

Program Overview

Completed by vicepresident@piedmontwindsymphony.com on
4/19/2022 1:31 PM

Case Id: 15225
Name: Nocito, Kenneth - 2022
Address: *No Address Assigned

Program Overview

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

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/clrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by vicepresident@piedmontwindsymphony.com on
4/25/2022 12:06 PM

Case Id: 15225

Name: Nocito, Kenneth - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Piedmont Wind Symphony

A.2. Mailing Address

420 W 4th Street, Suite 202A Winston-Salem, NC 27101

A.3. Organization Website

www.piedmontwindsymphony.com

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

1,989

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Ann

A10. Last Name

Walker

A11. Title

Board Treasurer, Interim Executive Director

A12. E-mail

pwsadmin@piedmontwindsymphony.com

A13. Phone Number

(336) 770-5025

BOARD CHAIR

A14. First Name

Mark

A15. Last Name

Vaders

A16. E-Mail

president@piedmontwindsymphony.com

A17. Phone Number

(336) 770-5025

A18. Term Expiration Date

06/30/2024

B. General Project Information

Completed by vicepresident@piedmontwindsymphony.com on
4/25/2022 12:47 PM

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Name: Nocito, Kenneth - 2022

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B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

PWS Music To The Masses: Phase II

B.2. Project Location/Address

420 W 4th Street, Suite 202A Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Kenneth

B4. Last Name

Nocito

B5. Title

Vice President, Board of Directors

B6. E-Mail

vicepresident@piedmontwindsymphony.com

B7. Phone Number

(843) 822-5806

C. General Project Narrative

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4/25/2022 3:58 PM

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C. General Project Narrative

Please provide the following information.

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

The Piedmont Wind Symphony's fiscal health is stabilizing, but in need of an injection. Our lack of operating funds has prevented properly paying critical staff members; for example, our Music Director has worked for two years essentially pro-bono, and we had opted out of hiring an Executive Director for FY2022. The lack of an Executive Director, in turn, has hampered our ability to efficiently seek additional funds, community partnerships, and earning opportunities for our musicians.

We have been very fortunate for the support of the WSFC Arts Council and of new- and long-term supporters who have continually stepped up and provided the funds necessary to keep moving forward. We have able to engage our musicians and audiences for some amazing musical events over the last seven months, including three-part musical series (recorded and streamed, COVID-safe) that showcases the group's outstanding musicianship, two free outdoor concerts and three free COVID-safe indoor concerts that brought together our entire community, regardless of cultural, financial, or gender backgrounds. Our intent is to leverage those performances, and others in the FY2023 and FY2024 season, to generate additional individual and institutional financial support.

We realize that we rely on the support of our very engaged WS City council, Arts Council, and donors, and that they rely on us to be good stewards of their financial contributions. We will strive to use those contributions responsibly as we continue to provide excellent artistic value to the Winston-Salem/Forsyth County community.

The PWS Music To The Masses: Phase II project seeks to ensure future financial and programming stability by funding and finally hiring an Executive Director, and Music Director. We are applying for a \$55,000 grant to pay 50% of the salaries for these two positions over the next two years/seasons.

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

In FY2022, thousands in our community attended free-to-the-public outdoor and COVID-safe indoor concerts. These concerts are advertised by the Piedmont Wind Symphony and our concert sponsors/partners including area business and churches, to reach as diverse and as great a population as possible. Thousands more in our community will have access to similar programming in FY2023 and FY2024 via free-to-public, ticketed, or school-based events. Hiring of the Music, Development, and Executive Directors will ensure effective execution of our mission and vision.

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

4,000

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$55,000.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

N/A

C.8 Operating Spending Timeframe

FY2023 - FY2024

D. Project Budget Categories

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D. Project Budget Categories

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
.5 salary for Music Director over two years	\$20,000.00
.5 salary for Executive Director over two years	\$35,000.00
	\$55,000.00

Capital Costs	Total
N/A	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
Performance Revenue (2 seasons)	\$15,000.00
	\$15,000.00

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
Individual Donations (2 seasons)	\$40,000.00
	\$40,000.00

E. Demographic and Geographic Distribution

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E. Demographic and Geographic Distribution

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)

25.00 %

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

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F. Alignment to Strategic Plan

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.

Job Creation/Sustainability - The focus of "Phase II" is to hire two staff members (Executive Director and Music Director) whose primary focus will be generating the funds necessary to employ hundreds of musicians throughout the next two seasons. The PWS has made quite a comeback in FY2021 and FY2022, despite major changes in how and where we perform as well as our overall financial picture. We have secured (voluntarily) an accomplished new Music Director/Conductor (Mark Norman) and grown our board of directors to include musicians and educators with ties to local and national music and arts communities. The PWS must now increase our donation, fundraising, and ticketed performance efforts to ensure that we have the means to pay our musicians, regain and expand our audience and to support our performance/outreach offerings.

