

A. Organization & Contact Information

Case Id: 14330
Name: Arts Council of Winston-Salem and Forsyth
Address: *No Address Assigned

Completed by dsilver@intothearts.org on 11/19/2021 9:59 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

The Arts Council, Inc.

A.2. Project/Program

Access to Arts & Culture

A.3. FY 2022-23 Funding Request Amount

\$300,000.00

A.4. Agency's Total Operating Budget

\$2,886,000.00

A.5. Mailing Address

251 N. Spruce Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

251 N. Spruce Street Winston-Salem, NC 27101

A.7. Organization Website

intothearts.org

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

1953

A.9. Organization Fiscal Year

October 1 - September 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Chase Law, President & CEO

A.13. Email

claw@intothearts.org

A.14. Phone

(336) 747-1410

CONTACT

A.15. Name, Title

Dara Silver, Director of Foundation and Corporate Relations

A.16. Email

dsilver@intothearts.org

A.17. Phone

(337) 747-1426

BOARD CHAIR

A.18. Name

Rick Moss

A.19. Term Expiration

12/31/2021

A.20. Email

rickdmoss@gmail.com

A.21. Phone

(336) 682-2252

B. Project Overview

Completed by dsilver@intothearts.org on 11/19/2021 4:23 PM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

Arts Council of Winston-Salem and Forsyth County (Arts Council) respectfully requests a total of \$300,000 of City of Winston-Salem grant funds for FY23. These funds will support our grantmaking, community initiatives, and facilities programs. Additionally, City funds will support a new music/performing arts series that will be offered free to the public in Winston Square Park. Lastly, we are requesting a one-time funding to support the purchase, install, and technology for a new digital marquee to replace the outdated Winston-Square Park sign. Arts Council will continue to program the new sign as have with the current signage that has to be manually updated to showcase community arts and cultural events. A new digital sign will be more effective and efficient to program, easier to read by viewers, and will allow for more events to be showcased.

Our grantmaking, community initiatives, and facilities programs are aimed at serving the citizens of Winston-Salem and Forsyth County by providing them high-quality arts and cultural programming and facilities. On a typical year, the arts reach up to 800,000 people of all ages and demographics through these programs including over 30,000 Winston-Salem/Forsyth County School students.

In FY23, depending on City funding and rights to use Winston Square Park, we will produce a new music/performing arts series free to the public with a minimum of 10 outdoor concerts featuring a diverse lineup of high-caliber entertainment in late spring through early fall. In FY22, we will apply to the Levitt Foundation for a \$25,000 matching grant to support this new series. Our goal would be to reach over 10,000 attendees, aid in economic development for downtown businesses, and employ over 60 local musicians, stagehands, and production workers through this new series.

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

Participants access Arts Council's programs by attending one of our 25 grantee supported programs that range from attending, volunteering, or performing in various arts performances, festivals, events, or activities. We bring our Wells Fargo Arts-In-Education programs directly into the classrooms and assembly performances spaces in schools to reach the K-12 youth with arts programs that enhance the WSFCS' curriculum and support their goals, thus eliminating cost and transportation barriers for all students to access the arts. In addition, we typically reach over 100,000 people who utilize our arts campus that includes three performances spaces (Hanesbrands Theatre, Reynold Place Theatre, and Mountcastle Forum), Sawtooth School for Visual Art, and Arts Council Extension building at 419 N. Spruce Street.

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

Over the past 18 months, the arts and cultural sector has been greatly affected by the COVID-19 pandemic. We have estimated that local arts and cultural organizations have lost approximately \$20M in revenues with over 5,000 cancelled events and an audience loss of over 500,000. Continued support of the arts and cultural sector is critical to our local

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economy and for the health and wellbeing of our citizens.

In addition, we will work to respond to our community's most pressing needs through our new community initiatives programs that will work in partnership with our arts organizations and individual artists to expand access to the arts and cultural programs in neighborhood, community centers, and surrounding towns. We are partnering with Authoring Action to create afterschool and weekend arts programming for our youth to provide them with a safe space and a creative outlet. We are in conversation with City of Winston-Salem's Choice Neighborhood Initiative to assist them with engaging the residents and stakeholders of Cleveland Avenue Homes in creative placemaking work. We would like to engage with the City further on our expansion efforts and how to increase access to public resources for children and families.

