

Program Overview

Completed by charry@triadculturalarts.org on 5/2/2022 2:06 PM

Case Id: 15211

Name: Transformation - 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/clfrf

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 charry@triadculturalarts.org on 5/2/2022 10:14 AM

Case Id: 15211

Name: Transformation - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Triad Cultural Arts, Inc.

A.2. Mailing Address

P.O. Box 20041 Winston-Salem, NC 27120

A.3. Organization Website

www.triadculturalarts.org

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

2,007

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

Cheryl

A10. Last Name

Harry

A11. Title

Executive Director

A12. E-mail

charry@triadculturalarts.org

A13. Phone Number

(336) 283-1709

BOARD CHAIR

A14. First Name

Carol

A15. Last Name

Davis

A16. E-Mail

davisc@wssu.edu.

A17. Phone Number

(336) 734-6900

A18. Term Expiration Date

06/30/2022

B. General Project Information

Completed by charry@triadculturalarts.org on 5/2/2022 10:14 AM

Case Id: 15211

Name: Transformation - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

African American Heritage Collective

B.2. Project Location/Address

316 Laura Wall Blvd. Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Cheryl

B4. Last Name

Harry

B5. Title

Executive Director

B6. E-Mail

charry@triadculturalarts.org

B7. Phone Number

(336) 283-1709

C. General Project Narrative

Completed by charry@triadculturalarts.org on 5/2/2022 1:08 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

Triad Cultural Arts (TCA) evolved out of the Triad Juneteenth Committee which was formed in 2005 to commemorate the ending of slavery in the US. In 2007 the organization was incorporated as a nonprofit after the realization that an organization was needed to lead and bring recognition to African American heritage and culture. Our goal is to present culturally immersive experiences arts programming that contributes to culturally conscience community and work to preserve historical African American landscapes.

Since 2005 TCA has planned and hosted Forsyth County's African American cultural festivals, Juneteenth & Kwanzaa. The Juneteenth Festival brings together people from diverse community groups and backgrounds for a day of arts, entertainment, and education. The festival has five integral components: Performances, Art/Crafts, Historical Memory, Health/Community, and Marketplace. It is a platform for minority entrepreneurs, local Black writers, and visual artists; a performance venue for local artists, and an outlet for community service organizations to engage with their current patrons and reach new audiences. TCA spearheads the City-wide Kwanzaa Celebration, convening 10+ organizations to plan and implement a seven-day celebration in various venues throughout the city which include African drumming, music, inspirational messages, panel discussions and youth activities. The goal is to affirm and build the African American community.

In 2017, in partnership with the National Black Theatre Festival, TCA developed and initiated full service cultural heritage tours and virtual cultural heritage tours during the pandemic. The tours feature touchstones of the Black experience and some of the city's most treasured historic gems. Our organization has become the authority on local black history and culture which has prompted White church groups such as Knollwood Baptist Church and organizations such as Leadership Winston-Salem (W-S) to schedule tours relating to the effects of racial discrimination in our city. Additionally, we have conducted Black History presentations to local corporations such as Ralph Lauren, Inmar and presented at conferences, such as the Black Communities Conference and the Old Salem Landscape Conference. TCA researched and curated a Black History Month Pop-up Museum which attracted approximately 7,000 visitors and received a grant from the North Carolina Humanities Council (NCHC) to present Phase II in 2021 which was exhibited in partnership with the W-S/Forsyth County Arts Council. We have received an additional grant from the NCHC to hire a preservation coordinator for the restoration exploration of two architecturally significant properties, currently owned by the City of Winston-Salem.

In 2020, TCA began developing a relationship with the W-S/Forsyth County Schools (WSFC) to support the African American Infusion curriculum by providing a viable resource for extended learning.

We presented Rise Us Too, a cultural literacy program for third graders to increase reading skills and conducted a training session with teachers to include local history into their curriculum. Last year we conducted a cultural heritage tour for the Superintendent and her management team. In partnership with the WSFCS and the United Negro College Fund, a new addition to the Juneteenth celebration is the creation of the Queen Juneteenth Scholarship Pageant that awards a four-year scholarship totaling \$20,000.

