

# A. Organization & Contact Information

**Case Id:** 16186  
**Name:** Authoring Action - 2023/24  
**Address:** \*No Address Assigned

Completed by info@authoringaction.org on 11/3/2022 2:16 PM

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## A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

### A.1. Organization Name

Authoring Action

### A.2. Project/Program

Outreach Workshops

### A.3. FY 2023-24 Funding Request Amount

\$50,000.00

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

\$260,500.00

### A.5. Mailing Address

624 West Sixth Street, Suite 150 Winston-Salem, NC 27101

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

624 West Sixth Street, Suite 150 Winston-Salem, NC 27101

### A.7. Organization Website

authoringaction.org

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

2005

### A.9. Organization Fiscal Year

July 1 - June 30

### A.10. Federal Tax ID Number

38-3707584

### A.11. Federal DUNS Number

LAMPLLJIQVD4

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Lynn Rhoades, Executive Director

#### A.13. Email

lynn@authoringaction.org

#### A.14. Phone

(336) 749-1317

### CONTACT

#### A.15. Name, Title

Lynn Rhoades, Executive Director

#### A.16. Email

lynn@authoringaction.org

#### A.17. Phone

(336) 749-1317

### BOARD CHAIR

#### A.18. Name

Deborah Randolph

#### A.19. Term Expiration

01/30/2023

#### A.20. Email

randolph\_gallagher@mac.com

#### A.21. Phone

(919) 749-9088

## B. Project Overview

Completed by [info@authoringaction.org](mailto:info@authoringaction.org) on 11/18/2022 12:19 PM

**Case Id:** 16186

**Name:** Authoring Action - 2023/24

**Address:** \*No Address Assigned

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### B. Project Overview

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Please provide the following information.

#### **APPROACH (7 POINTS)**

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

Authoring Action has developed a unique creative writing process to equip students to access their capacity for power, excellence, character development, leadership and communication. For the past 21 years Authoring Action has shared this process with teens from the Winston-Salem community. Recently this process was published as a printed curriculum with accompanying training website for workshop participants [[authoringactiontraining.org](http://authoringactiontraining.org)]. We are currently working with the WSFCS to create workshops to train teachers in the Authoring Action Creative Writing Process so they can take the process into their classrooms.

Authoring Action provides arts and education programming to promote literacy - more than the ability to read and write, rather the ability to negotiate one's life and dreams. Authoring Action's Signature Creative Writing Process focuses heavily on discussion as the First Ink in Creative, Story Telling, Editorial, Journal, Essay, Spoken Word, Lyric and script writing.

Creative writing at Authoring Action is about going to a place where you have something to say, not just saying something because you are being asked to write. Going to a place, within yourself, where you have something to say is a form of admittance. Our authors and workshop participants must realize and admit how a topic or issue relates to their life, their community. The First Ink discussion process and signature Creative Writing process develop not only critical thinking skills of each young author, but also agency and the ability to author one's life. Authoring Action's Creative Writing process is the core of the Authoring Action experience. The process begins with a question (i.e. What is courage?) and a discussion. This process develops teens' ability to engage in discussion, respectfully listen and share, develop a rhetorically sound argument and point of view, and accept that they have something to share and contribute, and the opportunity to grow into active and engaged citizens, with career potential.

Authoring Action will provide creative writing workshops for youth, to develop not only their writing ability to write effectively but to also develop their ability to speak their original written works before their peers and an audience. Funds will be used for the instructors and staff, along with support for the structure, supplies and snacks required to support the sessions and sessions' end productions, along with participant honoraria upon completion of a session. Because lack of transportation is a significant barrier for all youth programming, we will invest in a stable and sustainable plan for making transportation available.

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

Teens are referred by school, parent, community member, teen interest, and community partners. Interviews are required to discern interest and commitment.

The interview process determines the commitment of teens and support of parents/guardians. We give complete ownership of the creative process to teen authors. Acceptance into the program begins the same way. Acceptance is an agreement between staff and an interested teen, with mutual respect and choice of participation.

The staff works with teen authors as long as they choose to attend and fully participate. It is left up to the teen author to make the decision to continue the program and upon completion are given a stipend, which contributes toward their professional development. This sets us apart from after-school programs and childcare activities. Teen authors meet with us because they choose to, and the power of choice eliminates victim mentality and promotes self empowerment.

