearing in Winston-Salem at our festival.

Venue Rental: Rental of facilities on Holly Avenue, Spruce Street, Poplar Street, and 4th Street to accommodate festival layout needs

Travel Expenses: Paid directly to the artist or artist's representative for travel reimbursement to attend our festival

Festival Logistics: This includes rentals from Party Reflections such as tents, stages, stairs, chairs, stanchions, tables,

etc. As well as golf cart rental, security, porta-johns, and other expenses.

Media/Advertising: This will include time used by our marketing firm Vela, advertising specific to our festival such as billboard placement along I-40, magazine and newspaper print ads, radio ads, and tv.

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.

We receive a funded partner discount from the Winston-Salem Arts Council on venue rentals, and we also receive a nonprofit discount on some items such as in the past from Hauser Rental

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

We are requesting the same amount as last year, though we did not receive any funding last year. Should we not receive enough funding for our proposed festival budget, we would look at items such as advertising and entertainment to cut costs.

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.

Each year, we seek a wide variety of partnerships and diversified funding to support our Festival, including sponsorships, exhibitors, grants, individual donations, our Preface Party's silent auction, and book sales. The incredible growth of our bookstore has helped us expand our operating budget and decrease dependency on donations. Our book sales currently account for 51% of our income, and this will most likely remain the same in 2021. We are working to eventually become more self-sustaining so we can increase our outreach further and not have to rely on always getting a grant or sponsor for every project.

In the past, we have secured grant funding from the NC Arts Council (\$12,500 - \$15,000), \$10,000 from Wake Forest University, \$10,000 from Fidelity Investments, \$30,000 from various foundations and sponsors for specific outreach, and through book and ticket sales. We will work to do this again! We also plan to make requests from the Arts Council of Winston-Salem and Forsyth County - where we have been a funded partner for multiple years - and will work with our various media contacts like Our State and the WS Journal. We also have amazing individual donors who help to support us. Throughout winter and spring, we will continue to identify partnerships and sponsor opportunities within 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.

As with any festival, we recognize the potential of bad weather. Last year especially was a test of attendance under threat of inclement weather with Hurricane Dorian occurring the week before our Festival. However, we still saw record attendance, which we attribute in part to our weather policy. Our exhibitors are given tents and booths that operate rain or shine, and over the past several years we have transitioned to completely in-door venues for author panels and ticketed events, with rain plans in place for booksignings.

Safety is also a concern that we take very seriously. We recognize that some of our speakers and panel content may

draw controversy. To protect our guests, we hire off-duty police officers and schedule experienced volunteers for crowd control and safety. Last year we hosted Dave Cullen and Andy Parker, gun control activists and authors, and staffed extra police officers to ensure a safe environment. We also instruct our guests and volunteers to immediately let officers or staff know if anything makes them uncomfortable. We have yet to experience any safety or harassment concerns.

Though we were not able to host our festival in 2020 due to COVID-19, we feel we have pivoted quickly and effectively to continue to serve our community and reach new groups for programming opportunities.

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

Due to COVID-19, we have experienced many challenges in 2020. In August, our long-time Executive Director, Ginger Hendricks, announced her resignation. Earlier in the year, our full time marketing manager took another job and that role has been vacant ever since. We are losing another part-time employee who has been handling our social media next month.

We have restructured our organization and examined what our current strengths and weaknesses are. We have identified various vulnerabilities and with our board of directors, have come up with a plan to solve them. This includes the addition of a part-time bookkeeper who for ten hours a week will handle data entry and many of the time consuming tasks Ginger Hendricks was doing that have now fallen to Interim E. D. Jamie Southern. We will receive development advice and strategy help at the end of 2020 as well as the beginning of 2021 to come up with a plan for fundraising in 2021. We will hire another part-time employee who will handle social media and some other aspects of office/clerical work to further free up extra time from Jamie.

In our restructure, we have identified tasks that can be completed by our current part-time staff who have been working mainly in the bookstore. They will be assisting more with every aspect of the organization which will allow for a more efficient use of staff time as well as accomplishing more outreach.

We have met with our marketing firm to restructure our agreement with them and develop a more efficient plan for 2021. With this new plan, we will be using our money more efficiently and wisely to expand our reach and promote the work we are doing in our community.

Volunteers have always been a large part of our organization and the work we do. Due to COVID-19, we have not been able to utilize our volunteer network as we would have hoped. However, we are implementing safety protocols and strategies to utilize more volunteers in a safe and responsible way throughout the end of 2020 and into 2021.

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:	20,000
Number proposed to be served for the year:	25,000
Average City funds per beneficiary:	.80
Proposed funds from all sources:	168,397.00
Number proposed to be served for the year:	25,000
Average total funds per beneficiary:	\$6.74

F. Required Documents

Completed by gh@bookmarksnc.org on 10/19/2020 2:23 PM

Case Id: 11051

Name: Bookmarks - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
10508_Conflict of Interest.pdf

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
Bookmarks990 2019.pdf

- Organization By-Laws *Required**
10506_Bookmarks_ Amended and Restated Bylaws (3-23-17).pdf

- Articles of Incorporation *Required**
10505_Bookmarks - Articles of Amendment as filed 1-30-17.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
10718_No Board Compensation, Non-Discrimination Policy.pdf
10508_Conflict of Interest.pdf
10710_Bookmarks Employee Handbook_9.23.19 - All Staff.docx
11395_Bookmarks Board Member Service (10.25.19).docx

- IRS 501(c)3 Designation Letter *Required**
10503_IRS_determination_BOOKMARKS.pdf

Audited financial statements or a third-party review *Required

Financial Statements Issued March 13, 2020 live copy.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

BKM-20000B Annual Report DIGITAL.pdf

G. Income Based Projects/Services Only

Case Id: 11051
Name: Bookmarks - 2021/22
Address: *No Address Assigned

Completed by gh@bookmarksnc.org on 10/19/2020 2:24 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 gh@bookmarksnc.org on 10/19/2020 2:24 PM

Case Id: 11051

Name: Bookmarks - 2021/22

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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Documentation

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

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by gh@bookmarksnc.org on 10/19/2020 2:24 PM

Case Id: 11051

Name: Bookmarks - 2021/22

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by gh@bookmarksnc.org on 10/19/2020 2:24 PM

Case Id: 11051

Name: Bookmarks - 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 gh@bookmarksnc.org on 10/19/2020 3:34 PM

Case Id: 11051

Name: Bookmarks - 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.

Jamie Rogers Southern

Electronically signed by gh@bookmarksnc.org on 10/19/2020 3:34 PM