COLLABORATION (6 POINTS)

B.4. 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?

Arts Council utilizes collaboration within all facets of its operations including its grantmaking, community initiatives, and facilities programming.

First and foremost, the partnership of a network of more than 4,000 individuals, companies, foundations, and government donors that help us raise funds so we can serve as a leader in lifting up, creating awareness and providing support to grow and sustain the arts and cultural offerings throughout our region, ultimately bringing our community together and making it a great place to live, work and play.

Second, our arts and cultural partners and individual artists who produce the year-round programming that keeps our city vibrant with a rich array of programmatic offerings. Those partners include: 40+ Theatre Company, a/perture cinema, Authoring Action, Associated Artists of Winston-Salem, Bookmarks, Downtown Arts District Association, Hispanic League, Kernersville Little Theatre, Korner's Folly, North Carolina Black Repertory Company, Old Salem Museums and Gardens, Piedmont Craftsmen, Piedmont Opera, Reynolda House Museum of American Art, RiverRun International Film Festival, Sawtooth School for Visual Art, Southeastern Center for Contemporary Art, The Little Theatre of Winston-Salem, , Triad Cultural Arts, Triad Pride Performing Arts, Winston-Salem Delta Fine Arts, Inc., Winston-Salem Festival Ballet, Winston-Salem Theatre Alliance, and Winston-Salem Symphony.

Third, our long-standing partnership with Wells Fargo and the Winston-Salem/Forsyth County School System that assists us in bringing arts programming into our schools that supports the standard course of study and engages students in arts curriculum.

Fourth, our partnership with Forsyth County who supports our annual Summer Parks Concert Series in Triad and Tanglewood Parks. Since 2016, we have jointly hosted 26 free community events reaching approximately 30,000 attendees.

C. Strategy and Performance

Completed by dsilver@intothearts.org on 11/19/2021 4:26 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles 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. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

We contract with each of our grantees to support their operations or programmatic efforts. All are required to submit either a quarterly or final reports to us. Additionally, our facilities department collects data on our events and attendance figures and submits them quarterly. Data is compiled by our Director of Artist & Partner Services in our participant/program report.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

If quarterly or final reports are not submitted in a timely manner from grantees, Arts Council reserves the right to hold grant payments until reports are received.

Attach participant/program data sample report

 **Participant/Program Data Sample Report *Required**

Arts Council Participant Program Data Sample Report.pdf

Arts Council Participant Program Data Sample Report.pdf

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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Fundraising: To strengthen and develop sustainable annual fundraising for the arts through the community fund for the arts	Fundraising appeals to workplaces, corporation, foundation, and individual donors	\$2.1 million	\$2 million	\$2 million
Grantmaking: To provide support for the arts and cultural programming for the community	Offer grant funding opportunities to individual artists and arts organization to support arts programming	153 awards	75 awards	75 awards
Grantmaking: To provide support for the arts and cultural programming for the community	Invest in arts programming	\$835,239	\$868,250	\$1,000,000
Arts Facilities: To provide and manage cultural arts facilities for public use	Provide diverse program offerings for the community	400 events	400 events	400 events
Arts Facilities: To provide and manage cultural arts facilities for public use	To attract community attendees to its diverse programmatic offerings	17,184 attendees	25,000 attendees	25,000 attendees

Community Initiatives: To provide arts and cultural events and performances in the community	Provide arts and cultural events and performances in the community	37 events & performances	25 events & performances	40 events & performances
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	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	0	512,397
FY 21-22 Current Year Projected Results	0	600,000
FY 22-23 Next Year Anticipated Results	0	600,000

C.6. FY 20-21 Program Accomplishments

In FY 21, Arts Council surpassed its \$2M annual fundraising goal and successfully raised \$2.8M that will be invested in local arts and cultural programming and our arts facilities. Through these programs, Arts Council was able to grant 153 awards and invested \$835,239 in arts programming for the community. In addition, we hosted 400 community events on its campus that served 17,184 people.

