

## Program Overview

Completed by development@piedmontcraftsmen.org on 4/7/2022  
3:45 PM

**Case Id:** 15164  
**Name:** Grace, Molly - 2022  
**Address:** \*No Address Assigned

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### Program Overview

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Please provide the following information.



City of Winston-Salem  
ARPA Transformational  
Non-Profits Application

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
336-727-8000  
[ARPA@cityofws.org](mailto:ARPA@cityofws.org)

**This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.**

**Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.**

**Non-profit organizations may submit funding requests for capital or operating costs.**

#### Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

#### Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

### Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

### Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: [www.cityofws.org/clfrf](http://www.cityofws.org/clfrf)

### Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by development@piedmontcraftsmen.org on  
4/25/2022 12:27 PM

**Case Id:** 15164  
**Name:** Grace, Molly - 2022  
**Address:** \*No Address Assigned

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## A.Contact Information

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Please provide the following information.

### ORGANIZATION/AGENCY INFORMATION

#### A.1. Organization/Agency Name

Piedmont Craftsmen, Inc.

#### A.2. Mailing Address

601 N. Trade Street Winston-Salem, NC 27101

#### A.3. Organization Website

www.piedmontcraftsmen.org

#### A.4. Year 501 (c)(3) Status Obtained

1,964

#### A.5. Organization/Agency Fiscal Year

2,022

#### A.6. Federal Tax ID Number

#### A.7. Federal DUNS Number

#### A.8. Federal SAM Registered?

No

### ORGANIZATION/AGENCY CONTACT INFORMATION

#### EXECUTIVE DIRECTOR

##### A9. First Name

Jane

##### A10. Last Name

Doub

##### A11. Title

Executive Director

##### A12. E-mail

director@piedmontcraftsmen.org

##### A13. Phone Number

(336) 725-1516

#### BOARD CHAIR

##### A14. First Name

Mary

##### A15. Last Name

Gunyuzlu

##### A16. E-Mail

marygunyuzlu@gmail.com

##### A17. Phone Number

(336) 457-0264

##### A18. Term Expiration Date

12/31/2022

## B. General Project Information

Completed by [development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org) on  
4/25/2022 3:40 PM

**Case Id:** 15164  
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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

Artist-to-Artist Mentorship Program

#### B.2. Project Location/Address

601 N. Trade Street Winston-Salem, NC 27101

### PROJECT CONTACT/MANAGER

#### B3. First Name

Molly

#### B4. Last Name

Grace

#### B5. Title

Director of Development

#### B6. E-Mail

[development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org)

#### B7. Phone Number

(724) 422-5553

## C. General Project Narrative

Completed by development@piedmontcraftsmen.org on  
4/25/2022 3:49 PM

Case Id: 15164

Name: Grace, Molly - 2022

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## C. General Project Narrative

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Please provide the following information.

### C.1. Provide description of project and how funds will be used

This project describes the pilot program intended to launch and inform an ongoing initiative by which Piedmont Craftsmen (PCI) artists are paired with emerging artists in Winston-Salem & surround area for an extensive one-on-one professional mentorship, wherein both artists will engage together in studio work, skillbuilding, tool mastery, portfolio development, trade practices, business models and make a detailed plan for the mentee (beneficiary) to further their trade development. The project accounts for creating a staff position to oversee the program and track the outcomes, as well as stipends for all participants, including the beneficiaries. The pilot program will be for two years with the third year being the transitional year toward regular implementation (this application describes these three years).

For this pilot project, we will engage 6 beneficiaries and 6 of our member artists, totalling 12 participants per year. Beyond this funded first year we will engage 10-12 beneficiaries per six-months, totalling about 20-24 beneficiaries each fiscal year.

Initially participating beneficiaries will be residents of or students residing in Winston-Salem, their paired artists being within the city or within accessible proximity to the students and the city. For the first two years we will keep an emphasis on local artists until we have necessary momentum and secured funding for the expansion of the program. Ideally, the model of functionality will be easily replicated in regions where other PCI artists reside throughout the country, while pairings local to Winston-Salem will always be focused on within all terms of local funds and that funding's criteria.

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

Leveraging several different networks and resources (described below), Piedmont Craftsmen (PCI) will issue a Call-For-Applicants seeking emerging craft artists who meet the socioeconomic criteria. Ideally, these will be individual artists who have the desire for but have not been able to attend academic, trade, or other skill-building programs due to lack of financial support of access to resources, and/or lack the ability to afford studio resources or workspace to develop their craft.

In addition to social media and intentional placement of ads, we will lean heavily on community partnerships to share our CFA and will connect us specifically to individuals. Local Historically Black Colleges and Universities will be utilized, as well as area high schools to determine recent graduates of interest. We intend to discuss recent denied entries to Penland School of Art, as well as participants in the mailing lists of the Sawtooth School of Visual Art. Community Centers as well as churches will be asked to distribute our CFA

Interested applicants will submit a completed questionnaire and application to determine their level of experience and craft field. Great care will be taken to ensure the questions are impartial and individuals from underinvested

communities have access to the process and feel empowered to apply. Working with additional community resources in targeting locations, we will ensure that info sessions will be scheduled in accessible locations for several weeks leading up to the application deadline. Upon initial qualification, individuals will undergo a casual and informative interview process to determine need (in terms of access to resources), level of desire and experience, and ability to commit to the program's timeframe and benchmark processes. Based on their medium of interest, a mentor or mentors will be selected from a prerecorded list of willing and enthusiastic participants. Currently our Director of Artist Membership is already gathering a list of these.

Participants will meet regularly with their mentor in whatever capacity is most useful and necessary toward their desired developmental outcomes, as determined by the pairings at the start of their mentorship. These sessions will include studio sessions, lessons in tool and machinery, one-on-one education and exploration of resources related to job searches, funding, and locating educational resources and programs, exploration of techniques (both hands-on and in research), web development, brand development, and any other relevant areas. Regular progress will be charted as described in following sections. Participants will have full access to MIXXER Community Makerspace for the duration of their mentorship as well as for six months afterward, and can use these facilities to continue their work. Additionally, the participants will meet twice monthly with each other and Piedmont Craftsmen project staff to evaluate their progress, gain knowledge from the admin side of the business and discuss with their fellow mentees shared topics of interest and support needs.

**C.3 Total estimated number of unique participants to be served annually**

12

**C.4. Will program beneficiaries be only residents of Winston-Salem?**

Yes

**TOTAL FUNDING REQUEST**

**C.5. Total Operating Funding Request**

\$67,461.00

**C.6. Total Capital Funding Request**

\$1.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

NA (no capital funds requested)

**C.8 Operating Spending Timeframe**

Year 1 \$33,900 Year 2 \$22,374 Year 3 \$11,187

## D. Project Budget Categories

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:00 PM

Case Id: 15164

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### D. Project Budget Categories

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Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Compensation for Program Staff (for 3 years)	\$15,000.00
Stipends for Beneficiaries (for 3 years)	\$21,600.00
Payment for Member Artists (for 3 years)	\$43,200.00
Cost for supplies and materials (for 3 years)	\$18,000.00
MIXXER Makerspace access (for 3 years)	\$9,900.00
	\$107,700.00

Capital Costs	Total
We do not have Capital Costs for this program	\$1.00
	\$1.00

### PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
ARPA Grant	\$67,461.00
Operational Development Staff Budget	\$10,000.00
WS Foundation DEI Grant	\$3,000.00
Additional Grants and Established Foundation Support	\$21,713.00
Fundraising and Donor Support	\$5,526.00
	\$107,700.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

**Note: capital revenues and expenditures must be balanced (be equal)**

Capital	Total
We do not have capital costs for this program	\$1.00





## E. Demographic and Geographic Distribution

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4/25/2022 4:00 PM

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### E. Demographic and Geographic Distribution

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Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

No

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

0.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

## F. Alignment to Strategic Plan

Completed by [development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org) on  
4/25/2022 4:02 PM

**Case Id:** 15164

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## F. Alignment to Strategic Plan

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Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

### Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

### Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

### Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

**F.1. Please select the primary priority from the list above addressed by your project/program.**

Tier 1

**F.2. Please select the secondary priority from the list above addressed by your project/program.**

Tier 2

**F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you selected.**

The initiative achieves priorities and objectives found in both Tier 1 and Tier 2 of Winston-Salem's Strategic Plan, with a particular emphasis on Tier 1. The primary priority satisfies Tier 1: Priority 1, focusing on Workforce Development and job creation, while simultaneously addressing Tier 2: Priority 8 - to Increase funding to support the local arts economy and initiatives for public arts. In focusing on Workforce Development, the main objective of the program is for each beneficiary to finish with developed skills and professional tools to allow them to launch or further their career in the arts in any or all of the following: a. Transition their work from being a hobby to being a sustainable career; b. Transition their craftwork from being a generator for secondary or supplemental income to primary income; c. become solely sustained by their work, or at least develop a personalized strategic plan toward that end; d. Obtain entry into a level-up program of their choosing (undergraduate or graduate program, or trade school; e. Learn to research, discover, and apply for funding for subsequent grants or artist financial assistance, including benefits.

