

A. Organization & Contact Information

Case Id: 14318
Name: RiverRun 2023 - 2022/23
Address: *No Address Assigned

Completed by tiffany@riverrunfilm.com on 10/24/2021 4:22 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

RiverRun International Film Festival

A.2. Project/Program

Festival & Year-Round Programming

A.3. FY 2022-23 Funding Request Amount

\$45,000.00

A.4. Agency's Total Operating Budget

\$588,900.00

A.5. Mailing Address

301 N. Main Street, Suite 2606 Winston-Salem, NC 27101

A.6. Project/Program Location Address

301 N. Main Street Suite 2606 Winston-Salem, NC 27101

A.7. Organization Website

riverrunfilm.com

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

2003

A.9. Organization Fiscal Year

July 1-June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Rob Davis

A.13. Email

rob@riverrunfilm.com

A.14. Phone

(336) 724-1502

CONTACT

A.15. Name, Title

Tiffany Jones, Development Director

A.16. Email

tiffany@riverrunfilm.com

A.17. Phone

(336) 724-1502

BOARD CHAIR

A.18. Name

Mary Craven Adams

A.19. Term Expiration

06/30/2022

A.20. Email

mary.adams@wbd-us.com

A.21. Phone

(336) 749-3313

B. Project Overview

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:54 PM

Case Id: 14318

Name: RiverRun 2023 - 2022/23

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?

RiverRun's vision is to unite communities through film and our commitment to Winston-Salem and Forsyth County is demonstrated through our annual Festival and year-round screening programs. While our Festival has remained our largest and most visible platform to reach audiences, we recognize the immense value in having a year-round relationship with our community. We continue to place a high prominence on our education and year-round screenings, which includes those offered for free.

While the COVID-19 pandemic has presented many challenges financial and programming wise, it empowered RiverRun to think boldly on how to further reach the residents of Winston-Salem & Forsyth County. Throughout 2020 and 2021, we presented 2 full years of programming. In FY20, we screened 41 films from the canceled RiverRun 2020 via our Virtual Theater. We hosted 39 year-round screenings – in-person and virtually – with a total of 30 offered for free. In FY21, despite a greatly altered Festival, RiverRun presented 134 films from 24 countries over 11-days of virtual and outdoor & drive-in screenings. With the pandemic and people hesitant to fly, we hosted 26 North Carolina filmmakers who were able to drive by car to the 2021 Festival – which allowed us to proudly highlight North Carolina filmmaking to our audiences. In FY21, our Films With Class education program hosted 50 free virtual screenings to 2,469 K-12 and college students. Through our continued partnership with ITVS and in collaboration with PBS North Carolina and the State Library of North Carolina, we brought 849 people together for our free Indie Lens Pop-Up screenings, which included panel discussions with experts on the film's topic. For our 2021 Pitch Fest as part of the annual Festival, 6 colleges participated – University of North Carolina School of the Arts, the University of North Carolina at Wilmington, Elon University, High Point University, Wake Forest University, and James Madison University. We hosted 4 RiverRun Retros in FY21: 2 at the Drive-In at Marketplace Cinemas and 2 as part of the annual Festival. And we presented a total of 28 free year-round screenings to the community – either virtually or outdoors/at the drive-in.

With all these accomplishments, a primary and ongoing objective has been to make our programming more accessible to all members of our community. To achieve that, we have worked to eliminate barriers to accessibility:

- + By offering more free screenings
- + By offering more films available to watch in our Virtual Theater
- + By offering more screenings in the downtown area/served by public transit

Support from the City of Winston-Salem would allow RiverRun to continue presenting our Festival and community programs – allowing us to achieve the goals set forth for FY23 which are:

- + Increase number of participants served annually via our Festival & year-round screenings
- + Further increase virtual screenings offered to the community

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- + Further increase the number of free screenings offered to the community
- + Work with more community partners to ensure we reach all segments of the Winston-Salem/Forsyth County population
- + Maintain our Marketing/PR efforts outside of Forsyth County in support of RiverRun & local tourism

These innovative goals fulfill our mission and respond to the needs of our community – making the art of film accessible and inclusive to all citizens.

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

Since its inception, part of RiverRun’s mission is to make film accessible and inclusive to everyone. All venues used for RiverRun screening programs all are compliant with the Americans with Disabilities Act (ADA). They include Reynolds Place; Hanesbrands Theatre; the Southeastern Center for Contemporary Art (SECCA); UNCSA’s Main, Gold & Babcock theatres; the Innovation Quarter (Bailey Park); Forsyth County Central Library; Marketplace Cinemas; and RED Cinemas. Each facility provides reasonable access and accommodation for all disabled members of the public.

