

# A. Organization & Contact Information

**Case Id:** 11115  
**Name:** Winston-Salem Theatre Alliance - 2021/22  
**Address:** \*No Address Assigned

Completed by sbr@wfu.edu on 11/20/2020 11:40 AM

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## A. Organization & Contact Information

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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

Winston-Salem Theatre Alliance

### A.2. Project/Program

Homecoming - Winston-Salem Theatre Alliance

### A.3. FY 2021-22 Funding Request Amount

\$100,000.00

### A.4. Agency's Total Operating Budget

\$171,750.00

### A.5. Mailing Address

650 W. Sixth St. Winston-Salem, NC 27101

### A.6. Project/Program Location Address

650 W. Sixth St. Winston-Salem, NC 27101

### A.7. Organization Website

www.theatrealliance.ws

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

1988

### A.9. Organization Fiscal Year

07/1 - 6/30

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Jamie Lawson, Artistic Director

#### A.13. Email

jamie.lawson@replacements.com

#### A.14. Phone

(336) 508-1312

### CONTACT

#### A.15. Name, Title

Jamie Lawson, Artistic Director

#### A.16. Email

jamie.lawson@replacements.com

#### A.17. Phone

(336) 508-1312

### BOARD CHAIR

#### A.18. Name

Stephen Robinson

#### A.19. Term Expiration

06/30/2021

#### A.20. Email

sbr@wfu.edu

#### A.21. Phone

(336) 692-2649

## B. Project Overview

Completed by sbr@wfu.edu on 11/20/2020 11:47 AM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### B. Project Overview

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Please provide the following information

#### APPROACH (7 POINTS)

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

The Homecoming Campaign will provide a permanent home for this widely beloved 37-year-old community organization. A building at 650 West 6th Street was secured just before it was to be publicly marketed. It is a two-story, 16,000 square-foot brick structure with ample on-site paved parking. Part of the growing downtown hub of activity, the new location is a distinctly ideal place for Theatre Alliance's homecoming. Campaign funds also will provide moving expenses and ongoing operating support during the campaign pledge payment period.

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

Winston-Salem Theatre Alliance is proud to have always welcomed all members of the community into the organization at every level. As we have continued to learn from statistical data about our community and organizational diversity, we have become more focused on specific ways to work toward proactively pursuing appropriate goals in this area of our operations. We continue to slate shows with a focus on diverse casting, which require us to seek performers outside of our normal talent pool. By doing so, this broadens not only our acting base, but especially our audience, as well as friends and family who typically follow our performers -- as do others in the community at large.

Other examples include outreach to non-traditional volunteer opportunities, as well as audience. Show selection has much to do with broad community interest and attendance. Recent productions that speak to this effort include: Memphis, Sister Act, Shrek, and Ragtime.

Theatre Alliance is keen to diversify in many ways. For example, we make a concerted effort to bring people with disabilities into the organization. In collaboration with Industries for the Blind, we have helped bring sight-impaired children to our facility for a special summer program that allows them to participate in live theater. We also regularly involve all ages in our work, from as young as 5 to as elderly as 75. And Theatre Alliance is widely celebrated for its open and accepting attitude of the broadest spectrum of sexual preferences.

Ticket prices are very modest (typically \$19-21) and may be purchased online, by mail, or by telephone. The box office provides "will call" ticket pick-up prior to shows. The current space -- but especially the new location -- is barrier free for patrons with disabilities.

Theater-goers benefit in many ways, from healthy laughter to insightful thinking about community issues. Some plays seek primarily just to entertain; other performances are by nature challenging or thought-provoking. The annual offering of shows provides a wide array, from family-friendly to adults-only (which is always made clear in marketing materials). Another clear benefit to participants is the opportunity to actually join in the production of performances, with roles both large and small.

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Theatre Alliance has grown steadily in its audience size, community involvement, and reputation as a premier community theater opportunity for all citizens.

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

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

**Average Number of Participants Served at a Single Time**

130

**Maximum Number of Participants to Be Served at a Single Time**

150

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

17,000

**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.**

Theatre Alliance serves the broadest possible spectrum of local citizens and out-of-area visitors. All age groups, genders, races, and socio-economic groups are equally welcomed both to participate as volunteers as well as to attend as audience members.

Some shows are purposefully designated and promoted as for adult audiences; most are family-friendly. Audiences represent the local population. There are no barriers to participation in all the Theatre's programs and projects.

Meanwhile, the Board of Directors also is actively working to broaden its representation of the community's cultural diversity.

**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.**

Beyond the symbolic importance of coming into its own permanent location, Theatre Alliance and its audiences will celebrate many benefits from having a new facility -- needs that are unmet in its current, leased facility.

An increase in audience seating will mean less wear-and-tear on volunteer casts and crews by reducing the number of performances needed for each show. Shorter runs also will reduce royalty costs and musician stipends incurred for performances. Providing central, on-site space for costumes, props, and sets will decrease volunteer efforts and transportation expenses to move them back and forth from an offsite storage facility (which is only further complicated by weather conditions).

Owning its own home (even with repairs and upkeep, depreciated maintenance, and associated operating costs) saves facility occupancy expenses (rental) that currently take 22% of the Theatre's annual operating budget.

Conservative financial projections for a permanent home for Theatre Alliance are encouraging: A 175-seat theater used for 100 performances per year gives a total audience capacity of 17,500. Based on historical 72% ticket sales (12,600) at an average of \$17 per ticket, cash flow would be \$214,200 – or 72% of the current total annual budget of \$297,000 from earned income. This is a distinctive advantage of Theatre Alliance over most non-profits and especially among its peer community of theater organizations in the Triad.

Theatre Alliance produced 128 performances in the previous year (pre-pandemic). Combined with rehearsals, load-in, and set strikes, nearly every day in the year was filled with activity and volunteer involvement. Most shows sell out. Popular shows (especially beloved musicals) often have to offer extended runs in order to accommodate audience demand.

Productions are inclusive, diversified, and often include people with disabilities (even with visual impairments or Down's Syndrome earning cast roles).

Theatre Alliance's audience is loyal and diverse. Season attendance has reached a record 14,000. Each year, some 300 volunteers, including performing artists on stage, are directly involved in Theatre Alliance. Audiences include out-of-town attendees who travel specifically for Theatre Alliance offerings.

Demonstrated community enthusiasm for Theatre Alliance's presentations indicates a clear and compelling need to relocate to a better-sized facility, while still maintaining the intimacy of the main theater that is so central to its success as a vibrant, active, and well-received all-volunteer community theater.

#### **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?**

Theatre Alliance volunteers regularly come together in support of other community needs, working in partnership with organizations like Aids Care Service, Forsyth Education Partnership, Make-A-Wish Foundation, Winston-Salem Rescue Mission, Victims of Pulse Night Club Shooting, Stomp Out Bullying, American Red Cross Hurricane Relief, Winston-Salem/Forsyth County Schools, and more. Periodically, performances are held to provide charitable support for individuals in special need.

Each year, about four productions in the "By the Book" series are staged specifically to donate 100% of proceeds to various non-profit entities in the community. Theatre Alliance regularly shares its productions with groups that otherwise might not be able to come to the theater. For example, the cast and crew took Million Dollar Quartet to Brookridge Retirement Community.

Other community groups are welcomed to use the Theatre's space whenever it is available -- for example: Industries for the Blind has held children's workshops and performances for the past five years as part of its SEE Camp for children ages 5 – 18 with partial or complete visual impairment. In the new facility, this capability will be greatly enhanced.

Plans are already in discussion to provide space in the new home for the 2021 National Black Theatre Festival. The new location may also provide a venue for River Run and similar community-wide events. Long-term, a planned black box theater in the new building will increase Theatre Alliance's ability to provide a special venue to a wide array of community groups.

# IDIS Setup

No data saved

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## IDIS Setup

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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 sbr@wfu.edu on 11/20/2020 11:54 AM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

**C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):**

Economic Vitality and Diversity

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

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

#### PERFORMANCE (15 POINTS)

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

The project is primarily a rehabilitation and re-purposing undertaking of a downtown core building that has been vacant and un-utilized for many years. The former Blue Bird Cab Company site and facility will be transformed into a year-round center of live community theater open to all citizens at extremely modest ticket prices (typically \$19-21).

Architectural and engineering plans were approved by the Theatre's Board of Directors. A general contractor has been hired. Internal demolition work has been completed. Electrical, plumbing, and HVAC specifications are nearing completion. Two 50-foot steel beams have been ordered to remove internal columns which would block viewing lines in the main theater space. Truist Bank has extended the interest-only loan for an additional year (to help alleviate pressure on the project caused by the COVID-19 crisis). The project is being supervised by a licensed architect under the watchful management of the Board of Directors and Artistic Director. A comprehensive plan has been finalized to coordinate rehabilitation project expenses with projected campaign revenue receipts over the next two years.

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Evaluating success will come from two primary, specific, and measurable outcomes:

1. Completion -- on time, within budget, and with expected quality assurances -- of the rehabilitation work.
2. Positive impact on the Theatre's operating budget, attendance, audience satisfaction surveys, and volunteer appreciation of the new facility.

**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.**

Following Arts Council funding support over the past several years, Theatre Alliance has been specifically tracking its audience and volunteer characteristics. This data encourages the board that Theatre Alliance is indeed serving its entire community, as well as challenging the organization to persistently and proactively continue to attract and please the widest possible participation.

Statistics are tabulated including such items as show variety and targeted audiences, rehearsals, volunteer hours, volunteer demographics (including board membership, actors, technicians, behind-the-scenes workers, etc.), ticket sales, number of performances, sponsorships, annual contributors and members, "Pick-Six" ticket packages, and periodic audience surveys. These are brought together quarterly.

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

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

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Increase Awareness & Attendance	Enhanced marketing; new signage at new location; shows targeted to specific audiences; expanded sponsorship program	New website address; consistent eblasts; show selection	Audience continues to grow; sponsorships remain strong	Moving toward the new location, each specific measure will be enhanced
Expand the number of non-duplicated participants served	Institute a system of tracking such participants; evaluate statistics; provide new main theater that will increase audience capacity	Grew total audience to record-setting more than 14,000; conducted 3 community-wide, open auditions	Added new audience members based on first-time ticket buyers (stats being compiled); increased volunteer base by 10%	New location will greatly enhance non-duplicated participants on both sides of the footsight
Increase diversity on board of directors	Attend events/workshops designed to identify and attract diverse	This remains an unmet goal as of date	The board is proactively approaching potential candidates	It may be anticipated that at least 2 or 3 more diverse group members will be

	board membership; actively promote board membership to new participant pools		and anticipates adding at least one minority member this FY	successfully recruited to the board
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	8,500	14,000
FY 20-21 Current Year Projected Results	600	1,000
FY 21-22 Next Year Anticipated Results	9,000	15,000

**C.6. FY 19-20 Program Accomplishments**

Prior to the pandemic, Theatre Alliance offered robust programming, offering at least 12 mainstage, fully-realized shows annually, as well as staged readings and concerts and special events, which often benefitted other local nonprofits. We entertained a diverse audience of almost 20,000 people per year, from all walks of life. We had a healthy volunteer base of 200-250 volunteers. We had age ranges from 8 to 75 involved onstage and behind-the-scenes for our productions. We were slated to open “Evita” on the very evening that Governor Cooper established the first phase of the “Stay at Home” order, so we have yet to perform the show. We were in the process of our “Homecoming” capital campaign to consolidate all of our operations under one roof at 650 W. Sixth Street, Winston Salem. In addition, we continued to move our spaces into Sixth Street during the pandemic. Productions ranged from family-friendly to mainstream Broadway fare to off-Broadway rarities. We look forward to returning to this aggressive schedule and again being a vibrant part of the downtown arts scene.