## G. Collaboration

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:06 PM

Case Id: 15164

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## G. Collaboration

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Please provide the following information.

**Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.**

**G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?**

3+

**G.2. Please provide the names of the organizations and the roles they will serve in the project/program?**

MIXXER Community Makerspace - This organization will provide studio location for sessions between beneficiaries and their mentors, as well as a studio location for the entire year for all beneficiaries. They will also help us to identify participants with need.

The Sawtooth School for Visual Art - This organization will help us to identify participants with need and will lend their location and material resources for use by our beneficiaries and their mentors for their study.

The Arts Council of Winston Salem - This organization will help us to identify participants with need and will assist in helping us to locate places for collaboration, and ongoing support for events that will raise funds for the future of this program.

We hope to partner with several local organizations in achieving our objectives and developing this program - MIXXER Community Makerspace, The Winston Salem Arts Council, Sawtooth School being only three of these. We plan to also work with Winston Salem State University, and the Center for Creative Economy. We have secured letters from some of these organizations noting their participation in this collaboration, as well as verbal confirmation from others (can obtain letters at a later date if desired).

We have confirmed collaboration with MIXXER Community Makerspace (also a nonprofit), which is located nearby the Piedmont Craftsmen office and gallery in downtown Winston Salem. MIXXER provides workspace, tools, and material resources for makers and craft artists, and emerging/would-be artists for low monthly membership rates. They are the perfect setting for individuals learning to fine-tune any craft form. In this pilot program, we would pay MIXXER membership fees for beneficiaries for full use of their workshop space, as a primary location option for our mentors and mentees to meet and work. as well as working studio space for each beneficiary to use on their own time. At the culmination of this pilot program, we will regroup with MIXXER to determine future rates for our mentor and beneficiary members, or determine if there can be an ongoing lower rate for our beneficiaries beyond the program.

We intend to use the networks and listservs of MIXXER, as well as the Center for Creative Economy and the Sawtooth School of Art in identifying potential qualifying beneficiaries for our program.

## H. Administration/Reporting

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:57 PM

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### H. Administration/Reporting

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Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

#### H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	Please see attached document. We use a detailed chart to show all workload efforts and actions, and corresponding outcomes and measured effectiveness:  <a href="https://docs.google.com/document/d/1solAF0eCitIPIUE8BpM9ICgZpLJ3oShkqih6KLjUt64/edit?usp=sh">https://docs.google.com/document/d/1solAF0eCitIPIUE8BpM9ICgZpLJ3oShkqih6KLjUt64/edit?usp=sh</a>
Effectiveness/Outcome	Please see attached document. We use a detailed chart to show all workload efforts and actions, and corresponding outcomes and measured effectiveness: (link is same as above)  <a href="https://docs.google.com/document/d/1solAF0eCitIPIUE8BpM9ICgZpLJ3oShkqih6KLjUt64/edit?usp=sh">https://docs.google.com/document/d/1solAF0eCitIPIUE8BpM9ICgZpLJ3oShkqih6KLjUt64/edit?usp=sh</a>

#### H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

<https://www.evidencebasedmentoring.org/reimagining-critical-mentorship-for-equity-deserving-youth/>



#### Program Model Evaluation

PROGRAM WORKLOAD AND OUTCOMES\_ Artist-to-Artist Mentorship Program.pdf

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



#### Risk Matrix

Risk Assessment.pdf

## I. Capacity

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:48 PM

Case Id: 15164  
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### I. Capacity

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Please provide the following information.

**An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.**

**I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.**

Mission: Piedmont Craftsmen is a non-profit 501(c)(3) promotes the value of fine craft. We champion the work of exhibiting members, provide education and create connections among artists, collectors, and the community.

Vision: Piedmont Craftsmen (Inc.) advocates for excellence in fine craft. Additional statement on inclusion and diversity found here: <https://piedmontcraftsmen.org/about/our-mission/>

**I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.**

For almost 60 years, Piedmont Craftsmen has been driven by its mission and is dedicated to education and to the promotion of fine traditional and contemporary craft/arts through a wide variety of educational and membership activities and services for the benefit of the community. It achieves this by including education in all aspects of the organization. The organization's educational programs are delivered in the community, to all age groups, by our professional artists. Most educational programs are challenged to be self-supporting and Piedmont Craftsmen's are no exception.