C.7. FY 22-23 Key Objectives

In FY 23, Arts Council will set a \$2M goal annual fundraising goal to that will be invested in local arts and cultural programming and our arts facilities. We aim to grant 75 awards, invest \$800,000 in arts programming for community, and host 600 community events on our campus that will serve 75,000 people.

Attach participant/program data sample report

Documentation

Participant/Program Data Sample Report

Arts Council Participant Program Data Sample Report.pdf

Arts Council Participant Program Data Sample Report.pdf

D. Organizational Capacity

Completed by dsilver@intothearts.org on 11/19/2021 4:44 PM

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

Arts Council of Winston-Salem and Forsyth County (Arts Council) is the chief advocate of the arts and cultural sector in Winston-Salem and Forsyth County. Our goal is to serve as a leader in lifting up, creating awareness and providing support to grow and sustain the arts and cultural offerings throughout our region, ultimately bringing our community together and making it a great place to live, work and play.

We do so because studies have shown that arts benefit all sectors of the community including education, health and wellness, safety, and economic development. We provide a variety of support services including direct and indirect funding to assist individual artists, arts organizations and the community-at-large. The need is universal, as we believe that equitable access to arts and cultural programming enhances quality of life and opportunity for all residents and businesses, especially in times of crisis.

Grant Programs:

- Operational Support Grants will ensure that our community's arts and cultural organizations will have equitable access to both operational and programmatic support for them to navigate through the effects of COVID-19. Collectively, these organizations' programming reaches over 500,000 people annually.
- Wells Fargo Arts-In-Education Grants are in partnership with the Winston-Salem Forsyth County Schools and bring artists and arts organization directly into the classrooms providing over 30,000 arts experiences and 200 arts teacher professional development workshops, annually.
- Artist Support Grants are putting individual artists to work during COVID-19 by funding their projects that promise to advance their careers. From the purchase of needed equipment to the development of marketing materials, these grants are designed to support professional and artistic growth.
- (New 2022) Arts Sponsorship grant will support community art events, performances, and festivals.

Arts Facilities:

Arts Council is unique to our county in that we own and operate three arts facilities. They include the Milton Rhodes Center for the Arts located at 251 N. Spruce Street, Hanesbrands Theatre located at 209 N. Spruce Street, and The Arts Council Extension (ACE) Building located at 419 N. Spruce Street. These facilities lie in the heart of the downtown's theatre district and typically reach over 100,000 people annually via hundreds of public events and performances.

Our facilities are "home" for the Sawtooth School for Visual Art, The Little Theatre of Winston-Salem, North Carolina Black Repertory Company, and Associated Artists of Winston-Salem.

They provide key venues for the staging and hosting of numerous cultural festivals and series and other major community events. The long and growing list of such major events includes The National Black Theatre Festival; the River Run International Film Festival; the Hispanic League's Fiesta; and Bookmarks' annual Festival of Books and Authors. During COVID, we have hosted several UNCSA classes for both student and the community in order to provide the needed space for social distancing measures.

FUNCTION (5 POINTS)

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

Arts Council of Winston-Salem and Forsyth County was the first arts council in the nation and has been in operation for 72 years and continues to serve as a national model for other local arts agencies.

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

As Winston-Salem transitions from a manufacturing to a knowledge-based economy, Arts Council is working to ensure that the cornerstones of our economic future; jobs, education and community vitality; are supported by a vibrant, contributing arts community.

Creating JOBS and ECONOMIC IMPACT.

The arts create new products and services and start small businesses that provide jobs. A study shows that the number of arts-supported, fulltime equivalent jobs in Winston-Salem/Forsyth County rose from 2,765 in fiscal year 2000, to 4,769 in fiscal year 2010. In this same time span, total economic impact of our local, nonprofit arts community rose from \$76.6 million to \$136.6 million and state and local tax revenue rose from \$6.8 million to \$13.7 million. In fact, in 2015 every dollar of public support of the arts created a return of over twenty-three dollars in local and state tax revenues. Thus, despite economic recession, the arts have found ways to continue to thrive and make significant contributions to our community's financial health and future.

Helping OUR CHILDREN.

Arts Council's Wells Fargo Arts-In-Education initiatives provide more than 30,000 arts experiences for children within our public schools. We know that the arts have been proven to lower the dropout rate and transform the lives of young people. Exposure to the arts can improve self-esteem and problem-solving skills as well as foster creative development and appreciation for the diversity of our community. Students enriched with arts education score higher on standardized tests and go on to bring creativity and diverse thinking into the workplace.

Ensuring a VIBRANT COMMUNITY.

Benchmarking studies have shown that over a period of five years, we've tripled the number of festivals and, likewise, tripled the number of arts, cultural and music events in our downtown. This increased arts and entertainment vitality has gone hand-in-hand with a doubling in the number of downtown restaurants and a 500% increase in the number of businesses.

Enriching experiences like these contribute to the wellbeing of our community and make us an attractive place to live, work and play. The arts not only recruit and retain the types of companies that will lead our community into a new economic future, but they will also ensure that these businesses have a skilled, diverse workforce to support their operations.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work	% of hours
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		Hours Per Week	proposed to be funded
President & CEO	Provides overall organizational guidance, executive leadership, and direction and management of staff	60	0.00 %
Chief Operating Officer	Provides internal and financial oversight and manages technology and theatre/facilities departments	35	0.00 %
Chief Advancement Officer	Provides external and fundraising oversight and manages the fundraising and marketing department	60	0.00 %
Director of Foundation & Corporate Relations	Oversees the external foundation and corporate giving	50	0.00 %
Director of Theatre and Facilities Operations	Oversees the management of the theatres and facility	50	0.00 %
Director of Artist & Partner Services	Oversees grant-making programs and community initiatives	40	0.00 %
Director of Technology and Communications Support	Oversees the database and technology systems	40	0.00 %
Marketing and Communications Manager	Oversees the external marketing and communications	40	0.00 %
Facilities Manager	Oversees the facilities department	40	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Chase Law	President & CEO	\$150,000.00	0.00 %
Rebecca Bender	Chief Operating Officer	\$65,000.00	0.00 %
Katie Hall	Chief Advancement Officer	\$90,000.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

AC Organizational Chart_11.17.21.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. Best practices for accessing a diverse hiring process and candidate pool include:

Arts Council includes its Diversity and Inclusion Statement in all its job postings in order to let all applicants know about our values in regard to creating a diverse workplace that is representative of the community. We share our job

postings on several job posting sites, with our arts partners, and on our social media channels encouraging people to share with their networks. Diversity along with a variety of other knowledge and skill sets is taken into consideration as we seek new employees within our workplace.

Please enter the total number of **Full-Time** Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				2		1
Professionals	1	1		1	1	
Technicians	2					
Office/Clerical						
Laborers/Service Workers		1	1			
Total Full-Time						

Please enter the total number of **Temporary/Part-Time** Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals						
Technicians	3		1			
Office/Clerical						
Laborers/Service Workers	1	1		2		
Total Part-Time/Temp						

D.8.



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

Arts Council Board of Trustees 2021.pdf

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

4

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

5

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

In FY23, depending on City funding and rights to use Winston Square Park, we will produce a new music/performing arts series free to the public with a minimum of 10 outdoor concerts featuring a diverse lineup of high-caliber entertainment in late spring through early fall. In FY22, we will apply to the Levitt Foundation for a \$25,000 matching

grant to support this new series. Our goal would be to reach over 10,000 attendees, aid in economic development for downtown businesses, and employ over 60 local musicians, stagehands, and production workers through this new series.