Regarding accessibility, 7 of our regular film screening venues are in or near the downtown areas of Winston-Salem – which are reachable by local buses – as is RED Cinemas in Greensboro. With offering films online, we have been able to widen our reach to audiences across the state as well as further eliminating barriers to accessibility (geography, transportation, financial, physical/health disabilities). Due to positive feedback and the success of our virtual film programming, we will continue to offer films online along with our traditional in-person screenings.

RiverRun is deeply committed to providing free Festival and year-round programming to our community. We offer many screenings & panel discussions for free as part of our annual Festival. Our ITVS Indie Lens Pop-Up screening series is free to attend. Our education initiative Films With Class is free, which includes classroom and festival screenings. And, thanks to a sponsorship with Wells Fargo, students can attend/view our RiverRun Arts screenings for free.

We maintain close relationships with local organizations, working together on programs to benefit our community – such as sensory friendly Festival screenings in partnership with IFB Solutions and iCan House.

These innovative approaches fulfill our mission and respond to the needs of our community -- making film accessible and inclusive to all Winston-Salem and Forsyth County citizens.

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

RiverRun endeavors to present films for our community and bring together diverse, socio-economic audiences in a shared, cultural experience. RiverRun can go beyond the traditional methods and create unique public “spaces” where our communities come together through film; engage each other in conversation and break down barriers that would separate us. We saw this first-hand with a Films With Class screening of DEAR FUTURE ME where sixth grade students write letters to their future 18 year-old selves. The film resonated deeply with our Winston-Salem/Forsyth County students, and they were prompted to write their own letters. Here is one from a 9th grader:

“Today is May 13, 2021 and while in World History we watched a video about kids that wrote themselves letters from 6 years ago.....Made me tear up a little because I remember being in 6th Grade asking myself what will the future be like for me. How will I operate? How will I look? Do I play any sports? But most importantly, do I get that job I always wanted? See I’m not the emotional type of person but I do have my moments like anybody else do....But one Thing I wished I didn’t do was to wish for me to get older. I should have enjoyed my childhood while I had one. I didn’t think of

it at that time but now I really do. I'm currently in 9th Grade and hopefully going to pass and move onto the next grade but this year I have a struggled a lot. Covid has had a very bad Impact on my life. Some were good, others were bad. Like for example I got an immediate glow up in looks and my personality has gotten better. Also, I'm more mature in things that I do. One thing I will say is don't get stressed out easily. You're so much better than you think. If I can tell you something, it's best because I'm you. I know you more than anybody else, But I can say, you just need to stay motivated. Keep pushing yourself. You got this and when I say this, I mean it. Don't ever give up on your Dreams. You're literally the last hope for your family and they all look up to you. And before I go, I'm very good at basketball. Please, please, please keep playing."

This is just one of the many letters shared with us by teachers following the screening – which were all truthful, humorous, and emotional. The complete honesty and wisdom expressed by this student is moving and exemplifies how we unite our community through the art of filmmaking. Moments like this is core to our belief that there are more things that unite us than separate us. Through our Festival and education and year-round programming, we elevate experiences that bond us all.

As a result, we hope to build on our progress made in FY21, further engaging our fellow neighbors via our education and year-round programs – wholly fulfilling our mission and vision.

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?

RiverRun was established by a diverse group of Winston-Salem city leaders to fill a cultural need. Each year, our programming staff curates the Festival and our education and year-round programs with films representative of Winston-Salem's diverse citizens. Through our continued efforts, we believe RiverRun helps unite and grow our community. To achieve these goals, we maintain close relationships with local organizations and collaborate on Festival and year-round programs to benefit our community.

Some of our closest and regular partners include:

+ Senior living communities: Arbor Acres and Salem Towne

+ Local schools, colleges, and universities: Wake Forest University, Salem College, Forsyth Technical Community College, University of North Carolina at Greensboro, University of North Carolina School of the Arts, and Winston-Salem and Forsyth County schools

+ Venues: SECCA, Reynolds Place Theatre, Hanesbrands Theatre, the Innovation Quarter (Bailey Park), Marketplace Cinemas, RED Cinemas, and the Forsyth County Central Library

+ Other community groups/organizations/companies: OUT at the Movies, IFB Solutions, iCan House, the Hispanic League, Bookmarks, Downtown Winston-Salem Partnership, Visit Winston-Salem, Temple Emanuel, Providence Baptist Church, NAACP, Urban League, North Carolina Black Repertory Company, The Winston-Salem Greek Community, the Greensboro 48-Hour Film Project, and Habitat for Humanity, PBS North Carolina, and the State Library of North Carolina

In addition to the relationships we have with our direct funders – which includes local businesses, foundations, and Fortune 500 companies – this diverse list of collaborating partners has allowed RiverRun to grow our audience, which increases each year.