We postponed our production of “Evita,” with the Governor’s “Stay at Home” order in March, 2020. First, we were remotely performing “Forbidden Broadway’s Greatest Hits,” when the playwright rescinded our rights to do so, as he decided the show should only be performed live, before an audience. At that point, we reached out to Mayor Joines and to Governor Cooper for the possibility to perform “drive-in theatre” in the parking lot of our new space. Before permission was granted for that, We moved into Phase 1 of the executive order, that allowed us to perform outside to a group of 25. We immediately began doing so, beginning in June, with “Disenchanted” and Sidewalk Sock Hop, “Tintypes” and “Head Over Heels, Featuring the Music of the Go-Gos” in July, and “Always...Patsy Cline” in August. In September, the Governor moved to Phase 2/2.5, which allowed us to have fifty persons outside, so we upped our outside venue number to this figure. Still a far leap from our previous number of 120 people per performance, audiences still enjoyed “The Doyle and Debbie Show” in September, “Devil Boys from Beyond” in October, and soon, the family musical “The Christmas Schooner” in November and our Winter Wonder Wander in December. In January, 2021, we plan to livestream 2 shows, one show in February, and we hope to be back outside in March of 2021 for a performance in front of a live audience, of what we assume may still be 50 people per night. We follow numerous safety precautions: temperature checks, wiping down high-touch surfaces and restrooms after each use, maintaining social distances for cast as much as possible and always for the audiences, masks required by cast members during rehearsal and by audience members during performances, and actors wear face shields during performances. As few of these shows turned a profit, Theatre Alliance is performing to bring much-needed entertainment during this challenging time. As all of who dedicate our lives to the arts know, they are a powerful healing tool, and we can all use



that now. It is our hope that by providing this service now, the community will remember us in happier, more lucrative times and realize that we are here to stay.

### **C.7. FY 21-22 Key Objectives**

Post-pandemic and following the anticipated mid-2021 opening of the new facility, key objectives include maintaining quality standards with twelve main stage productions, four staged readings (By the Book Series), other special events (like Bunker Dogz), and the special summer camp for kids with special needs. This makes for a busy, exhaustive, yet fulfilling year for Theatre Alliance's volunteers! It will serve our audiences well.

We anticipate growing our audience by 20% by 2021 when the new location is opened. SixPix ticket sales are projected to increase by 10%.

Also in 2021, the board will engage in a new five-year strategic plan project, focusing on ways to maximize the many direct benefits of the permanent home being secured through this grant request.

## D. Organizational Capacity

Completed by sbr@wfu.edu on 11/20/2020 11:56 AM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### D. Organizational Capacity

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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?**

The Mission is to inspire, transform, and unite the people of the Triad through unique, diverse, and unconventional theatrical experiences. The Vision is to combine a small stage with a big heart to provide outstanding live theater for all people.

Since its founding in 1983, Winston-Salem Theatre Alliance has become one of the Triad's most cherished and respected theaters due to its innovative programming, professionalism, and strong volunteer base of involvement and financial support.

Formed originally as a showcase for students of Fred Gorelick, advanced acting class instructor at the Winston-Salem Little Theater, it grew into a small 501(c)(3) non-profit community theater. Working with other organizations such as museums and schools, Theatre Alliance soon moved into staging productions for the general public. Shows were first produced at venues including Reynolda House Museum of American Art, Augsburg Community Theatre, Wake Forest University, and Southeastern Center for Contemporary Art (SECCA). The Theatre utilized guest directors until 2001 when Jamie Lawson was appointed Artistic Director.

In 2008, Theatre Alliance relocated to the intimate, 88-seat theatre in the back of a building at 1047 Northwest Boulevard. Although the space has functioned well in spite of several glaring inadequacies (such as proper dressing areas, green rooms, prop and scenery storage, etc.), demand for Theatre Alliance shows has continued to increase. Later, \$60,000 was raised to reverse the theater's direction, thereby gaining seats for the current capacity of 120.

The dedication and hard work invested by Jamie Lawson (who is paid a small stipend while employed full-time elsewhere) and a cadre of committed volunteers provides exceptional talent, skill, and technical expertise for each production.

Theatre Alliance offers year-round programming, in 2019 including 128 performances to an audience of more than 14,000 patrons. Shows range from readings to full-scale musicals, from family fare to cutting-edge adult offerings. As with the best of community theater's genre, services offered to the community include those on both sides of the main stage curtain. The chance to be part of a production is just as significant as the opportunity to be entertained by it.

