

# A. Organization & Contact Information

**Case Id:** 16200  
**Name:** RiverRun 2024 - 2023/24  
**Address:** \*No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:50 AM

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## A. