

A. Organization & Contact Information

Case Id: 14500
Name: Authoring Action - 2022/23
Address: *No Address Assigned

Completed by info@authoringaction.org on 11/19/2021 4:14 PM

A. Organization & Contact Information

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

A.1. Organization Name

Authoring Action

A.2. Project/Program

Program Support

A.3. FY 2022-23 Funding Request Amount

\$10,000.00

A.4. Agency's Total Operating Budget

\$246,000.00

A.5. Mailing Address

624 West Sixth Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

624 West Sixth Street 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 through June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Lynn Rhoades, Co-Founder/Executive Director/CEO

A.13. Email

lynn@authoringaction.org

A.14. Phone

(336) 749-1317

CONTACT

A.15. Name, Title

Lynn Rhoades, Co-Founder/Executive Director/CEO

A.16. Email

lynn@authoringaction.org

A.17. Phone

(336) 749-1317

BOARD CHAIR

A.18. Name

Deborah Randolph

A.19. Term Expiration

08/15/2022

A.20. Email

randolph_gallagher@mac.com

A.21. Phone

(919) 749-9088

B. Project Overview

Completed by info@authoringaction.org on 11/19/2021 4:14 PM

Case Id: 14500

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Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

Our year-round programming has two sections: A five-week Summer Intensive program and the school year extension called the Community Engagement Ensemble.

The Summer Intensive immerses youth in Socratic-based discussions, team-building dialogue, the unique Authoring Action Creative Writing process developed by Co-Founder Nathan Ross Freeman, and collaborations with professional artists (musicians, visual art, dance and film). This program provides a solid foundation for the Community Engagement Ensemble during the school year.

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.

The ultimate goal for the Summer Intensive is to develop authors' voices and creative independence. The foundational training, immersive practice and presentation techniques culminate in a three-day presentation of creative works. These works include spoken monologues on stage, musical pieces, songs and short films. The creativity expressed by these teens prepares them for work throughout the rest of the year in the Community Engagement Ensemble.

Authors move from the Summer Intensive to the Community Engagement Ensemble workshops. The Ensemble meets two evenings/week to write and develop pieces for outreach events. These sessions provide opportunities for intensive research, writing and public speaking development, and training for public engagements at events throughout the city, state, and country. Invitations for public engagement and the corresponding pieces developed by our authors are centered around relevant, important topics such as hunger, justice, income inequality, domestic violence.

The ultimate goal for the Community Engagement Ensemble is to grow them into active citizens and enact positive social changes within communities through public engagement by creating spaces for public dialogue.

The Ensemble objective, in order to reach this goal, is to develop teens into authors of their own lives. Teens that are empowered with an articulate voice that speaks to both their personal decisions and societal issues. This authorship extends into the community at every single engagement. An exponential impact is realized: every author speaks to every audience member, and with that connection, change can be realized from an individual to an entire community.

The Summer Intensive program employs professional artists, program alumni, and year-round staff. The additional cost of artists and alumni is a primary use of funds for the summer program. This cost is integral to the collaborative aspect

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of the program. Working with professional artists provides a great example to teens and supports the local economy via artistic careers. We pride ourselves on a history of employing artists and requested funds from the City of the Arts, will be used to support these artists.

Funds for the Community Engagement Ensemble program are for staff: Nathan Ross Freeman, Co-founder/Artistic Director, Love' Lemon, Program & Outreach Coordinator, and Willie Holmes, Assistant Artistic Director. The workshop sessions are the program for youth authors. The work of staff develops the voices of our youth for community engagements.

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 teens successfully completing the Just Us program. Interviews are required.

The interview process determines the commitment of teens. 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 authors choose to attend and participate in the process. It is left up to the teen author to make the decision to continue the program. Since they receive a stipend for each engagement, they are treated as professional artists, rather than students. 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 empowers.

Our perspective on education is based on nearly 20 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.