After many, many years of adapting to borrowed or rented venues, Theatre Alliance's strategic plan to find and relocate to a permanent home enables the organization to fully mature into its mission and operating goals. One facility housing all of the Theatre's activities, with on-site parking for rehearsals as well as performances, and a main

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auditorium adequately sized to meet audience demand -- these are exciting realities coming true with the success of Homecoming: The Campaign for Winston-Salem Theatre Alliance

**FUNCTION (5 POINTS)**

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

37 years

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

For nearly four decades, Theatre Alliance has entertained, delighted, and sometimes challenged local and visiting audience members with a broad range of live theater productions, all provided through an active and dedicated volunteer corps and using local talent both onstage and behind the curtains. Citizens are encouraged to audition for roles (of all types), and there are no barriers to prevent almost anyone from being a part of Theatre Alliance's year-round programming. This is community theater at its best!

The American Association of Community Theatre reminds us that “Community theatre enriches the lives of those who take an active part in it, as well as those in the community who benefit from live theatre productions. On either side of the footlights, those involved represent a diversity of age, culture, life experience, and a strong appreciation of the importance of the arts.”

As The City of Arts and Innovation, Winston-Salem has always shown its best side when it stands alongside those who create and sustain arts and innovation. Becoming a direct part of the Downtown Arts and Theater District, Theatre Alliance will add an exciting -- and the most active -- component to the community's theatrical opportunities.

**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
Artistic Director	General Guidance on adapting the new space to become a community theatre	20	0.00 %
Board President	Responsibility with the Board of Directors to oversee the rehabilitation project for Theatre Alliance's new home.	5	0.00 %
Architect	Pro bono development of plans, construction drawings, and work supervision	3	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 Lawson	Artistic Director	\$6,000.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

WSTAOrganizationalChart.docx

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.**

Theatre Alliance has no regular employees. The Artistic Director is given an annual stipend of \$6,000, or the equivalent of less than \$5 per hour based on the estimated number of hours he dedicates to his position at Theatre Alliance. (He is employed full-time at a local company.) He was brought on in 2001 and there have been no hires since then. Therefore, there is essentially no "hiring process" in place at this time. Were it so, it would most definitely be open to the widest potential diversity of qualified candidates.

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

**D.8.**



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

Board Contact List 05212020.xlsx

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

10

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

6

**ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a**

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**timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

Timeline:

Winter-Spring 2019-2020 (items accomplished)-- architectural plans prepared, preliminary building demo accomplished, move-in of scenery, costumes, and props from previously rented storage facilities

Spring-Fall 2020 (items accomplished) -- Demo completed, construction drawings completed, contractors selected (including a number of in-kind services, e.g., painting & paint), construction begun, current facility vacated

Winter/Spring 2020-2021 -- construction phase, first season programming finalized

Summer 2021 -- "Dress Rehearsal" for new location, opening celebration, inaugural show in Theatre Alliance's permanent home

As previously noted, the project is under the capable supervision of an experienced architect (Andrew Lopina) reporting to the Artistic Director and Board of Directors.

Contingencies can always be expected with such projects. However, the building has been inspected and fully passed its environmental impact study. The seller (to Theatre Alliance) took responsibility for minor repairs that were needed for the roof, and these have been completed. The exterior of the structure is sound and will only require new signage. Weed control has been accomplished on the parking lot and landscaping. The timeline allows for reasonable delays in case of weather, work stoppages or delays, or materials hold-ups.

**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?**

Theatre Alliance is proud to have always welcomed all members of the community into the organization at every level. As it has continued to learn from statistical data about its community and organizational diversity, the Theatre has become more focused on specific ways to work toward proactively pursuing appropriate goals in this area of operations. Shows continue to be slated with a focus on diverse casting, which require seeking performers outside of the normal talent pool. By doing so, this broadens not only the acting base, but audience, as well as friends and family typically following performers, as do others in the community at large.

Other examples include outreach to non-traditional volunteer opportunities, as well as audience. Show selection has much to do with broad community interest and attendance. Recent productions that speak to this effort include: Memphis, Sister Act, Shrek, and Ragtime.