Recently, Piedmont Craftsmen has had a significant shift in focus toward prioritizing the implementation of our Diversity, Equity, and Inclusion Initiative, which has been developed over the past several years. With help from a Winston-Salem Foundation Capacity-Building Grant awarded in May 2021, our organization has been able to take serious measures in a four-tier approach to building more equity within our organization, as well as deepening our actions in creating more equitable access to our organization and to artists of color, artists of lower socioeconomic status, and emerging artists who lack access to resources in their seeking to elevate their excellence and success. Our implementation plan (attached) includes creating community programming that can improve accessibility to the arts for all craft artists who wish to participate. While the grant described primarily funds the training and interior resources needed to overhaul our organization, it creates capacity to prioritize these types of programming and has generated enthusiastic support from our board. The grant has provided funding to train our staff in proper cultural, racial, and economic awareness and sensitivity. This will serve immensely in terms of mentoring the emerging artist beneficiaries of this program.

There are three parts to Piedmont Craftsmen's infrastructure: Staff, Board and Artists Members.

Piedmont Craftsmen's full and part-time staff (totaling 10) are well trained and educated in the arts and art

management. They hold themselves and the organization to the highest standards in the craft field. Seven of our core staff members are artists themselves, and have taught or organized instruction in their selected mediums, as well as have deep experience in coordinating workshops and classes in a wide variety of mediums. Individual CVs for each staff member are available upon request.

As a summary of specifics, Piedmont Craftsmen's CEO and Executive Director has several decades of educational and instructional experience in fiber art as well as many other mediums, and has been an instructor at every level. Our Development director, who is one of the lead staff managers for this project (as well as the aforementioned Diversity, Equity, and Inclusion initiative) is a former educator who also has extensive experience in medium to larger-scale community program coordination, public policy and community activism, advocacy for and engagement with underinvested populations, and Diversity & Inclusion implementation. Additionally, our Director of Operations has experience in workshops coordination and facilitation for several mediums and programs including at the Sawtooth School for Visual Art, and many years experience as a freelance assistant for professional artists, who often have had very limited budgets and resources, assisting them in both artwork production, studio management, and other administrative capacities. In addition to being a professional craft artist, our Education Manager for our Arts-In-Education Grant from the Arts Council of Winston-Salem, Kathryn Gauldin, has extensive, long-term experience teaching, coordinating outreach for art-in-education grants in arts education organizations, managing public art projects, and art administration for art schools, - including Piedmont Craftsmen, The Theatre Art Galleries in High Point, NC, and public schools and art centers in North Carolina, South Carolina, and Virginia, and many others. Scott Waltz, our Membership and Events Manager, has experience coordinating artists for large events and museum programs such as the Gasparilla Craft Show in Tampa, FL. His experience as curatorial assistant at the Henry B. Plant Museum, and art handler/preparator has given him the knowledge and experience to help artists with many logistical components of managing an artist's studio or practice.

The Board of Trustees governs the organization, provides leadership and vision and represents the community, volunteers, supporting and exhibiting memberships of Piedmont Craftsmen. The Board's composition is diverse in several ways. Professionally, the group consists of six craft artists, three lawyers, two marketing specialists, an educator, one that works for other nonprofits (social services), three banking/finance executives, two who work for major Winston-Salem companies. Other members of the Board are entrepreneurs/business owners, community volunteers.

Our Artist Members' work is exhibited internationally and is purchased for private, corporate, and museum collections. They are represented in permanent collections as diverse as the White House, the Japanese Embassy, the Metropolitan Museum of Art, the Mint Museum, zoos, airports, universities, and more. Many teach at universities and at fine craft schools across the country. They have been published in magazines, and coffee table books, and have written their own books on design and technique, making them leaders in their respective fields.

The board and staff are dedicated to fostering partnerships with all types of organizations, including non-profits, human services, and corporate sponsors. Piedmont Craftsmen approaches each partnership with the expectation that both organizations should and will benefit from the collaboration. In the recent past (pre-pandemic) we have coordinated artist residencies and lectures with the Winston-Salem Forsyth County School's art departments and in the community; learning opportunities with Habitat for Humanity of Forsyth County, SECCA, and for the community. All were offered free of charge to participants thanks to grants and sponsors.