Our perspective on education is based on nearly 21 years of experience and a wholehearted belief that ownership and authorship, are how transformation occurs. The word author comes from Latin, and French, auteur: creator; originator. Giving complete authorship of the program to the teens creates a space for them to rise to the responsibility on their own. This sense of ownership is integral to developing voice, making independent decisions, and ultimately the self-aware transformation that occurs from this program. Language and media literacy, and effective communication are the keys to building personal choice, healthy relationships, resiliency and a thriving community.

A beneficial outcome is a result of staff and teen author investment. Staff work to develop working relationships with teen authors as artists and creators. A productive working relationship produces personal and emotional breakthroughs due to the deep discussions and interactive writing process. Staff also communicate with teachers and parents, as needed, to ensure that the teen author feels supported through this program in all areas possible. Participants that are fully committed to the program through completion of each session and move on to advanced learning derive benefits that extend beyond the years within this programming.

Benefits found through interviews are increased confidence, improved writing, and speaking abilities, positive family and peer-to-peer relationships, and a clarified self-vision.

Quotes from past program participants:

"It's amazing what people's minds can do and you wouldn't know what your own mind can do unless you were pushed. I didn't know I could write, I have poems that people can cry over, just reading. You can change someone's life. I can change plenty of people's perspectives on racism, and that's from those shows."

"Authoring Action actually helps. I went to a job interview a couple of days ago and it definitely helps when you're asserting yourself in a room full of people who are business-minded- it helps you conduct yourself a whole lot differently. It helps people take you more seriously and it helps me take myself seriously."

"I didn't have any direction during the time but this program leveled me out, it gave me something to do. Made me feel like I was doing something with my life, ya know? Made me feel comfortable."

### **NEED (7 POINTS)**

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

Authoring Action was founded to develop the voices of teens in this community around issues that are usually relegated to municipal, governmental and professional persons and realms of influence. Today more than ever, with high-stress levels, single-parent homes, juvenile crime rates, and disheartening dropout rate, youth need help developing an interest in learning, an active voice in their communities, and the development to become adults who are able to contribute to our community. In certain populations, this guidance and outlet are not provided by teachers (who are understaffed and overworked) or parents (who must work to make ends meet, if they are present at all).

Authoring Action has repeatedly heard from our participating youth that many are highly susceptible to violence in the home or at school. They are often victims or connected to victims of the gun violence epidemic, or, due to a decrease in affordable housing, many become part of the homeless population. Youth have identified the need for a safe environment to share their worries, their issues of feeling unsafe, and their need to be part of something positive. They have stated that they are angry and feel unjustly judged by family members, teachers, and peers. Teens are desperate to discover their unique voices, their unique value, and their uniquely creative and bright futures.

The root causes of low attainment for teens oftentimes stems from living in impoverished neighborhoods where their exposure to success stories is minimal or non-existent. The cycles of poverty are directly linked to education and here in Forsyth County, the high school drop-out rate is highest for black students at 41.7% according to Forsyth Futures. Authoring Action has worked with 8th graders who read at a second-grade level. The No Child Left Behind policy must ensure that students can read and write on grade level before they are advanced to the next grade. This appears to not be happening. Indicators for low attendance are related to out-of-school suspensions, reading, writing, and special circumstances in overcoming adversity. While there has been a decrease, the numbers still reveal that many students are not in school. Low and/or failing educational attainment in this age range for girls and boys can lead to school dropout, drugs, gang involvement, gun violence, prison, or death.

The basis for a program like ours is that it is preventative, not after the fact. We take authors as young as 11 years and are working with current authors that are now in college programs and 24 years of age. Not all leave the program and choose positive directions, but many do. We heard from many alumni during a grant-funded interview process, and a majority of interviewees reported a positive experience with Authoring Action and cited specific benefits that are still affecting their lives today. It is always more difficult to pinpoint the benefit of something that subverts a possible negative direction, but we are convinced and committed by the relationships and stories from our teens.

Quotes from reference grant-funded interviews (Dr. Parissa Ballard of WFU)

“Authoring Action pulled things out of me that I didn’t know I had in me”

“I’ve never experienced something so real”

“I would think that this was the most shaping experience of my life. It really made me who I am and I hope they never like get rid of it 'cause it’s so many kids that just like miss out on an opportunity.”

## **COLLABORATION (6 POINTS)**

**B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

The foundation of Authoring Action is collaboration. Our Artistic Director, Nathan Ross Freeman, is a collaborating artist with our young authors; all staff views themselves as mentors and collaborators, not teachers.

From that seed of collaboration stems the numerous partnerships we develop each year with businesses, organizations, and programs throughout Winston-Salem, and beyond. Authoring Action has become a key community partner in the work of the School Justice Partnership - including the WSFCS, Law Enforcement, Juvenile Court and community organizations. Its goal is to reduce the need for and inequitable use of exclusionary discipline and court referrals for students in ways that promote community, belonging, and safety.

Additionally, Authoring Action partners with the Community Partners for Change as part of the Trauma Resiliency community work organized by the National Center for Trauma Resiliency located a Crossnore. These efforts are multi layered to build a trauma informed and resilient community to ensure in the long run that children and families presenting with significant trauma histories are appropriately and consistently treated and supported at every point of service throughout the system.

Authoring Action's Community Engagement Ensemble (a branch of the year-round programming) is based in collaboration. When an organization, agency, or business requests our teens for an engagement, we develop their event theme. Our teen authors research, discuss, write, and develop the theme for a dynamic engagement performance at the event. An honorarium is earned and teen authors earn a stipend for their work.

These collaborative relationships do not affect the program, they are the program. integrating Authoring Action more deeply into the community. Each time we engage an audience for an outside organization, such as SECCA (Southeastern Center for Contemporary Art), Delta Arts Center Exhibits, Family Services Domestic Violence Prevention month, Wake Forest University, or UNC TV's PBS Maya Angelou documentary release, youth voices are elevated and contribute to public dialogue and understanding.

In terms of measurement effects; collaborative relationships can provide access to additional forms of measurement. For example, a non-profit that provides its own surveys or measurements of audience reaction, attendance numbers, and more.

## C. Strategy and Performance

Completed by info@authoringaction.org on 11/18/2022 4:46 PM

Case Id: 16186

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Safe and Secure Community

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

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

#### PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

Evaluation is essential to us to ensure that Authoring Action's programs meet the following goals:

Introduction and mastery of the writing process

Develop articulation skills in public speaking and in peer-to-peer discussion

Develop original written works.

Translate works to creative mediums in collaboration with professional artists (music, film, visual design)

Work respectfully with fellow Ensemble members, staff, and collaborating artists

Engage an audience confidently (fully memorized written piece)

Authoring Action has undertaken a significant evaluation process to monitor and evaluate our programming in

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partnership with Dr. Parissa Ballard from the Wake Forest School of Medicine. We have a multi-phase evaluation of our program including collecting and analyzing surveys before and after our Summer Intensive program. As part of this work, we have developed a survey to collect information from teens before and after the Summer Intensive program.

In addition, we collect information from parents after their teens have completed the program. We have learned that teens show growth in personal skills and attitudes such as making friends and feelings of self-efficacy. From parent surveys, we have learned that parents are very happy with their teens’ experience and are grateful for the opportunity provided by Authoring Action.

Teen surveys measure social and personal skills, feelings of voice and efficacy in their communities, and academic skills. We will continue to monitor program outcomes. If a program does not support positive changes in these outcomes, we will discuss possible explanations with teens and will re-evaluate aspects of our programming to best support teens.

Interviews and qualitative feedback will be gathered and reviewed by staff to develop strategies and tactics to ensure positive outcomes for all participants. Tracking this information is key to us to be able to continue to grow and help our youth succeed.

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

We track working hours for all authors, as well as hired artists in all programming. Any public engagements are tracked, specifically for payment. Honoraria payment for engagements is received following the event.

Surveys using the 40 Developmental Assets, and further developed by Dr. Steve Parese, and then in 2017 by Dr. Parissa Ballard, Authoring Action has administered pre and post surveys for all programs. These surveys evaluate personal, family, and community assets, as well as behavior and attitude changes. The teen author written work reveals their development most closely with the goals of our programs.

Additionally, where possible at public engagements, we hand out evaluations to audience members. These evaluations measure levels of awareness, reaction to engagement, contact information, and space for open-ended notes and thoughts.