Theatre Alliance is keen to diversify in more ways than just racial. For example, it makes a concerted effort to bring people with disabilities into the organization. In collaboration with Industries for the Blind, it has helped bring sight-impaired children for a special summer program that allows them to participate in live theater. Theatre Alliance also regularly involves all ages in its work, from as young as 5 to as elderly as 75. And Theatre Alliance is widely celebrated for its open and accepting attitude of the broadest spectrum of sexual preferences.

Currently, the Theatre is still seeking to diversify its Board, as it is 100% Caucasian (male/female). Representatives have attended "speed dating" events to acquire interested Board members and constantly engage its African-American and Latino performers for potential connections. The Theatre also seeks interest by posting ads seeking diverse Board members in playbills. Theatre Alliance participates in festivals to garner visibility and interest. It is a work in progress.

Theatre Alliance is dedicated to continue its diverse programming with a belief that by offering this slate of entertainment, its audience melting pot will grow, as will its overall footprint in the community, which ultimately, has to open the door to more diversity in all its programs and activities. Theatre Alliance strives to truly be a community theater which not only welcomes all people, but represents them, as well.

## E. Cost Effectiveness

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Completed by sbr@wfu.edu on 11/20/2020 12:04 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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	\$160,250.00	\$160,250.00	\$291,500.00
Fundraising	\$4,000.00	\$4,000.00	\$4,000.00
Management and General	\$7,500.00	\$7,500.00	\$6,000.00
<b>Total Expenditures by Program</b>	<b>\$171,750.00</b>	<b>\$171,750.00</b>	<b>\$301,500.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$7,500.00	\$7,500.00	\$6,000.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$47,500.00	\$47,500.00	\$70,000.00
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	\$28,000.00	\$28,000.00	\$56,000.00
Other Operating Expenditures	\$88,750.00	\$88,750.00	\$169,500.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$171,750.00</b>	<b>\$171,750.00</b>	<b>\$301,500.00</b>

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	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$89,750.00	\$89,750.00	\$195,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$53,500.00	\$53,500.00	\$58,500.00
Foundation Grants	\$7,000.00	\$7,000.00	\$6,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$21,500.00	\$21,500.00	\$42,000.00
<b>Total Revenues by Category</b>	<b>\$171,750.00</b>	<b>\$171,750.00</b>	<b>\$301,500.00</b>

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

Program Expenditures includes General \$20,500, Special Event \$2,000, Equipment Purchase \$1,500, Fundraising \$4,000, Advertising & Promotion \$6,500, Set \$5,000, Costumes/Makeup/Wigs/Hair \$13,500, Lighting & Sound \$750, Props \$3,000, Other (production-related) \$1,000, Rights/Royalties/Rentals \$28,000, Orchestration Rentals \$3,000 = total \$88,750.00

Other Revenues includes Concession Sales \$14,000, Photo Sales \$2,500, Merchandise Sales \$1,500, Raffle Sales \$3,000, Rental Equipment/Costumes Income \$500 = total \$21,500.00

No government revenue sources.

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

Year	Funding Source	Funding Amount
2020	does not apply	\$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
Capital Campaign	\$100,000.00	\$1,400,000.00	donations, grants
	\$100,000.00	\$1,400,000.00	

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

All funding from the City will go towards refurbishing the building into a home for Theatre Alliance that will house the theatre's performance space, rehearsal space, scene shop, and prop and costume storage under one roof.

**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.**

There is no stakeholder or agency providing non-monetary assistance.

**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 made this a similar request last year but received no city funding. Due to covid, our campaign was interrupted, so we are trying again this year. This is a request for one-time capital support that will be non-recurring. Should City



funding not be granted, Theatre Alliance will attempt to seek other donors who might make up the difference. That is challenging, as this is the first broad-based capital campaign undertaken by the organization and already many new prospects have been identified and solicited.

## **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.**

Financial projections (highlighted elsewhere in this application) are very encouraging that the new home for Theatre Alliance will have positive and sustainable impacts on its operations. Offsetting current leasing expenses while increasing audience capacity leads to significant positive cash flow benefits for the \$300,000 annual operating budget of this all-volunteer organization. The Board of Directors has begun a study of its ticket pricing strategies, but it is too early to consider whether or not these would be adjusted in any way due to the new facility.

As with typical capital campaign experience, non-profits like Theatre Alliance can expect annual support to increase following the campaign. Already adjustments have been made to further enhance its annual support.

It is entirely possible that the City will be positioned to play a "but for" role in this important community funding effort. In other words, BUT FOR the City's \$100,000 grant the Theatre Alliance Campaign would not have met its ambitious goal for its first-ever community-wide capital campaign. That "last dollars in" to reach the goal represents a very special opportunity for City funding support.

## **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.**

Other than the usual spate of little challenges that any re-purposing project might reveal as work progresses, Theatre Alliance does not anticipate any barriers in upgrading the space. Fortunately, the building is in excellent condition. The paved parking, utilities and general systems, and layout are readily adaptable to Theatre Alliance's plans to use it as a community theatre center. Zoning already permits usage for this intended purpose. Should any such re-purposing barriers arise, the Board of Directors are fully prepared to address them head-on and find solutions.

Financially, having reached 85% of target, the capital campaign was well on track to achieve its ambitious \$1.5 million goal, when the pandemic struck. Concurrent applications were being considered by city, county, and state authorities (the latter's legislature had in fact already authorized a \$100,000 grant pending gubernatorial approval), but were all put on hold in light of the virus' impact on almost all aspects of life for public, private, and non-profit sectors of the economy. A number of other proposals, both already pending and in preparation, have been postponed.

Nevertheless, the Board of Directors is forging ahead with various fundraising projects to complete the capital campaign goal. Notably, during May 2020, Theatre Alliance conducted a matching gift challenge campaign for annual operating support and raised \$40,000 in one month. This equaled the entire annual goal for such funding as well as bringing on board 100 first-time donors. The Board anticipates further successful fundraising efforts over the coming months.

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

Theatre Alliance's programming has been greatly impacted by the pandemic. While many arts organizations have all but shut down, Theatre Alliance has continued to find creative ways to safely provide live theatre for the community, offering smaller scale productions and moving them outdoors. These efforts have provided and will continue to provide not only service to the community, but also income that allows the Theatre to continue on and pursue it's

goal of moving into the new space.

**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:	\$100,000
Number proposed to be served for the year:	15,000
Average City funds per beneficiary:	\$6.67
Proposed funds from all sources:	\$1,500,000
Number proposed to be served for the year:	15,000
Average total funds per beneficiary:	\$100

## F. Required Documents

Completed by sbr@wfu.edu on 11/20/2020 12:14 PM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information

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#### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

Revised By-Laws 5-14-14.pdf

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

WSTA 2018 Final 990 Public Disclosure Copy.pdf

**Organization By-Laws \*Required**

Revised By-Laws 5-14-14.pdf

**Articles of Incorporation \*Required**

WSTA Articles of Incorporation.pdf

WSTA Amended Articles of Incorporation.pdf

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

Revised By-Laws 5-14-14.pdf

**IRS 501(c)3 Designation Letter \*Required**

IRS 501c3.pdf

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

WS Theatre Alliance Financial Review June 2019.pdf

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

**\*Required**

North Carolina Secretary of State Search Results.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11115  
Name: Winston-Salem Theatre Alliance - 2021/22  
Address: \*No Address Assigned

Completed by sbr@wfu.edu on 11/20/2020 2:08 PM

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### G. Income Based Projects/Services Only

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\*\* 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 sbr@wfu.edu on 11/20/2020 2:08 PM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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**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 sbr@wfu.edu on 11/20/2020 2:08 PM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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 sbr@wfu.edu on 11/20/2020 2:08 PM

Case Id: 11115

Name: Winston-Salem Theatre Alliance - 2021/22

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 sbr@wfu.edu on 11/20/2020 2:09 PM

**Case Id:** 11115

**Name:** Winston-Salem Theatre Alliance - 2021/22

**Address:** \*No Address Assigned

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## Submit

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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.

Stephen B. Robinson

Electronically signed by sbr@wfu.edu on 11/20/2020 2:09 PM