Once accepted into the program, youth are always welcome, regardless of their length of absence. If there is a lack of participation, what follows is this: (in the case of the Summer Intensive) exclusion of author from the final performance, and (in the case of the Community Engagement Ensemble) exclusion from certain public engagements, which also means exclusion from a stipend for that event.

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 the Summer and school year programming 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."

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 12 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"

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"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. The 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, we are speaking to the community as a result of a collaborative relationship.

Logistics and planning for the Summer Intensive are a result of a strong collaboration with SECCA -- they have donated space for rehearsals and the final engagement, and in the summer of 2021, we enjoyed a collaboration with the WS Arts Council, utilizing the Hanes Brands Theater. The WS Center for Education and the arts provides a home for Authoring Action at the cost of CAM or community area maintenance charges and is rent-free. Bethabara Moravian Church and First Baptist Church on Fifth donate space for the five-week intensive workshops. These relationships are integral to the implementation and success of our program.

In 2021-2022, Authoring Action collaborates with Delta Arts Center to fulfill the goals of A Social Justice Grant funded by the City of Winston-Salem. This project included two performance art collaborations with photographer Owens Daniel's exhibit of 52 days of photographs of the 2020 Black Lives Matter Protest summer. Teen authors studied the exhibit, chose photographs, wrote and delivered their original written works in spoken word. The 21-22 collaboration will culminate in February with The Freedom Day Celebration, celebrating the legacy and freedom of Nelson Mandela.

Authoring Action looks forward to more collaborations in 2022-2023 as organizations evolve their programming.

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 11/19/2021 4:14 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

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

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

Livable Neighborhoods

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 the Summer Intensive Program meets 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, dance)

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 Summer Intensive. 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 administer this survey in future summers to monitor program outcomes.

If our Summer Intensive 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. Most authors continue programming throughout the school year and so opportunities to continue to meet any unmet goals from the Summer Intensive are plentiful. Exploring missed outcomes would involve communicating specifically with authors that chose to discontinue participation into the school year (Community Engagement Ensemble).

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 during the Summer Intensive throughout programming year-round. 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 the Summer Intensive as well as the Just Us program. 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.

Attach participant/program data sample report



Participant/Program Data Sample Report *Required

A2 Full Survey.doc

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

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

Stated Program Goals	Program Activities in Support of Goals	FY 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
<p>Work with families of teens to develop support for programming</p>	<p>-Conduct parent summit to better understand issues connected to support for their children.</p> <p>-Provide creative writing workshops for parents and guardians to amplify their voices as they seek to parent their children</p> <p>-Provide parent and family support for fully engaged participation by teens through text messaging, phone conversations, emails and home visits.</p> <p>- provide consultation and resources for under-resourced families toward their self efficacy</p> <p>-support transportation needs, and bus passes when needed.</p> <p>Provided equipment for virtual learning and supported WSFCS distribution of</p>	<p>95% of parents stayed engaged with their children and the program, providing encouragement and support.</p> <p>80% of families were able to provide transportation. 20% worked with us to ensure their children had transportation to/from the programs.</p> <p>-In spring 2021, 100% parents supported the virtual learning process of their children.</p>	<p>95% of parents stayed engaged with their children and the program, providing encouragement and support.</p> <p>80% of families were able to provide transportation. 20% worked with us to ensure their children had transportation to/from the programs.</p> <p>-100% of parents will support the virtual learning process of their children.</p>	<p>80% of parents will participate in the summit and writing workshops.</p> <p>95% of parents understand the program and stayed engaged with their children and the program, providing encouragement and support.</p>