Our facilities team is well equipped at producing outdoor concerts and coordinating with partners on delivering successful programming. In addition, our marketing team will work to ensure that the series is adequately marketing community programs and works with a number of news outlets to get the word out.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Arts Council has managed the recent pandemic well in respects to its operations and programs. We worked alongside our arts partners as we pivoted to virtual programmatic offerings. In addition, we found new partnerships with UNCSEA who needed additional theatre spaces to safely socially distance and film productions. Thankfully, our performances spaces were able to be utilized in creative and different ways during the pandemic.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

Arts Council is an equal opportunity employer. In accordance with anti-discrimination law, Arts Council prohibits any form of discrimination and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, national origin, disability, age, sexual orientation, gender identity, genetic information, veteran status, or any other status protected by applicable national, federal, state, or local law. Arts Council conforms to the spirit as well as to the letter of all applicable laws and regulations. (Arts Council Personnel Policy Manual)

E. Cost Effectiveness

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

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Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$2,034,794.00	\$1,805,160.00	\$2,170,492.00
Fundraising	\$376,420.00	\$344,745.00	\$350,000.00
Management and General	\$365,508.00	\$335,000.00	\$365,508.00
Total Expenditures by Program	\$2,776,722.00	\$2,484,905.00	\$2,886,000.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$805,000.00	\$845,900.00	\$850,000.00
Employee Benefits	\$242,141.00	\$253,770.00	\$255,000.00
Facility Rent and Utilities	\$247,612.00	\$232,001.00	\$250,000.00
Training and Conference Registration	\$2,000.00	\$5,000.00	\$10,000.00
Membership and Dues	\$14,500.00	\$5,000.00	\$5,000.00
Travel and Transportation	\$2,500.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$619,344.00	\$868,250.00	\$1,000,000.00
Contracted Fundraising Services	\$8,000.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$105,442.00	\$95,018.00	\$105,000.00
Other Operating Expenditures	\$689,493.00	\$179,966.00	\$411,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$2,736,032.00	\$2,484,905.00	\$2,886,000.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$217,360.00	\$217,360.00	\$300,000.00
Forsyth County	\$170,000.00	\$170,000.00	\$250,000.00
State of North Carolina	\$124,325.00	\$124,325.00	\$125,000.00
Federal Government	\$0.00	\$0.00	\$25,000.00
Admissions/Program Revenues/Sales	\$402,000.00	\$428,320.00	\$402,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,416,411.00	\$1,416,411.00	\$1,740,000.00
Foundation Grants	\$50,000.00	\$80,000.00	\$80,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$2,380,096.00	\$2,436,416.00	\$2,922,000.00

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

Other Operating Expenditures includes interest, fundraising, and marketing expenses. Federal Grant Revenue FY23 is a National Endowment for the Arts grant for arts programming that we intend to apply for in February 2022.

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	Community Grants	\$217,360.00
2019	Community Grants	\$217,360.00
2018	Community Grants	\$217,360.00
2017	Community Grants	\$217,360.00
2016	Community Grants	\$217,360.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Program Services (Grant-making, Community Initiatives, & Arts Facilities)	\$250,000.00	\$1,895,492.00	Private Individuals, Companies, Foundations, Earned Revenue, County, State
New Music/Performing Arts Series	\$25,000.00	\$25,000.00	City's Community Grants
New Marquee for Winston Square Park	\$25,000.00	\$0.00	City's Community Grants
	\$300,000.00	\$1,920,492.00	

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.

Program Services (Grant-making, Community Initiatives, & Arts Facilities) - City funds will go towards our grant-making, community initiatives, and arts facility programs which make up the core of our programming that supports the local arts & cultural sector by providing programming grants that serve the community-at-large and keep our city vibrant with rich arts and cultural activities. Our community initiatives support year-long visual arts exhibits and our gift shop featuring local artists and craftsmen in the Milton Rhodes Center for the Arts, as well as to support our expansive programming efforts that will bring arts programming into neighborhoods, recreation and community

centers, and towns. Our arts facilities program three performances spaces, galleries, gift shop, host festivals, house local arts organizations including Arts Council, Sawtooth School for Visual Arts, NC Black Repertory Co., The Little Theatre of Winston-Salem, and Associated Artists of Winston-Salem.