The effect of this successful venture has wide-reaching effects, creating a vital community and social/economic growth through business partnerships/development, community engagement, population improvement and travel/tourism impact, educational and arts development, to name a few.

G. Collaboration

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G. Collaboration

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?

Individual donations will be used to pay for the other half of the Executive Director and Music Director salaries.

H. Administration/Reporting

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H. Administration/Reporting

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	<ul style="list-style-type: none">- Donor, partner, and sponsor engagement/retention: the Development Director will be tasked with attracting, engaging, and retaining current and new donors, partners, and sponsors. This will provide the long-term financial and operational infrastructure to support our performances and community/educational engagements.- Program conception, planning, and execution: the Music Director/Conductor will continue to be tasked with performance and engagement programming. A role Mark Noman has successfully taken on for the last two seasons at a minimal fee, we seek to retain his services long-term.- Musician recruiting and retention: Mark Norman and the PWS have recruited some of the finest musicians in the area to execute our mission of delivering professional wind band performances to broad and diverse audiences. We seek to provide our musicians with continued, appropriately paid employment by securing funding for season performances/engagements. (Tasked to the PWS Board and Music Director)- Community and educational outreach: the PWS is made up of board members and musicians who have strong ties to the educational and community institutions throughout the area. We seek to continue to provide community performances and enhance our partnerships with groups like CFEC and area schools to provide targeted performances and workshops. (Tasked to PWS Board and Music Director)- Board expansion: we seek to expand our Board of Directors membership by adding a diverse group of experienced, creative, and "roll up their sleeves" members to further augment our collective skillsets. (Tasked to PWS Board and Development Director)- Oversight: all grant and financial oversight takes to President and PWS Board.- Reporting: all grant and financial reporting tasked to Treasurer of PWS Board.
Effectiveness/Outcome	We will

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

No

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.xlsx

I. Capacity

Completed by vicepresident@piedmontwindsymphony.com on
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I. Capacity

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

The Piedmont Wind Symphony delivers exciting, professional performances of contemporary and traditional symphonic wind band music to the broadest audience possible and provides a creative platform from which musicians and composers may entertain, educate, and grow.

VISION

To be recognized as one of the nation's premiere professional symphonic wind bands and as an essential contributor to our local and global arts communities through:

- creatively pushing the boundaries of the traditional wind band;
- attracting top musical talent and providing opportunities for growth and development;
- providing exciting, innovative and inclusive programming to entertain a diverse audience;
- engaging with local band programs and communities to foster the next generation of wind musicians; and
- establishing the community, leadership, and financial infrastructure necessary to support our vision for decades to come.

Our "PWS Music To The Masses: Phase II" project

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.

The Piedmont Wind Symphony daily operations are managed by our Executive Director. Duties include writing and assisting with grant applications, coordinating with Music Director and Board of Directors, attend Arts Council partners meetings, creating and managing the website, nurturing relationships with existing sponsors as well as current individual donors. The Executive Director must coordinate all events including ticket sales, marketing, catering and anything related to the concert. The duties also include managing agenda, board meetings, budget planning, bill paying, maintain donor records, advertising, marketing, program development and all correspondence.

In the current absence of this position, the Executive Board members and Music Director/Conductor have assumed responsibility for and redistributed the duties otherwise performed by the ED.

Our Music Director and Conductor, Mark Norman, plans, coordinates, and conducts all aspects of the performance. It is the responsibility of the conductor to have the artistic vision for the

symphony and translate that into performance and audience development. The Music Director works hand-in-hand with the Executive Director and Board in budgeting and fundraising. He is also working with music leaders in our community to coordinate our new youth ensemble, called “Piedmont Winds Youth Symphony”, where the PWS musicians can formally mentor these young musicians.

Ann Walker, Personnel Manager, acts as a liaison between the Music Director and PWS Musicians. Ann plays with the PWS, is on the Board of Directors, and coordinates all personnel aspects of concert and rehearsal activities.

Guy Kelpin, Operations, coordinates and oversees concert logistics, equipment rentals, and stage setup and take down for each rehearsal and concert.

Piedmont Wind Symphony currently has eleven members on its Board of Directors, led by Board President Mark Vaders, who oversees the planning and financial responsibility of the PWS. The Board meets once a month and is divided into various committees, including Development /Fundraising, Events, Marketing and Social Media, Board Development, Education and Outreach, and Finance. The Executive Board is made up of President, VP, Secretary and Treasurer. Each Board member is expected to be both a financial and service contributor to both the PWS and the Arts Council of WS/FC.

The PWS has created a new Musicians Committee (PWSMC), a group of musicians elected by the musicians to represent their interests and communicate directly with the Board, MD, and ED. While the members of PWSMC do not have voting rights, they attend Board meetings and work with both groups to support our common objectives.

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

The Music Director has already been identified and has worked voluntarily with the Piedmont Wind Symphony in this capacity for the better part of two years. We will begin paying a modest salary with this grant. The Executive Director will be identified through a standard search, interview, and hiring process. Donations and performance revenues will pay for half of these two salaries over the next two years, and then the entirety of salaries beyond that two-year timeframe.