The project we are requesting funding for is the African American Heritage Collective (AAHC) which combines the work of Triad Cultural Arts with a focus on culturally immersive tours. Through AAHC, we will leverage Winston-Salem's distinctive buildings, landscapes, and material culture to take us to the next level in the field of heritage tourism. Local cultural sites, curated in a cohesive narrative, have a unique and powerful value proposition to establish our city as an authoritative Black cultural destination. We will expand our cultural heritage tours which will serve as an economic vitality vehicle to stimulate local tourism, job creation and as a catalyst to ignite respect and appreciation for diversity.

The AAHC tours will take you off the beaten path to view touchstones of the Black experience. A variety of tours are offered to include full-service and step on riding tours, walking tours, student tours, destination tours and virtual tours.

- Transportation and a tour guide are provided for full-service tours. For Step-on tours, the client provides the transportation and TCA provides a tour guide. These tours features are some of the city's most treasured historic gems including art galleries, historic neighborhoods, educational institutions, churches and more. Regional tours are also be offered to sites such as the Civil Rights Museum in Greensboro, Charlotte Hawkins Brown Museum in Burlington and more.
- Walking tours include a walk-through Innovation Quarter, home of the former R.J. Reynolds Tobacco industry and the Black business district and the downtown area, viewing architecture, art, and sites of historical significance.
- Destination tours include one stop trips to special events that are happening in the region, such as musical performances, art exhibitions, lectures and urban interests.
- Student tours are designed to illuminate the curriculum requirements and to support the African American Infusion program of the Winston-Salem Forsyth County Schools.
- Virtual 360 tours are interactive and offers dynamic access to art and historic sites. It includes accompanying videos and can be self-guided or led by a narrator.

Funds will be used to:

- Hire a tour operator to develop thematic tour itineraries, create partnerships with stakeholders such transport, accommodation, and venues, amenities, promotions, and to oversee the budget and finances.
- Recruit tour guides and provide training to include research, narrative development, and speech delivery.
- Cover fees to take students from Title 1 schools on tours.
- Develop marketing tools to include, brochures, social media, mail, and website.

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

Tours can be scheduled through online portals which include the TCA website, Visit Winston- Salem website, social media pages, and sites where tours are advertised. The TCA website will be the primary source for arranging tours and all portals will link to that page. Additionally, those interested may call the TCA office directly to inquire about tours. From that point, tours will be scheduled based on interests. Tours depart from various points and usually last about two hours. Specialty tours may include a curated dining experience to further highlight the excursion.

Benefits:

Many of the Title 1 schools who do not have the resources to take their students on field trips for extended learning. In an article from the "Education Next Journal" they found that enriching field trips contribute to the development of students into refined young men and women who possess more knowledge about art, have stronger critical-thinking skills, exhibit increased historical empathy, display higher levels of tolerance, and have a greater taste for consuming art and culture.

After a tour, participants see Winston-Salem's whole story. they are moved with emotion and illuminated with a new perspective of the community. They are are always impressed with the vast amount of history in our city that they were unaware of. The tours provide a safe space for earnest dialogue which is empowering and the impetus to become

personal agents for change.

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

1,500

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

No

Describe the other areas (counties) that will benefit

Visitors coming into the city from around the state, region and country will be exposed to the city's rich history.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

75.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$180,000.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

N/A

C.8 Operating Spending Timeframe

Three year time frame - July 1 - June 30

D. Project Budget Categories

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Completed by charry@triadculturalarts.org on 5/2/2022 1:10 PM

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
Salaries	\$120,000.00
Benefits	\$20,500.00
Tour Guide Training Stipends	\$5,000.00
Training Supplies/Webinars	\$3,500.00
Site Visits/Training Travel	\$1,000.00
Administration	\$15,000.00
Tour Subsidies - Title 1 School	\$15,000.00
	\$180,000.00

Capital Costs	Total
	\$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
Grants, Contributions, Fees	\$180,000.00
	\$180,000.00

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
	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

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Completed by charry@triadculturalarts.org on 5/2/2022 10:16 AM

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?

Yes

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

95.00 %

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 charry@triadculturalarts.org on 5/2/2022 1:13 PM

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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.

Currently, Triad Cultural Arts provides cultural heritage tours that has great potential to become an economic vitality vehicle for job creation and to stimulate local tourism. In Visit Winston-Salem's 2019 tourism report (pre-pandemic) Forsyth County's tourism economic impact was the sixth highest producer out of 100 counties in the state. We plan to recruit and train African American tour guides. The target will be a mix of individuals from various socio-economic backgrounds, ranging from young adults to senior adults to provide intergenerational learning and exchange. These tour guides will receive training in research and narrative development.

G. Collaboration

Completed by charry@triadculturalarts.org on 5/2/2022 1:14 PM

Case Id: 15211

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Address: *No Address Assigned

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?

TCA works with the National Black Theatre Festival to run specialty tours during the festival. They include the tour descriptions in the festival brochure that is produced in May. By late June - mid July, tours are 90% booked.

TCA has partnered with the YWCA to revitalize the historic Oak Grove School for tourism, located at 2637 Oak Grove Circle, off Shattalon Drive. The school was built in 1910. It is Forsyth County's, and possibly the state of North Carolina's, only extant African American one-room schoolhouse. The restored facility is underutilized and has been added to the tours as an additional destination for tourists.

Visit Winston-Salem is adding the Juneteenth Festival and Cultural Heritage Tours as attractions to their website, as they do Triad Eco Adventures and other tours. These events will listed in at least four places on there site. They are also including the events in two of their printed guides - "African American Arts & Culture Guide" and their official "Visitor and Relocation Guide." Visit W-S is also sharing the convention calendar and TCA has been added to the distribution list to receive a detailed hospitality calendar of conventions and other large events.

Old Salem Museums & Gardens collaborates with TCA on the cultural heritage tours by making the historic St. Philips Heritage Center accessible to riding groups to stop and tour the grounds. A lower two-stop ticket rate is available for a guided tour of the African American churches on the site. This keeps the overall tour fee accessible for attendees and increases participation. Old Salem will provide advice and guidance and will provide a staff member to serve on the Advisory Board.

Triad Trolleys partners with TCA by providing a nonprofit rental rate for the trolleys and does cross promotional advertising. We are working together on utilizing tour guides as well. First Class Tours provides reduced rates for charter buses when possible.

Delta Arts Center and the O'Kelly Library at Winston-Salem State University are two major stops on the riding tour route. At Delta, the organization provides a narrated experiences about the history and current exhibit on view. At the Library, attendees view the wondrous John Biggers murals and participate in a scavenger hunt through the paintings.

Additionally, we partner with the following restaurants to take our tourists for lunch: Carolina Vineyard and Hops, Taste

of the Triad and Sweet Potatoes.

H. Administration/Reporting

Completed by charry@triadculturalarts.org on 5/2/2022 1:36 PM

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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	Increase African American participation in the tourism industry and historical research field.
Effectiveness/Outcome	Hire a tour operator, recruit at least 5 tour guides, provide training, conduct research for new tours

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

TCA Risk Assessment (1).xlsx

I. Capacity

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Completed by charry@triadculturalarts.org on 5/2/2022 1:37 PM

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.

Triad Cultural Arts, Inc. (TCA) was founded in 2007 as a nonprofit, community-based, multi-disciplinary cultural arts organization. The mission of TCA is to preserve and promote the arts and culture of Black Americans for all people. Our major services are culturally immersive experiences such as festivals and special events, tours, and classes. The programs center on diversity and inclusion so that everyone feels welcome and valued. A leader in bringing recognition to Black American history and culture, TCA is dedicated to presenting programming that contributes to a culturally competent community so that significant and lasting improvements can be made.

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.

Triad Cultural Arts' founding Executive Director, Cheryl Harry, is the former director of African American Programming at Old Salem Museums & Gardens. She was formerly Vice President of Community Outreach for the Arts Council of Winston-Salem/Forsyth County where she worked to ensure the successful integration of arts events and programs into urban and underserved communities. Triad Cultural Arts recently received a capacity grant from the Winston-Salem Foundation to hire a program services manager who handles the finances as well as program management. To fiscally responsible, we hire several contract workers to aid the staff. The organization has a committed board of directors and committee volunteers who drive the mission of the organization to ensure the effective and efficient implementation of programs and operation of the organization. The volunteer staff also have peer advisory and evaluation meetings to increase capacity and assess the growth areas. To ensure fiscal control and accountability, regular financial reports are provided to the board of directors who review and approve the annual budget and expenditures.

TCA has partnered with Blacks In Travel & Tourism and is now attending training sessions to develop and price tour itineraries to be offered through their Black Cultural Heritage Tours Initiative.