### **I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome**

Please see attachment, as our plan for implementation is multi-leveled, detailed, and involves a chart showing actions,

their specific plans for implementations, and potential barriers along with solutions for those barriers:

[https://docs.google.com/document/d/1S7HP1r-vF28e1u1WLkW138lkCyRQkPC\\_YrVvtOISl0c/edit?usp=sharing](https://docs.google.com/document/d/1S7HP1r-vF28e1u1WLkW138lkCyRQkPC_YrVvtOISl0c/edit?usp=sharing)

**I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.**

Please see attachment, as our plan for implementation is multi-leveled, detailed, and involves a chart showing all assessments, their specific plans for implementation:

[https://docs.google.com/document/d/19M8PjyMTbGw9pGV5tYdzELi4pr8EjwuyEX\\_q-dwoAhg/edit?usp=sharing](https://docs.google.com/document/d/19M8PjyMTbGw9pGV5tYdzELi4pr8EjwuyEX_q-dwoAhg/edit?usp=sharing)



## J. Impact/Community Need

Completed by [development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org) on  
4/25/2022 4:28 PM

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## J. Impact/Community Need

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Please provide the following information.

**Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be**

**J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.**

Art school is expensive, as are trade schools, universities, and committed programs of study. Further, there are barriers to entry, financial, access, beyond cost alone. Many artists, especially from underrepresented communities, do not have access to information about assistance for obtaining art materials, where to find alternatives to formal art education, or how to build a reliable and educational network of artists that can plug them into careers that generate renewable income.

This initiative is in response to, broadly, the restrictive cost nature of a career in the arts, specific to the realm of craft art mediums. Studio and workspace is expensive, there are very few professional or public educational arts resources, and art or trade schools are scarce in the area and also extremely expensive.

High Cost of Art Schools and Low Return on Investment - Art schools tend to be more expensive than other schools-expensive facilities due to the cost of lots of specialized equipment, cost of specialized supplies needed to make work, "funding income for difficult to find faculty-having to pay competitive salaries to limited pool of professors with specialized knowledge, high cost locations in major metropolitan areas, and fewer students paying tuition. Even with attendance in art schools, the return on the investment is low. Thus, having training in the arts in an alternative-to-school format is not only cost-efficient but in many ways more connecting

See: <https://artistryfound.com/why-are-art-schools-so-expensive/>

See: <https://snaaparts.org/uploads/downloads/Arts-School-ROI-in-the-Age-of-Big-Data-FINAL.pdf>

There are many other reasons for our program as it relates to accessibility in the arts by many locals who lack financial resources to advance their career into sustainable income.

Art schools often do not provide enough professional business & financial skills to navigate a career in the arts since emphasis is placed on technical/conceptual production. See: <https://www.arts.gov/sites/default/files/Research-Art-Works-Indiana.pdf>

Winston Salem is extremely limited in terms of local institutional arts education (like Sawtooth)

Many working individuals have a lack of time to dedicate to art education, and have a need to use the financial resources they do have for the cost of living.

Many artists who are already making work and who did not go to a formal art program may not have a network of other professional artists to share and receive knowledge and resources to advance or enter a professional career.

The cost of production and doing business requires specialized materials & equipment, and occupancy of a physical space to make and store work

The lack of affordable or stable housing certainly contributes to a lack of having dedicated production or storage space for artists

lack of financial stability or resources or support, simply put, means that creation of art as a means to create income is likely going to be sacrificed in order to obtain quicker income.

Many communities lack access to good information about funding or resources, or have not been taught grant writing skills or how to find grant money, or other professional procedures, business & legal protocols & resources to starting a business

**J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.**

Immediate impacts include all beneficiaries not only having clearer paths toward a sustainable career and the deliverables needed (an updated and organized portfolio, a website, branded presence, etc.) but also have the confidence to embark on the career path anew, and with knows where previously there was vagueness and intimidating lack of community.

**J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.**

In the long-term, these artists will not only remain in the folds of PCI's over 400-strong artist network, they will continue to be part of the program by offering mentorship to beneficiaries who follow them. Indeed, participants in this pilot project will help to inform any changes we may need, and will be able to fine tune how we market our efforts, growing the options for placing our call-for-participants. Over time, we will be able to replicate this program so that our PCI artists who live in other regions of the country may also create this same kind of impact on their own local levels. We also believe fully that with the participation of our parenting organizations, we can increase our numbers from 12 annually to 24 beneficiaries annually and beyond.