New Music/Performing Arts Series - In FY23, depending on City funding and rights to use Winston Square Park, we will produce a new music/performing arts series free to the public with a minimum of 10 outdoor concerts featuring a diverse lineup of high-caliber entertainment in late spring through early fall. We are seeking a matching grant to support this new program.

New Marquee for Winston Square Park - In FY23, depending on City funding we are requesting a one-time allocation to purchase a new digital sign to replace the outdated marquee on the Winston-Square Park. For many years, Arts Council's facilities department has manually updated the signage every month which takes a few hours and has limited space to highlight community arts events. A new digital marquee would be more efficient to use, easier to read by viewers, and will allow us to highlight many more community events.

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 are not partnering with an agency that provides non-monetary assistance with activities.

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

In FY23, if the new music/performance series or one-time marquee for Winston Square Park is not funded, we will be unable to conduct the programming or purchase and install the sign on our own.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

For 72 years, Arts Council has been successful at raising funds to invest in arts programming for the community at-large. We continue to do so by leveraging City funds with our annual campaign, which comprises 86% of our revenues from individual donors, business and corporate contributions, foundations, and government entities, and 16% from earned revenue on our facilities. This model is unique when compared to other communities within NC. Here, we own and operates arts facilities on behalf of our entire community aiding to the overall quality of life, where as other communities art centers are owned by the local government and leased to an arts organization for \$1 a year to operate and provides the community with a place to engage with the arts.

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

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach

challenges, etc.) and your plans for overcoming them.

In regard to the new music series, potential programmatic barriers include inability to secure the rental of Winston Square Park or seek the number of audience members due to it being a new production. If funded, we will work with the City's Parks and Recreation Department to secure dates well in advance. In addition, we will work with Capture who manages our marketing/public relations on a project basis.

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

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

Arts Council Board has standing executive, finance, development (fundraising) and facilities/capital projects committees that meet regularly to ensure the organization is running efficiently and effectively, in addition to monitoring potential risks and barriers to our operations and programs.

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:	300000
Number proposed to be served for the year:	600000
Average City funds per beneficiary:	\$0.50
Proposed funds from all sources:	2886000
Number proposed to be served for the year:	600000
Average total funds per beneficiary:	\$4.81

F. Required Documents

Completed by dsilver@intothearts.org on 11/19/2021 10:08 AM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required
AC Conflict of Interest Policy_10.11.21.pdf

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required
AC 990 FY19.pdf

Organization By-Laws *Required
Amended and Restated Bylaws (as revised Dec. 5, 2018).pdf

Articles of Incorporation *Required
AC Articles of Incorp.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
Arts Council Handbook -- 04-15-2021 revisions.pdf

IRS 501(c)3 Designation Letter *Required
Arts Council Inc. 501c3.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required
AC Audit FY20.pdf

Printed By: Rene Williams on 2/3/2022

AC Audit FY19.final.pdf

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

***Required**

solicitation license.pdf

Participant/Program Data Sample Report *Required

Arts Council Participant Program Data Sample Report.pdf

Arts Council Participant Program Data Sample Report.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

Completed by dsilver@intothearts.org on 11/19/2021 10:08 AM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

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

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by dsilver@intothearts.org on 11/19/2021 10:12 AM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

H. Construction/Rehab Only

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

H.1. Describe the proposed project and provide 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.

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	Govt Funding
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Documentation

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

We are not applying for this type of funding.pdf

Participant/program data sample report *Required

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

I. Emergency Shelter Only

Completed by *dsilver@intothearts.org* on 11/19/2021 10:12 AM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by dsilver@intothearts.org on 11/19/2021 12:08 PM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

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

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

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

K. HOPWA

Completed by dsilver@intothearts.org on 11/19/2021 12:08 PM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

No

Submit

Completed by dsilver@intothearts.org on 11/19/2021 4:57 PM

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Dara Silver

Electronically signed by dsilver@intothearts.org on 11/19/2021 4:57 PM

IDIS Setup

No data saved

Case Id: 14330

Name: Arts Council of Winston-Salem and Forsyth

Address: *No Address Assigned

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