Through our successful partnership with RED Cinemas, box office data shows we have gained new ticket buyers/donors who have attended additional screenings in Winston-Salem. By utilizing the Indie Lens Pop-Up series as a marketing tool and presenting screenings outside of Winston-Salem through our community partners – UNCG and the Yadkin Arts Council – we have taken further steps to engage new audiences.

Utilizing these relationships, RiverRun tracks the effectiveness of the Festival and education and year-round program by soliciting feedback from our collaborating partners. With this and other data, we hold internal reviews with RiverRun staff and to address programmatic shortfalls and adjust to set new objectives.

With all collaborative relationships, RiverRun's commitment is that each adhere to our mission, vision, and values.

C. Strategy and Performance

Completed by tiffany@riverrunfilm.com on 11/19/2021 1:17 PM

Case Id: 14318

Name: RiverRun 2023 - 2022/23

Address: *No Address Assigned

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.

RiverRun utilizes box office sales to track participant and program data, which includes number of ticket buyers, average number of tickets sold per individual buyer and film screening – in addition to general contact information and geographic location. Additionally, we conduct electronic audience surveys with detailed questions and in-depth feedback regarding our Festival and year-round initiatives. This data helps us evaluate our programming and determine what succeeded in reaching the greatest number of people possible, and which programs may have fallen short.

Key reports used to capture performance data for our screening programs include:

- + Monthly financial report submitted to our Board of Directors
- + Quarterly and annual reports and audits required by institutional funders, such as the Arts Council of Winston-Salem & Forsyth County, The Winston-Salem Foundation, Forsyth County, and the City of Winston-Salem
- + At the conclusion of each year's Festival, we present a report to our Board of Directors detailing data collected as well as overall feedback to our Festival and year-round programming
- + At the end of each fiscal year on June 30th, we compile an annual report and conduct a financial audit by the outside firm – Butler & Burke

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

Through our box office data and quarterly/annual reporting, RiverRun constantly evaluates our programming and stated goals to ensure they are achievable.

For example: knowing we face financial uncertainties in 2021, we reduced our FY21 operating budget by 30%. We maintained budget reductions for FY22. These decisions were made from an abundance of caution to keep the organization financially stable as we continue to navigate the COVID-19 pandemic. We aligned our programming accordingly. Our 2022 Festival has been reduced from 11 days to 10. To ensure we achieve our ambitious fiscal year goals, we prepared a strategic plan with monthly objectives. To date, we are on target to reach our stated goals:

- + We have already met 40% of our goal to offer 10 free screenings in our Virtual Theater.
- + We plan to contact teachers/schools in the Piedmont Triad area to ensure we meet our goal to increase Films With Class participation by 500. Additionally, by offering the program virtually, we are gaining in attendance.
- + We are 60% to our goal of working with 5 new community partners

To augment these efforts, we are working with our community organizations and leveraging our funder relationships.

This adherence to fiscal responsibility while setting realistic objectives and goals has served RiverRun well and allowed growth to develop in a manner that is healthy and attainable. However, should we not meet our stated FY23 goals in this application, we will evaluate whether they should be revised or discontinued and if new programs need to be developed for FY24.

Attach participant/program data sample report

 **Participant/Program Data Sample Report *Required**

ShowtimeCustomers_2021.pdf

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
Increase the number of participants served annually at the Festival and year-round screenings	Further expand Marketing & PR in Winston-Salem/Forsyth County, the Piedmont Triad and across the state/nationally to increase participants served within our community as well as bring visitors to Winston-Salem	7,075	10,000	20,000
Further increase virtual screenings offered to the community	Continue to expand/build upon existing collaborations with area organizations, community partners and filmmakers to increase these screenings	136	145	154
Further increase the number of free screenings offered to the community	Continue to expand/build upon existing collaborations with area organizations and partners to secure new/increased sponsorships	38	40	45
Work with more community partners to ensure we reach all segments of the Winston-Salem/Forsyth County population	Seek out community partners that align with the RiverRun mission and its programs to collaborate on education and year-round screenings	31	38	45