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.

Success of the program will be measured by our ability to fund an execute PWS programming, including competitive payment for musicians and staff, with a balanced budget.

J. Impact/Community Need

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J. Impact/Community Need

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.

The Piedmont Wind Symphony has a long history of bridging the racial, cultural, and socioeconomic divides. We have accomplished this through inclusive programming and inclusive partnerships. Music is the perfect medium by which connections can be made, however it's easy for a group to become complacent in its offerings. What makes us different is that the PWS, under Mark Norman's direction, has actively pursued partnerships that drive our need to learn, to communicate, to view things differently, to adapt and change. In the end WHAT we perform, WHERE we perform, and with WHOM we perform must be dictated by our AUDIENCE because our AUDIENCE defines WHO WE ARE.

Our decision to "take the music to the masses" had been our first major step in this direction. Particularly at a time when COVID has politically, philosophically, and physically isolated people, we need to inspire and bring people together safely and where they live. We work with our partners (often hosts of the event) to identify the music they would like to hear, particularly if there's a local composer who would like to have their music heard. Offering free, public events ensures that ALL people have safe access to professional music performances.

One current example of this is our "CFEC Inspire Series", an educational musical series for Winston Salem's Centers For Exceptional Children (CFEC). This kickoff series will become the first in an annual series of performance events.

We seek to provide inspiration and educational enrichment - through a series of outdoor musical learning experiences - for the children, teachers, and families at the CFEC. This series will consist of four small-group performances that will be both COVID-safe and fun for the children, and will include drawing, dancing, and playing along with instruments of their own.

This concert series is the first major milestone in creating a lasting partnership with the CFEC, a coordinated effort that began earlier this year. Through this partnership we hope to not only serve this important group of children with special needs, but also expand our musical offerings that will inspire and engage other similarly underserved groups throughout our community.

From the CFEC's statement: "Every child deserves the chance to realize their fullest potential in life. While others may focus on the challenges of the children we serve, we see possibilities - possibilities for confidence, happiness, achievement, and self-reliance." The power and inspiration that music provides should not be inaccessible to anyone, regardless of age, race, gender, sexual orientation, cultural, religious, or socioeconomic backgrounds. The Piedmont Wind Symphony performs music for all.

We will inspire, we will educate, we will support our local businesses, we will bring our community together. We will take the music to the masses, whoever they are, wherever they might be.

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

Hiring a full-time Executive Director and Music Director and paying our musicians ensures continued support of our community offerings.

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

Hiring a full-time Executive Director and Music Director and paying our musicians ensures continued support of our community offerings.

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

Success of the program will be measured by our ability to fund an execute PWS programming for the entire community, partner with local businesses and organizations, and provide educational content for area schools with a balanced budget.

K. Funding Stability

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K. Funding Stability

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?

25.00 %

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

50.00 %

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

Securing the Development Director position will ensure that the donor/sponsor/partner outreach is fully functional and generating the funds needed to cover the remaining 50% of the position salaries over the next two seasons, and fully fund these positions into the future. Securing the Music Director position will ensure the programming that will excite and engage the community at large and current/new donors.

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



Commitment Letters

***No files uploaded*

L. Representation

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L. Representation

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
Abigail Simoneau	Caucasian	American	Female
Ann Walker	Caucasian	American	Female
Barbie Pilla	Caucasian	American	Female
Carol Reynolds	Caucasian	American	Female
Daved Roberts	Caucasian	American	Male
Guy Kelpin	Caucasian	American	Male
Jodi Hildebran Lee	Caucasian	American	Female
Jordan Lee	Caucasian	American	Male
Ken Nocito	Caucasian	American	Male
Mark Vaders	Caucasian	American	Male
Mary Kathryn Bowman Choat	Caucasian	American	Female

M. Required Documents

Completed by vicepresident@piedmontwindsymphony.com on
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M. Required Documents

Please provide the following information.

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

Documentation

Code of Conduct/Conflict of Interest Policy *Required

PWS Conflict of Interest.docx

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

PWS 2020 Final 990 Public Disclosure w signature.pdf

Organization By-Laws *Required

PWS Bylaws.pdf

Articles of Incorporation *Required

PWS Articles of Incorporation 1988-06-09.pdf

Name change from Brass Society to PWS.pdf

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

Organization Description.docx

IRS 501(c)3 Designation Letter *Required

IRS Determination Letter 1995-10-06.pdf

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

AUDIT19.final.pdf

PWS Stmt+of+Activity 2022-04-10.xlsx

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

CSL Issuance of License 2021-2022.pdf

N. Submit

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N. Submit

Please provide the following information.

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

Kenneth J. Nocito

Electronically signed by vicepresident@piedmontwindsymphony.com on 4/25/2022 4:53 PM

04/25/2022