**J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.**

Quite frankly, we will be able to chart not only our participating numbers, but in keeping relationships ongoing with our alumni, we can track their career success and ask them to report back the financial benefits of their having participated in the program. We intend to do comprehensive long-term tracking of all participants, not just in participatory number but also in terms of income, sales, and media success.

## K. Funding Stability

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:32 PM

Case Id: 15164

Name: Grace, Molly - 2022

Address: \*No Address Assigned

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### K. Funding Stability

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Please provide the following information.

**Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).**

**K.1. Have your organization's operating revenues covered operating expenses the last three years?**

Yes

**K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?**

12.00 %

**K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?**

100.00 %

**K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.**

Please note that the funding percentage reference above tapers off yearly, from 100% in the first year, to 66% in Year 2 and 33% in Year 3.

By using evidence and markers of success following this pilot program, we will be using this pilot program's outcomes to apply for other grants, both locally and regionally as well as nationally. Further, we will use the data to craft and present a pitch to some of our more sustaining donors, regarding the creation of foundation funds for the ongoing sustainability of the program. Over the course of three years, as we phase into greater outer-sustainability resources as well as building self-sustaining solutions, we intend to use the data and long-term tracking of the income performance of past participants to inform outcome-based solutions to any obstacles or risks and pivot where needed to show how profitable this program can be for individuals.

By continuing to build relationships with our beneficiaries well beyond their "Graduation," we hope to grow the system and measures of accountability, resulting in more opportunities for evidence-based funding.

We also will be building in the operations of this plan into subsequent yearly budgets, using our fundraising expectations to fulfill these numbers.

**K.5. Please attach commitment letters from other organizations showing financial support for the project/program.**

**Commitment Letters**

Arts Council Letter of Support - City ARPA application - Piedmont Craftsmen.pdf

## L. Representation

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:38 PM

Case Id: 15164

Name: Grace, Molly - 2022

Address: \*No Address Assigned

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### L. Representation

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Please provide the following information.

**Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels**

**L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.**

Name	Race	Ethnicity	Gender Identification
Amber Koger	AA	African American	Female
Andrew Sachs	White	Caucasian	Male
Bayley Wharton	White	Caucasian	Female
Cindy Miller*	Native American	Native American	Female
Chuck Heath*	White	Caucasian	Male
David Alberts	White	Caucasian	Male
Elizabeth Gledhill	White	Caucasian	Female
Erika von Isenburg	White	Caucasian	Female
John Cain	White	Caucasian	Male
Kate Hanley	White	Caucasian	Female
Kim Thore	White	Caucasian	Female
Linda Garboczi	White	Caucasian	Female
Marjorie Benbow	White	Caucasian	Female
Mary C. Gunyuzlu	White	Caucasian	Female
O'Neal Jones	White	Caucasian	Male
Sharon Hamilton, PhD	White	Caucasian	Female
Sunsuk Lee	AA	African American	Female
Tom Skinner	White	Caucasian	Male
Tim Sullivan	White	Caucasian	Male
Wendy Allen	White	Caucasian	Female

## M. Required Documents

Completed by development@piedmontcraftsmen.org on  
4/25/2022 4:57 PM

Case Id: 15164

Name: Grace, Molly - 2022

Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

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### Documentation

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

Conflict of Interest Policy.pdf

**Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service \*Required**

990 Final 2020.pdf

**Organization By-Laws \*Required**

2017 Bylaws - Approved November 19, 2017.pdf

**Articles of Incorporation \*Required**

2017 Articles of Incorporation - Approved 11.19.2017.pdf

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

All Piedmont Craftsmen Policies.pdf

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

IRS 501(c)3 Designation Letter.pdf

**Most recent audited financial statements or a third-party review \*Required**

AUDIT21.final.pdf

**North Carolina Secretary of State - Current and Active Status \*Required**

NC Secretary of State - Current Status.pdf

## N. Submit

Completed by [development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org) on  
4/25/2022 4:58 PM

**Case Id:** 15164

**Name:** Grace, Molly - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

I certify that all information entered into this application is true.

B. Jane Doub

Electronically signed by [development@piedmontcraftsmen.org](mailto:development@piedmontcraftsmen.org) on 4/25/2022 4:58 PM

04/25/2022