Maintain our Marketing & PR efforts outside of Forsyth County in support of RiverRun and local tourism	Work with our Marketing/PR firm (Capture PR) and Visit Winston-Salem on a collaborative strategic plan to advertise in media outlets outside of the Piedmont Triad to increase tourism/visitors to Winston-Salem	\$19,412	\$20,000	\$25,000
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	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	5,037	7,075
FY 21-22 Current Year Projected Results	7,500	10,000
FY 22-23 Next Year Anticipated Results	15,000	20,000

C.6. FY 20-21 Program Accomplishments

We continue to build on previous program accomplishments each year. We are particularly proud of what we achieved in a continuing pandemic year:

- + For our 2021 Festival, RiverRun presented 134 films from 24 countries over 10-days of virtual and outdoor & drive-in screenings with 26 North Carolina filmmakers in attendance.
- + Our Films With Class education program hosted 50 free virtual screenings to 2,469 K-12 and college students.
- + In collaboration with PBS North Carolina and the State Library of North Carolina, we brought 849 people together for our free Indie Lens Pop-Up virtual screenings.
- + For our 2021 Pitch Fest as part of the annual Festival, 6 colleges participated – University of North Carolina School of the Arts, the University of North Carolina at Wilmington, Elon University, High Point University, Wake Forest University, and James Madison University.
- + We hosted 4 RiverRun Retros in FY21: 2 at the Drive-In at Marketplace Cinemas and 2 as part of the annual Festival.
- + We presented a total of 28 free year-round screenings to the community – either virtually or outdoors/at the drive-in.

C.7. FY 22-23 Key Objectives

While the COVID-19 pandemic presented unnumerable challenges, it empowered RiverRun to think boldly on how to further reach the residents of Winston-Salem & Forsyth County. We believe the primary barriers to accessibility are

(1) physical disabilities, (2) financial, and (3) transportation. Therefore, our ongoing objectives are to:

+ Further increase number of free screenings offered to the community

+ Further increase the number of students participating in the free Films With Class screenings in the classroom and as part of the annual Festival

+ Expand collaborations with community partners who serve disenfranchised residents & neighborhoods

+ Maintain programming in our Virtual Theater, including those offered for free, to further eliminate barriers to accessibility

The arts can be a powerful conduit for engaging people in conversation, even topics difficult to discuss openly. RiverRun feels it is important to bring audiences together in community settings – whether that be virtual or in person – as filmmakers/special guests share their narratives, engaging all in mutual discussion. Using the medium of film, RiverRun continues to draw disparate members of the community together and foster new ways of thinking and understanding the world – thus wholly fulfilling our mission and vision.

Attach participant/program data sample report

Documentation



Participant/Program Data Sample Report

ShowtimeCustomers_2021.pdf

D. Organizational Capacity

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:43 PM

Case Id: 14318

Name: RiverRun 2023 - 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?

RiverRun International Film Festival is a vital and respected arts organization; dedicated to the role of film as a conduit of powerful ideas and diverse viewpoints. Remaining true to our mission, we foster a greater appreciation of cinema and a deeper understanding of the many people, cultures and perspectives of our world through regular interaction with great films and filmmakers.

The 23rd RiverRun International Film Festival was held May 6-16, 2021 virtually and at 6 outdoor venues throughout Winston-Salem and 1 outdoor venue in Greensboro – presenting 132 films from 24 countries with 26 NC filmmakers in attendance. While our 10-day Festival is our largest and most visible platform to reach audiences, RiverRun also presents a robust year-round screening program which includes the free ITVS Indie Lens Pop-Up Series in partnership with PBS North Carolina; RiverRun Retro, RiverRun Arts and, our free education initiative – Films With Class:

+ Annual Festival: our 10-day Festival highlights the extraordinary talents of world-class international and North Carolina filmmakers – presenting a combination of independent films, panel discussions and events. This includes 3 days of free screenings to Winston-Salem & Forsyth County Schools and other area schools and numerous other free screenings and events for the community.

+ Education Program: Films With Class is RiverRun's education program, which, to date, has reached more 35,469 K-12 students at 46 area schools and colleges by presenting free screenings of carefully selected documentaries in the classroom and at the annual Festival each spring.