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

The hiring of the Tour operator would be the responsibility of the Executive Director. The tour operator will set-up the training and will hire guides. Training of guides will be held. Training will include visiting local art galleries, museums, and other cultural sites of interest; Researching historical data through various sources to include books, online databases and oral accounts. Scripts will be developed based on the data compilation. A strategic marketing planning session will be led by our board Marketing committee chair to promote the tours. A diverse team will be formed, to include marketing and sales representatives from Visit Winston-Salem, public and private educational representatives. A

promotions schedule will be developed and implemented.

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.

The activities and programs will be monitored through regularly scheduled assessment meetings. Committee chairs will report out at each meeting to track the progress against the aims and objectives. "Before and after" surveys will be conducted periodically to assess the experience to determine if the audience gained new information by attending. Surveys will be used to collect standardized information from a sample of visitors. Rapid appraisal methods such as interviewing and observation of attendee interactions with vendors, performers, and exhibitors will be collected. Cost-benefit and cost-effectiveness analyses will be used to assess whether the cost is justified by its impact.

Logs will be kept to record the number of visitors for tours and special events. Surveys will be administered to track demographics and overall program satisfaction. Fearless Evaluation, developed for the National Parks Service, will be used as a tool to develop further evaluation programs. At the end of the month, attendance numbers will be entered into a spreadsheet and maintained. A voluntary sign-up sheet will be available at all times for visitors to receive mailings.

J. Impact/Community Need

Completed by charry@triadculturalarts.org on 5/2/2022 1:38 PM

Case Id: 15211

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Address: *No Address Assigned

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.

Historically, Black American history and culture has been underrepresented in our schools and community institutions. There are pockets of Black history in various locations, and sometimes it is too difficult to discover and navigate, not just for outsiders, but for locals as well. What is missing is a recognizable brand, and a focused, large-scale effort to market the volume of Black cultural activity in our city. When Blacks can lead in shaping and shepherding the African American narrative more economic opportunities and growth will be created in our community.

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

Short term, we will have a trained, identifiable workforce in African American tourism in addition to the hospitality industry.

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

Long term, we will increase African American participation in the tourism industry and historical research field. We will have more African Americans who are shaping the narrative of our city to be an inclusive community where everyone is respected and valued.

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

We will comparative analysis on requests for tours, the number of people attending the tours, and the financial gains.

K. Funding Stability

Completed by charry@triadculturalarts.org on 5/2/2022 1:40 PM

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Address: *No Address Assigned

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?

40.00 %

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

90.00 %

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

We believe that over the three year time frame we will have established the necessary relationships and partnerships with generate the income to staff the cultural tours. We will work with the Winston-Salem/Forsyth County Schools to ensure that our tours are tied into the third grade curriculum on local history; we will meet with Visit Winston-Salem and ensure that we are included in conventions and on scouting venture for new audiences. We will always look at the bottom line to see where expenses can be curbed and cut.

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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Completed by charry@triadculturalarts.org on 5/2/2022 1:52 PM

Address: *No Address Assigned

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
Carol Davis	Black	African American	Female
Malishai Woodbury	Black	African American	Female
Jacque Lawrence	Black	African American	Female
Brenda Latham-Sadler	Black	African American	Female
Gayle Anderson	White	European American	Female
Joycelyn Johnson	Black	African American	Female
Fleming El-Amin	Black	African American	Male
Michael Suggs	Black	African American	Male
Christopher Weston	Black	African American	Male

M. Required Documents

Completed by charry@triadculturalarts.org on 5/2/2022 2:05 PM

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Address: *No Address Assigned

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

Standards of Conduct.pdf

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

TCA-2020-Form 990 (1).pdf

Organization By-Laws *Required

TCA_Bylaws.pdf

Articles of Incorporation *Required

NC Articles of Incorporation - TCA.pdf

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

TCA_Organizational Practices.pdf

IRS 501(c)3 Designation Letter *Required

TCA_IRS Determination-2012.pdf

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

TCA Audit Response.pdf

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

TCA_North Carolina Secretary of State -TCA.pdf

N. Submit

Completed by charry@triadculturalarts.org on 5/2/2022 2:06 PM

Case Id: 15211

Name: Transformation - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Cheryl Harry

Electronically signed by charry@triadculturalarts.org on 5/2/2022 2:06 PM

05/02/2022