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

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

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Expand programming opportunities and collaborations within	Collaborate with at least one other nonprofit on a major	Authoring Action is partnering with the School Justice	Building effective workshops through the School Justice	Continue and expand work with School Justice Partnership,

<p>the community Managers continue to build partnerships and relationships throughout the community to engage and train youth to become authors - and help teach youth about collaboration.</p>	<p>project with the Community Engagement Ensemble. Collaborate with highschoools to engage students in the Authoring Action programming. Provide Educator Workshops for the WSFCS. Collaborate with the WS Street School to engage their students with Authoring Action programs.</p>	<p>Partnership and the Trauma Resilient Community work of the National Center for Trauma Resilient communities. Partnership is under development with Triad Restorative Justice and their work at North Forsyth high school. The co-directors presented two writing workshops for the North Forsyth faculty and staff in their end of year retreat. The Program &amp; Outreach Coordinator provided writing workshops for the Maya Angelou essay competition, and continued involvement with Our Opportunity to Love and the Heal. She has been recruited to the Board of Directors of Forsyth Futures. Our Program &amp; Outreach Coordinator continues deep involvement in the community. She is well known throughout the county and to quote one our parents, in relationship to the intensity of our involvement in the</p>	<p>Partnership, Trauma Resilient Communities, WS Street School, and WSFCS to provide Educator Workshops in 3 high schools, and educator workshops system wide.</p>	<p>Trauma Resilient Communities, WS Street School, WSFCS to provide Educator Workshops</p>
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		<p>teens attendance and participation, "Ms. Love' don't play!" This is a thank you, from a parent who has experienced Ms. Love' providing transportation and mentorship for her child who successfully completed a JustUs session, and who will join us for our Summer Intensive Session.</p> <p>We are happy to note that she is not the only parent to have this experience of Ms. Love'. The Program &amp; Outreach Coordinator continues to develop strong working relationships with Main Street Academy, Mineral Springs, Wiley Middle School, Reynolds High school and WS Street School, along with the court counselors at Forsyth County Hall of Justice. Relationships with teens and parents in communities where our work is most needed are continually nurtured. She is known and respected across all</p>		
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		platforms and has established lasting professional outreach relationships for the sake of the development of Authoring Action's role in Winston-Salem.		
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	30	30
FY22-23 Current Year Projected Results	30	30
FY 23-24 Next Year Anticipated Results	50	50

**C.6. FY 21-22 Program Accomplishments**

Authoring Action is partnering with the School Justice Partnership and the Trauma Resilient Community work of the National Center for Trauma Resilient communities. Partnership is under development with Triad Restorative Justice and their work at North Forsyth high school. The co-directors presented two writing workshops for the North Forsyth faculty and staff in their end of year retreat.

The Program & Outreach Coordinator provided writing workshops for the Maya Angelou essay competition, and continued involvement with Our Opportunity to Love and the Heal. She has been recruited to the Board of Directors of Forsyth Futures.

Our Program & Outreach Coordinator continues deep involvement in the community. She is well known throughout the county and to quote one our parents, in relationship to the intensity of our involvement in the teens attendance and participation, "Ms. Love' don't play!" This is a thank you, from a parent who has experienced Ms. Love' providing transportation and mentorship for her child who successfully completed a JustUs session, and who will join us for our Summer Intensive Session. We are happy to note that she is not the only parent to have this experience of Ms. Love'.

The Program & Outreach Coordinator continued to develop strong working relationships with Main Street Academy, Mineral Springs, Wiley Middle School, Reynolds High school and WS Street School, along with the court counselors at Forsyth County Hall of Justice. Relationships with teens and parents in communities where our work is most needed are continually nurtured. She is known and respected across all platforms and has established lasting professional outreach relationships for the sake of the development of Authoring Action's role in Winston-Salem.

**C.7. FY 22-23 Key Objectives**

Key collaborations with Wake Forest University, WSFCS, the WS Street School, WS Symphony for the Chevalier project to be performed in the 2022 National Black Theater Festival.

Further development in key high crime neighborhoods to engage parents with writing workshops, and encouragement of increased teen involvement.

Monthly community forums to address key issues in our community and world - to bring the voices of teens and young adults to engage community thought and discussion.

## D. Organizational Capacity

Case Id: 16186

Name: Authoring Action - 2023/24

Address: \*No Address Assigned

Completed by info@authoringaction.org on 11/18/2022 4:49 PM

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

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

Our mission is to positively transform the lives of youth and their community through the power of creative writing and leadership education.

Our vision is for teen authors to address global issues in local and national forums to advocate for social change. Our teens author their own lives as they learn to think critically, present confidently, and express themselves dynamically through creative writing, oral presentation, design, and publication.

Authoring Action services and programs can be divided into two sections:

Young author development workshops, and private workshops (not a part of this request).

The young author development workshops (which includes Year-Round Programming, the specific program for this grant request) include three branches.

The Summer Intensive (part of this request) is when all teen authors and filmmakers work together as an Ensemble to develop original creative works and to become masters of the creative writing process of Authoring Action.

Community Engagement Ensemble (part of this request) and the Just Us Program (not part of this request) come out of the Summer Intensive Program. The Just Us program provides court involved and at-risk teens (12-18) the opportunity to develop their minds, thoughts and futures through the development of critical thinking skills, creative writing, film pre-production, film editing and audio development; to give voice to their lives, their stories, their thoughts about important issues in the world, why they find themselves in their current life situation; and through the Just Us session, to support their development of creative and successful futures.

Authoring Action was founded to develop the voices of teens in this community around issues that are usually relegated to municipal, governmental and professional persons and realms of influence. Listening to youth -- those that will occupy the future of our communities -- cultivates and develops a more enlightened community. Developing the voices of youth creates a strong, informed, and engaged group of citizens. Authoring Action brings a listening community to the voices and ideals of its youth. This ongoing dialogue, exchange, and engagement moves all of us ever closer to a more just, open, and supportive community. This mission, our intention, remains the same and is the purpose of all we do throughout our Core Programming (Summer Intensive & Community Engagement Ensemble).

The private workshops are led by Authoring Action Staff. Participants are professional adults, teachers, non-profit

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boards, schools -- any group that wishes to explore a topic or need through Authoring Action methodology and writing. These workshops are called Pen & Voice. Authoring Action has led workshops for the Downtown Health Center and a group of hospice care workers. The process of discussion, introspection, story sharing and creative writing serves any audience for any topic.

The proposed program for funding ensures that Authoring Action will continue to develop young authors and engage the community.

**FUNCTION (5 POINTS)**

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

21 years

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

Authoring Action programming directly serves the youth of Winston-Salem and also serves thousands of community members through the public engagement of those audiences by our teen authors.

Authoring Action trains educators in WSFCS in the Authoring Action Creative Writing Process to integrate this pedagogy into their classrooms. This process elevates both the remedial and the AP student.

**STRUCTURE (5 POINTS)**

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Outreach & Program Coordinator	Oversight and management for all programming. Coordinates and participates with the interview and evaluation processes, and communication with parents and teens, supporting them on a level to ensure their full participation. In collaboration with AD and ED, provides teen author assessment, evaluation and artistic development. Assistant writing teacher and lead mentor.	35	25.00 %
Assistant Artistic Director	Creative Writing Instructor and Mentor. Social Media Manager	20	20.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Lynn Rhoades	The Executive Director collaborates with the Artistic Director to conceive and support the development of the mission and vision of Authoring Action. The ED develops and supports the work of the board, oversees and carries out program direction and administration, and is the chief financial and	\$55,000.00	20.00 %

	fundraising staff member. Because of the artistic ability and interest of the current ED, she collaborates and supports the artistic programming, supervising and coordinating collaborating artists, provides vocal coaching, editing instruction, script editing and development, and supports the musical development of the teen authors.		
Nathan Ross Freeman	Artistic Director provides writing workshops at Authoring Action space and with community partners	\$55,000.00	30.00 %
		\$0.00	0.00 %

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

**Organizational Chart \*Required**

44627\_A2-JU Org Chart-2 [Autosaved].pptx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:**

When possible, Authoring Action hires persons who have come up through the Authoring Action program because they most intricately know the educational and artistic processes and have been developed to be articulate advocates not only for the teens, but for the organization.

Otherwise, Authoring Action's artistic and support staff has fairly equal staff ratios of men to women, across generations, and among European American and African American persons.

Artistic mentors also include at least 1 Hispanic person. Interested artists and potential staff members often seek Authoring Action; and when a staff need arises, the position is advertised, resumes are accepted, interviews are conducted, background checks and references required.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1	1	
Professionals		1				
Technicians						
Office/Clerical						
Laborers/Service Workers						
<b>Total Full-Time</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals		2		1	1	
Technicians		1				
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp	0	3	0	1	1	0

**D.8.**

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

2022-2023 A2 Board-Committee Roster 9\_19\_22 - Sheet1.pdf

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

12

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

4

**ABILITY (5 POINTS)**

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

n/a

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

Authoring Action has a long history and commitment to developing teen authors and serving them with a high standard of professional artistic excellence, no matter the challenges. COVID presented Authoring Action with the opportunity to not only make sure teens had the technical capabilities to participate, but to also provide our creative writing, performance development and design workshops virtually. For 19 years, filmmaking has been part of the Summer Intensive, and in the summer of 2020, we expanded this by filming the Commencement Spoken Word Engagement in small segments, and, by creating short films in small teams of artists and teen authors. A/perture Cinema virtually hosted the 2020 Emanate Ensemble Commencement and Narrative Films. A graduation for the teen authors and their parents was held at Southeastern Center for Contemporary Art.

Through our Just Us program for teens at risk of court involvement, with domestic and academic challenges, Authoring Action has developed a fairly sophisticated filmmaking process. While navigating the COVID pandemic, we were able to re-tool and expand this work and in some ways become even more productive through virtually teaching

various aspects of artistic design, costume and makeup, shots and angles, and sound track development. The Zoom platform has been a remarkable learning tool for these programs because it allowed us to be in the same space, with teens learning from each other's film development process. Larger groups can review and learn from the teaching resources together more effectively than in regular classroom environments. Not only is everyone looking at the same resource material, but the Zoom host can assess whether or not teens are grasping the concepts. Team teaching was enhanced. Artists and staff in different disciplines co-teach and are in the same space. To view the Spring 2020, and Fall/Winter 2020/2021 Bridging the Gap Short Film series go to [Artarie.com](http://Artarie.com). The ability to provide this programming not only served new teen authors, but it provided work for the professional artists who collaborate and teach in these programs.

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

Authoring Action primarily serves underserved and marginalized groups and communities. We are in partnership with the WSFCS, DSS, Alternative Education programs, and the Juvenile Crime Prevention Council including Juvenile Court of Forsyth County.



## E. Cost Effectiveness

Case Id: 16186

Name: Authoring Action - 2023/24

Completed by info@authoringaction.org on 11/18/2022 4:40 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$55,500.00	\$55,500.00	\$55,500.00
Fundraising	\$5,000.00	\$5,000.00	\$5,000.00
Management and General	\$50,260.00	\$50,260.00	\$55,000.00
<b>Total Expenditures by Program</b>	<b>\$110,760.00</b>	<b>\$110,760.00</b>	<b>\$115,500.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$155,740.00	\$155,740.00	\$165,000.00
Employee Benefits	\$12,000.00	\$12,000.00	\$12,600.00
Facility Rent and Utilities	\$7,632.00	\$7,632.00	\$9,500.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$500.00	\$500.00	\$5,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$50,500.00	\$50,500.00	\$50,500.00
Other Operating Expenditures	\$25,628.00	\$25,628.00	\$25,628.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$252,000.00</b>	<b>\$252,000.00</b>	<b>\$268,228.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$5,000.00	\$5,000.00	\$50,000.00
Forsyth County	\$50,000.00	\$50,000.00	\$50,000.00
State of North Carolina	\$15,000.00	\$15,000.00	\$15,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$10,000.00	\$10,000.00	\$30,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$90,000.00	\$90,000.00	\$90,000.00
Foundation Grants	\$32,000.00	\$32,000.00	\$30,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$50,000.00	\$50,000.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$252,000.00</b>	<b>\$252,000.00</b>	<b>\$265,000.00</b>

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

Other Operating Expenditures: Youth Stipends. Other Revenues:WS Arts Council, Business Sponsorships

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

Year	Funding Source	Funding Amount
2022	City of WS-Community Development	\$5,000.00
2020	City of WS - Community Development	\$5,000.00
2019	City of WS - Community Development	\$5,000.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Workshops	\$10,000.00	\$10,000.00	Corporate Foundation
Community Collaborations/TRC and SJP	\$20,000.00	\$10,000.00	Community Foundations
Program Development in Neighborhoods	\$20,000.00	\$10,000.00	Donations
	\$50,000.00	\$30,000.00	

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

Staff salaries, benefits, program expenses including snacks and teen author honoraria.