	hotspots.			
Create community forum events for teens to engage the community in thoughtful dialogue and the delivery of spoken word.	Community Engagement Ensemble will develop written work around specific themes to be delivered live or via zoom for a facebook live event.	Teen authors, staff and alumni authors developed and delivered monthly forums.	Authoring Action will host 5 monthly forums in the winter/spring session. These forums will be presented on Facebook Live.	Authoring Action will continue to host & engage audiences with community forums, as well as collaborative engagements.
Expand programming opportunities and collaboration.	Program & Outreach Coordinator continues to build partnerships and relationship throughout the community	Due to Covid - public engagements were limited. However, Authoring Action was able to collaborate with A/perture Theater for screening of the Just Us Films, as well as the the Summer Commencement filmed engagement and films.	In partnership with the WS Arts Council, Authoring Action presented a 5-week Summer Intensive with 3 public performances at Hanes Brands Theater in August. Community engagements have included WS Idea City - a creative innovation festival with Wake Forest University; Social Justice WS City of WS funded projects with Delta Arts Center featuring the Black Lives Matter Photography Exhibit by Owens Daniel on September 23 and October 16, as well as the Nelson Mandela Freedom Day Celebration in February 2022. Teen authors participate in the Healing Vigils planned for the follow-up to one-on-one neighborhood shootings and this	Authoring Action will continue to collaborate with arts and community organizations to address social and current issues, including inequity and social change. Collaborate with at least one other nonprofit on a major project with the Community Engagement Ensemble. Provide Educator Workshops for the WSFCS. Continue collaboration with the WS Street School to engage their students with Authoring Action programs.

			kind of shooting at Mt. Tabor High School.	
Work with teens to develop them as effective authors.	Summer Intensive and Advanced Writing Workshops.	-Worked with 40 teens throughout the summer intensive, fall and winter workshops and Just Us Filmmaking programs. - Adjusted to virtual learning for design and writing workshops.	Working with 40+ teens throughout the summer intensive, fall, winter and spring workshops, and Just Us Filmmaking programs. -Fully utilize digital/virtual learning and development of public engagement through this medium.	Work at full capacity with 50 teens for the summer intensive, fall, winter and spring workshops, and Just Us Filmmaking programs. Continue to develop and expand digital/virtual learning and community engagement platforms.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	40	40
FY 21-22 Current Year Projected Results	45	45
FY 22-23 Next Year Anticipated Results	50	50

C.6. FY 20-21 Program Accomplishments

Authoring Action did not receive City of WS Funding in 20-21. However, 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 this year, 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 starting September 11th, 2020.

Through our Just Us program for teens at risk of court involvement, with domestic and academic challenges, Authoring Action has already 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 Bridging the Gap Short Film series go to: www.aperturecinema.com/portfolio_page/just-us-authoring-action-spring-2020-shorts-program/. A poster for the Just Us films can be viewed in special events at aperturecinema.com.

Authoring Action hosted monthly forums on Facebook Live, featuring teen authors and alumni authors. The session began with a themed First Ink discussion, followed by the presentation of written works. see the forum themed Community. <https://fb.watch/9mglAYEPx9/>

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.

Attach participant/program data sample report

Documentation

Participant/Program Data Sample Report

A2 Full Survey.doc

D. Organizational Capacity

Completed by info@authoringaction.org on 11/19/2021 4:14 PM

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

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?

20 years as of May 2022

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
Artistic Director/Co-founder	Responsible for conceiving, developing, and implementing the artistic vision and focus of Authoring Action, and for major decisions about the ongoing development of its aesthetic values, programs, and activities, including the core writing process, director of all engagement, and development of teen authors for creative writing, spoken word, stage film forums and the expanding film outreach program.	40	4.85 %
Executive Director/Co-Founder	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 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.	40	4.85 %
Program & Outreach	Oversight and management for all programming.	30	25.00 %

Coordinator	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.		
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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	Executive Director/Co-Founder	\$55,000.00	4.85 %

D.6. Attach an organizational chart

Organizational Chart *Required

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		
Professionals		1			1	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below,

as well as the employee's appropriate race/ethnicity and gender identity.

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

D.8.