+ Year-Round Programs: The ITVS Indie Lens Pop-Up Screenings initiative brings residents, leaders, and organizations together for screenings and conversations on issues that matter most. We are one of only 2 organizations in North Carolina in which PBS partners with on this initiative. Through our collaboration with PBS North Carolina, RiverRun presented 5 free Indie Lens Pop-Up virtual screenings in 2020-21 – with 849 attendees/viewers – which included panel discussions of experts on the film's topic.

Our other year-round programs are our audience favorite – the classic film series, RiverRun Retro; and RiverRun Arts – which is a screening initiative that highlights the performing & visual arts. We presented 4 RiverRun Retros in 2020-21 which included the 15th anniversary screening of JUNEBUG by NC filmmakers and Winston-Salem natives, Angus MacLachlan and Phil Morrison. With support from Truist, RiverRun Arts screened 3 films as part of our 2021 Festival which were free to students.

With the popularity of film streaming services like Netflix impacting the way people view films, RiverRun feels it's

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important to bring audiences from their homes to view films on the screen as intended. In community settings, filmmakers & guests share their narratives, engaging all in mutual discussion. Using the medium of film, RiverRun continues to draw disparate members of the community together and foster new ways of thinking and understanding the world – thus wholly fulfilling our mission and vision.

FUNCTION (5 POINTS)

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

24 years

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

RiverRun is uniquely positioned as a cultural arts organization that fully engages the residents of Winston-Salem/Forsyth County; but also, as one the longest cultural events in North Carolina – at 10 days – also offers the city immense economic and tourism benefits.

As explained in the 2017 Arts & Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in Forsyth County, there are both direct and in-direct economic impacts which provide substantial rewards: “When patrons attend an arts event they may pay for parking, eat dinner at a restaurant, shop in local retail stores, and have dessert on the way home. Based on the 151,802 audience-intercept surveys conducted for this study, the typical arts attendee spends \$21.39 per person, per event, beyond the cost of admission.” This results \$52.1 million in additional spending by local audiences. Additionally, 4.4% out of 34.6% of nonresident, arts attendees reported an overnight lodging expense. Also, nonresident attendees with overnight expenses spent considerably more money per person during their visit to Forsyth County than did nonresident attendees without overnight lodging expenses (\$140.00 and \$19.04, respectively). In fiscal year 2019, 276 hotel rooms were booked as part of RiverRun's annual Festival and year-round screening programs. As further proof of our economic and tourism benefits USA Today recognized RiverRun as "one of the 10 amazing film festivals worth traveling for" (January 2019). RiverRun counts 1/3 of its corporate sponsors as in-kind – which include restaurants, hotels, and retail stores. As part of RiverRun's corporate sponsorship package, we promote all sponsors via our website, social media posts, and e-newsletters – which encourages our local & out-of-town audiences to visit these businesses and organizations. During our 10-day Festival and in conjunction with our year-round screenings, audience members spend money in these local establishments.

As well as the immense economic and tourist benefits, RiverRun International Film Festival serves Winston-Salem and its citizens in the following ways:

+Attract/Engage New Audiences Through Community Collaborations: We partner with numerous community organizations who promote screenings to their constituents – Bookmarks, OUT at the Movies, IFB Solutions, iCan House, the Hispanic League, Urban League, North Carolina Black Repertory Company – among others. Our most recent partnership with Marketplace Cinemas on Peters Creek Parkway has helped bring our programming to a new neighborhood. By utilizing the Indie Lens Pop-Up series as a marketing tool and presenting screenings outside of Winston-Salem, we have taken further steps to engage and bring new audiences to our city.

+ Promote Diversity/Inclusion: RiverRun strives to reflect the diversity represented in our community. Each year, we screen a cross-section of films from artists that remain unrepresented in the film industry at large – Black, Hispanic, Latin, Asian, LGBTQ, and female filmmakers. We regularly partner with the Hispanic League, IFB Solutions, OUT at the Movies, iCan House, Temple Emanuel, the NAACP, and many others to ensure inclusivity in our programming.

+ Enhance Education Via Films With Class: Using the film medium, RiverRun provides high-quality learning experiences

with in-class screenings that enhance studies on topics of social justice, geography, social studies, science, and mathematics. In

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
Executive Director	Fundraising; Organizational Leadership; Film Programming The Executive Director reports to the Board and is responsible for creating, amending, and adhering to the annual operating budget. As RiverRun's lead staff member and representative to the public, the Executive Director must maintain strong relationships within the film industry and be comfortable representing the organization in all settings.	40	0.00 %
Program Manager	Responsible for film programming/securing films for the Festival and year-round programs	40	0.00 %
Development Director	Responsible for all fundraising/donor management -- individual gifts; corporate sponsorships, and grant funding	40	0.00 %
Operations Manager	Coordinate all logistics for the Festival and year-round screenings which include (but are not limited to): securing in-kind sponsorships, venue rentals, website & app development and management, and liaison for seasonal staff	40	0.00 %
Accountant	Financial management -- accounts receivables/payables; payroll processing; and day to day accounting operations	20	0.00 %
Development Assistant	This is a seasonal position (Aug-April) -- to assist the Executive Director and Development Director with fundraising for the Festival	30	0.00 %
Community Director	Responsible for the coordination of the Films With Class and Indie Lens Pop-Up Screenings programs	20	0.00 %
Seasonal Programmers	RiverRun employees 2 seasonal programmers to assist with reviewing and selecting films for the annual Festival.	20	0.00 %

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
Rob Davis	Executive Director	\$90,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

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:

RiverRun advertises open staff positions on its website and the job listings boards of the Winston-Salem Chamber of Commerce, LinkedIn, and Arts North Carolina (NC Arts Council). We also post open positions via our social media sites and contact area colleges/universities if we have intern/seasonal position(s) that could be filled by a student(s). The process is usually as follows:

- + We collect/receive resumes from qualified and diverse job applicants
- + From that, the pool of applicants is narrowed down to the best 3-5 which are then scheduled for an interview with the RiverRun staff.
- + Each applicant was given one hour to discuss his/her experience and the job in detail.
- + After the completion of all interviews, the Executive Director selects the candidate best suited for the organization.

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	2					
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	1			5		
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**

RiverRun 2022_BOARD.pdf

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

9

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.

RiverRun's annual Festival planning encompasses 9 months – from August to April. Our programming staff of 1 full-time Programmer and 2 seasonal Programmers work together with the Executive Director to curate the selection of films. During the 9-month period, the Executive Director and Programmers typically attend other film festivals. Based on that and films submissions directly to RiverRun, films are selected, and screening rights are secured. Core staff members hold weekly staff meetings throughout the year, and during February through April, hold an additional meeting each week including all seasonal staff.

Planning for our education programs begins in August when RiverRun receives the list of selected PBS ITVS Indie Lens Pop-Up films for the year with screening window time frames. With that, our Community Director begins to arrange local screenings, as well as plan for any Films With Class screenings with the selected Indie Lens films. The Films With Class films are curated based upon films our Programmers viewed at Sundance, the Toronto Film Festival, and DOC NYC, among other festivals – as well as film submissions to RiverRun.

Planning for the RiverRun Retro and RiverRun Arts programs begins in August. Proposed films are selected based on availability of special guests/artists. These programs are scheduled year-round, outside of the Festival. However, some screenings are sometimes scheduled as part of the annual Festival.

At the end of our fiscal year in June, RiverRun conducts a strategic plan review and examines all data and feedback collected as to whether the organization's Festival and programs are addressing the needs of the community and appropriately serving as a bridge between the art form and audiences.

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?

With the unpredictable nature of the film industry and specifically dealing with distributors, there are sometimes instances where a scheduled Festival film could become unavailable for screening. In programming the 2019 Festival, there were 2 films selected for Opening Night and another special feature screening. Forty-eight hours before the Festival Launch, the films were unexpectedly pulled. While this obviously had the potential to disrupt the entire Festival program and impact our ability to achieve our set objectives, RiverRun was able to place calls to other distributors and secure alternate films to substitute.

Going forward from this experience, the organization has learned to operate with the expectancy that any film with distribution can be pulled and to have alternatives/back ups so that our Festival and year-round programs can continue to operate as planned.

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)?

One of RiverRun's key values is integrity. We adhere to the highest standards of professional conduct, accountability, and financial responsibility.

A primary function of RiverRun's Board is to steer the organization towards a sustainable future by adopting sound, ethical, and legal governance, and financial management policies – as well as ensuring that all our programs and activities adhere to our mission.

Artistically, RiverRun has a high standard of criteria in determining which films are selected as part of the annual Festival. The baseline measurements in selecting films are – direction, screenplay, cinematography, editing, acting, lighting and sets, special (visual) effects, soundtrack, and creativity. As a result, the Festival is curated with an abundance of work from world-class international, national, and North Carolina filmmakers. In 2021, RiverRun selected 134 films from 24 countries as part of the annual Festival. Due to our excellence in programming, RiverRun is recognized as an Academy Award-qualifying Festival by the Academy of Motion Picture Arts & Sciences in 2 categories – Animated Shorts and Documentary Shorts. This exemplary programming is also reflected in our education and year-round programs.

RiverRun fully utilizes its resources and has a robust marketing and public relations plan, which is managed by our local publicity agency of record, Capture PR. The agency works to secure a broad range of coverage – via newspaper, television, and radio – for our Festival and educational/year-round programs. For each initiative, we schedule articles in local newspapers – such as The Winston-Salem Journal, Greensboro News & Record, Yes! Weekly, and Triad City Beat. We utilize social media and our website – and rely on our grantee/partner, the Arts Council of Winston-Salem & Forsyth County, which publicizes our events in their newsletter and events calendar. This comprehensive marketing/PR plan ensures transparency, community awareness, and accessibility.

To allow all members of the community the opportunity to attend the annual Festival and our educational/year-round programs, we offer screenings for free or at low cost. Our screenings and events are hosted virtually and at partner venues across Winston-Salem and the Piedmont Triad. This year, with the launch of our Virtual Theater, our audience members can view our films safely from their homes. Moving forward, we plan to continue to offer films virtually throughout the year to ensure we stay connected to all members of our community.

Each of these components ensure fair and equal access to RiverRun International Film Festival.

E. Cost Effectiveness

Case Id: 14318

Name: RiverRun 2023 - 2022/23

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:54 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	\$185,700.00	\$185,700.00	\$185,700.00
Fundraising	\$10,000.00	\$10,000.00	\$10,000.00
Management and General	\$393,200.00	\$393,200.00	\$393,200.00
Total Expenditures by Program	\$588,900.00	\$588,900.00	\$588,900.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$280,000.00	\$280,000.00	\$280,000.00
Employee Benefits	\$25,068.00	\$25,068.00	\$25,068.00
Facility Rent and Utilities	\$21,200.00	\$21,200.00	\$21,200.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$1,400.00	\$1,400.00	\$1,400.00
Travel and Transportation	\$2,000.00	\$2,000.00	\$2,000.00
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	\$22,000.00	\$22,000.00	\$22,000.00
Other Operating Expenditures	\$237,232.00	\$237,232.00	\$237,232.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$588,900.00	\$588,900.00	\$588,900.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$42,400.00	\$42,400.00	\$42,400.00
Forsyth County	\$15,000.00	\$15,000.00	\$15,000.00
State of North Carolina	\$15,000.00	\$15,000.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$105,000.00	\$105,000.00	\$105,000.00

Memberships	\$156,000.00	\$156,000.00	\$156,000.00
Donations	\$167,500.00	\$167,500.00	\$182,500.00
Foundation Grants	\$87,600.00	\$87,600.00	\$87,600.00
Interest and Investment Income	\$400.00	\$400.00	\$400.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$588,900.00	\$588,900.00	\$588,900.00

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

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	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$42,400.00
2019	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$40,000.00
2018	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$40,000.00
2017	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$40,000.00
2016	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$40,000.00

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
Festival and year-round programming	\$45,000.00	\$0.00	
Festival and year-round programming - - and RiverRun Retro Sponsor	\$0.00	\$15,000.00	Nelson Mullins
Festival and year-round programming	\$0.00	\$10,000.00	JDL Castle
Festival and year-round programming - - and sponsor of Pitch Fest	\$0.00	\$7,500.00	Truist
Festival and year-round programming	\$0.00	\$2,500.00	Law Offices of Timothy D. Welborn
	\$45,000.00	\$35,000.00	

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.

RiverRun presents an ambitious 10-day Festival in addition to several established year-round screening initiatives. Grant funds from the City of Winston-Salem will be used in support of these programming expenses which include the following:

+ Festival & year-round programming screening fees & shipping:

In 2021, we screened 134 films as part of our annual Festival, and we anticipate screening approximately 150-175 films in 2023.

+ Filmmaker/VIP guest travel & lodging:

We typically host 125 filmmakers and industry guests for our annual Festival. RiverRun has an excellent reputation amongst filmmakers for being a great Festival to attend and we always have high participation. For 2023, we expect to have approximately 120 filmmakers and industry guests attend RiverRun 2023. The average hotel stay is 2-3 nights along with round trip air travel paid by a cash stipend distributed to filmmakers from RiverRun.

+ Venue/facility rental:

We plan to utilize 7 screening venues – 6 in Winston-Salem and 1 in Greensboro. We foresee that each venue may have remaining/enhanced safety measures in place, which is reflected in our budget venue rental costs.

+ Online screening infrastructure & ticketing software:

Starting in 2021, we began to offer films virtually as part of our annual Festival. The necessary infrastructure to accommodate the streaming volume of 10-days of programming and our online ticketing platform are additional budget costs.

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.

+ Nelson Mullins Riley & Scarborough:

Festival and year-round programming support and sponsor the RiverRun Retro program

+ JDL Castle:

Festival and year-round programming support

+ Truist

Festival and year-round programming support and sponsor Pitch Fest

+ Law Offices of Timothy D Welborn

Festival and year-round programming support

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.

We have made no changes to our request from last year.

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.

As a Film Festival where most of the largest amount of concentrated programming takes place in 10, our year-round connection to our donors/sponsors is essential for retention and growth. This is what precipitated the expansion of our year-round programs. In conjunction with those, our plans to sustain our funding include:

+ Continued use of the year-round Indie Lens Pop-Up Series to introduce prospects/potential sponsors to RiverRun

+ Implementation of smaller fundraising initiative(s) to execute throughout the year

+ Continue to focus on lower level donors and sponsors to build a larger base of funders so we are not reliant on a small group of major donors/sponsors for stability

+ Continued growth of our education and year-round programs across the Triad: We view our expansion of year-round screenings to Greensboro & Yadkinville as a marketing/PR tool. By taking RiverRun into these communities, we introduce new audiences to the organization and ultimately draw them to Winston-Salem. As a result, this approach will help procure potential new ticket buyers/donors.

Each of these activities will build relationships with our current donors, sponsors and prospects, help procure potential new donors to the organization – and sustain our funding in the long-term.

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.

RiverRun does not anticipate any programmatic barriers. However, we try to plan strategically – regarding budget and programming – in the event unforeseen circumstances arise. Knowing we faced financial uncertainties in 2021 due to the COVID-19 pandemic, we reduced our FY21 operating budget by 30%. Budget reductions remained for FY22 and

will continue in FY23. Our organization embraces sustainability in all that we do and are measured in adding new programming to ensure we can maintain financial stability.

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

RiverRun does not anticipate any institutional barriers. Our staff remains small and the positions are adequately scheduled based on workload. We have 3 full time and 2 part time employees; in addition to 3 seasonal staff members.

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:	\$42,400
Number proposed to be served for the year:	20,000
Average City funds per beneficiary:	2.12
Proposed funds from all sources:	\$588,900
Number proposed to be served for the year:	20,000
Average total funds per beneficiary:	\$29.44

F. Required Documents

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:45 PM

Case Id: 14318

Name: RiverRun 2023 - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

RiverRun_Conflict of Interest Statement.pdf

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

RiverRun_2021_990.pdf

Organization By-Laws *Required

RiverRun_Bylaws.pdf

Articles of Incorporation *Required

RiverRun_Articles of Incorporation.pdf

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

RiverRun_Employee Handbook.pdf

IRS 501(c)3 Designation Letter *Required

RiverRun_501c IRS Letter.pdf

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

RiverRun 2021_Audit.pdf

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

***Required**

RiverRun_NC Secretary of State_active status.pdf

Participant/Program Data Sample Report *Required

ShowtimeCustomers_2021.pdf

Other

2020 RR Annual Report.pdf

G. Income Based Projects/Services Only

Case Id: 14318
Name: RiverRun 2023 - 2022/23
Address: *No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:46 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 tiffany@riverrunfilm.com on 11/19/2021 4:01 PM

Case Id: 14318

Name: RiverRun 2023 - 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

Completed by tiffany@riverrunfilm.com on 11/19/2021 3:47 PM

Case Id: 14318

Name: RiverRun 2023 - 2022/23

Address: *No Address Assigned

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 tiffany@riverrunfilm.com on 11/19/2021 3:47 PM

Case Id: 14318

Name: RiverRun 2023 - 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 tiffany@riverrunfilm.com on 11/19/2021 3:47 PM

Case Id: 14318

Name: RiverRun 2023 - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by tiffany@riverrunfilm.com on 11/19/2021 4:06 PM

Case Id: 14318

Name: RiverRun 2023 - 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.

Tiffany Jones

Electronically signed by tiffany@riverrunfilm.com on 11/19/2021 4:03 PM

IDIS Setup

No data saved

Case Id: 14318

Name: RiverRun 2023 - 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