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

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

This year's request is increased in hopes of more support from the city for work serving youth citizens. If not funded at the full amount reduced programs will be provided.

Authoring Action's programming primarily takes place at 624 West Sixth Street. The program & outreach coordinator does make visits to the homes of teens and staff provide transportation at times. With rising awareness of gun violence in neighborhoods, Authoring Action continues to think well about how we can engage parents and teens. We continue to seek ways to engage parents, providing workshops to give parents the tools to tell their stories and also have a more thorough understanding of the work that we provide teens and the community.

**SUSTAINABILITY (7 POINTS)**

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

Authoring Action will continue to develop funding from private sources, as well as other foundation grants.

**BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

not applicable at this time.

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

There may be a vacancy in 2024. Authoring Action employs young adults who have come through Authoring Action programming, or interested artists and authors who wish you become teaching artists with the populations of youth we serve.

**AVERAGE COST (5 POINTS)**

**E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	50,000
Number proposed to be served for the year:	50
Average City funds per beneficiary:	1000.00
Proposed funds from all sources:	30,000
Number proposed to be served for the year:	50
Average total funds per beneficiary:	1600

## F. Required Documents

Completed by info@authoringaction.org on 11/17/2022 3:28 PM

Case Id: 16186

Name: Authoring Action - 2023/24

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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- Code of Conduct/Conflict of Interest Policy \*Required**  
44592\_W9\_conflict of interest forms (2).pdf
  
- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**  
A2 Form 990 FY 20-21 FINAL Signed\_Public (1).pdf
  
- Organization By-Laws \*Required**  
44568\_Authoring Action Bylaws 9-26-21 (1).pdf
  
- Articles of Incorporation \*Required**  
44628\_A2 Articles of Incorporation and Name Change (1).pdf
  
- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**  
A2! Employee Handbook Final\_approved (2).pdf
  
- IRS 501(c)3 Designation Letter \*Required**  
44569\_501c3 and name change to Authoring Action (2).pdf

**Audited Financial statements or third-party review from 2020 and 2021 \*Required**

Authoring Action Review Final 21.pdf

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

**\*Required**

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**Other**

A2 Approved Financial Policies 5-2015.pdf

## G. Income Based Projects/Services Only

Case Id: 16186  
Name: Authoring Action - 2023/24  
Address: \*No Address Assigned

Completed by info@authoringaction.org on 11/18/2022 4:49 PM

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### G. Income Based Projects/Services Only

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

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

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

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

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

## H. Construction/Rehab Only

Completed by info@authoringaction.org on 11/18/2022 4:50 PM

Case Id: 16186

Name: Authoring Action - 2023/24

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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

**H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.**

n/a

**H.2. Provide a projected timeline for the proposed work.**

n/a

**H.3. Describe how the project will be managed, including the contractor procurement process.**

n/a

**H.4. Describe the target market, including any special populations to be served.**

n/a

**H.5. Describe the services or program you plan to provide.**

n/a

**H.6. Describe the property management plan.**

n/a

**H.7. List the development team members.**

n/a

**H.8. Describe the financial capability of the sponsor/owner organization.**

n/a

**H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.**

Project Name	Address	Type of Project	No. Units	Govt Funding
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### Documentation

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

*\*\*No files uploaded*

**Participant/program data sample report**

*\*\*No files uploaded*

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*



# I. Emergency Shelter Only

Case Id: 16186

Name: Authoring Action - 2023/24

Address: \*No Address Assigned

Completed by info@authoringaction.org on 11/18/2022 4:50 PM

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

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

## J. Rapid Rehousing and HMIS Only

Completed by info@authoringaction.org on 11/18/2022 4:50 PM

Case Id: 16186

Name: Authoring Action - 2023/24

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

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

## Submit

Completed by info@authoringaction.org on 11/18/2022 4:51 PM

**Case Id:** 16186

**Name:** Authoring Action - 2023/24

**Address:** \*No Address Assigned

---

## Submit

---

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

Lynn Rhoades

Electronically signed by info@authoringaction.org on 11/18/2022 4:51 PM

# IDIS Setup

No data saved

**Case Id:** 16186

**Name:** Authoring Action - 2023/24

**Address:** \*No Address Assigned

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## IDIS Setup

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Please provide the following information.

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**