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

2021-2022 A2 Board-Committee Roster 9_2021 - Sheet1.pdf

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

10

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

6

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. 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: 14500

Name: Authoring Action - 2022/23

Completed by info@authoringaction.org on 11/19/2021 4:14 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$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	\$50,260.00
Total Expenditures by Program	\$110,760.00	\$110,760.00	\$110,760.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$150,740.00	\$153,740.00	\$155,740.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$7,632.00	\$7,632.00	\$7,632.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$500.00	\$500.00
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	\$50,000.00	\$50,000.00
Other Operating Expenditures	\$37,628.00	\$37,628.00	\$37,628.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$246,500.00	\$249,500.00	\$251,500.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$10,000.00	\$5,000.00	\$15,000.00
Forsyth County	\$2,500.00	\$0.00	\$0.00
State of North Carolina	\$92,530.00	\$65,000.00	\$65,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$10,000.00	\$10,000.00	\$10,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$70,000.00	\$70,000.00	\$80,000.00
Foundation Grants	\$20,000.00	\$30,000.00	\$30,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$41,470.00	\$69,500.00	\$51,500.00
Total Revenues by Category	\$246,500.00	\$249,500.00	\$251,500.00

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

Operating expenditures include administrative support, supplies, equipment, internet, phone, marketing and program expenses.

Other revenues includes grants, and 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
2020	Community Development Grant	\$5,000.00
2019	Community Development Grant	\$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
Summer Intensive and Outreach Ensemble	\$7,500.00	\$40,000.00	Individual Sponsorships and Donations
Community Engagement Collaborations and development	\$5,000.00	\$15,000.00	Grants, Honoraria and Sponsorships
Program Development in high crime neighborhoods	\$7,500.00	\$7,500.00	Grants and Individual donations
	\$20,000.00	\$62,500.00	

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.

Summer Intensive funding supports staff and teen stipends.

Community engagement funding supports staff who develop teen authors and programming.

Program development in high crime neighborhoods funds teaching staff and programming honoraria.nd

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.

Winston-Salem Center for Education and the Arts provides rent-free space for Authoring Action programs. Summer locations are provided in partnership with Bethabara Moravian Church, First Baptist Church on Fifth, Southeastern Center for Contemporary Art and the Winston-Salem Arts Council.

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.

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 have determined that the support of parents could also involve providing Authoring Action writing workshops for them. These workshops will 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.

N/A

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:	20,000
Number proposed to be served for the year:	50 teens plus audiences of 500+
Average City funds per beneficiary:	\$36.36 if audience members are included
Proposed funds from all sources:	62,500
Number proposed to be served for the year:	50 teens plus audiences of 500+
Average total funds per beneficiary:	113.63

F. Required Documents

Completed by info@authoringaction.org on 11/19/2021 4:24 PM

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

W9_conflict of interest forms.pdf

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

AuthoringAction_990_Final_Signed_FY19-20_No_Schedule_B (7).pdf

Organization By-Laws *Required

Authoring Action Bylaws 9-26-21.pdf

Articles of Incorporation *Required

A2 Articles of Incorporation and Name Change.pdf

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

A2! Employee Handbook DRAFT .pdf

IRS 501(c)3 Designation Letter *Required

501c3 and name change to Authoring Action.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required

Financial Review.pdf

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

***Required**

North Carolina Secretary of State Search Results.html

Participant/Program Data Sample Report *Required

A2 Full Survey.doc

Other

Financial Review.pdf

G. Income Based Projects/Services Only

Case Id: 14500
Name: Authoring Action - 2022/23
Address: *No Address Assigned

Completed by info@authoringaction.org on 11/19/2021 4:13 PM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by renew@cityofws.org on 11/19/2021 5:09 PM

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

H. Construction/Rehab Only

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

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

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

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

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

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

We are not applying for this type of funding.pdf

Participant/program data sample report *Required

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

I. Emergency Shelter Only

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

Completed by info@authoringaction.org on 11/19/2021 4:48 PM

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by info@authoringaction.org on 11/19/2021 4:48 PM

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

K. HOPWA

Completed by info@authoringaction.org on 11/19/2021 4:48 PM

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by renew@cityofws.org on 11/22/2021 1:28 PM

Case Id: 14500

Name: Authoring Action - 2022/23

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 renew@cityofws.org on 11/19/2021 5:10 PM

IDIS Setup

No data saved

Case Id: 14500

Name: Authoring Action - 2022/23

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE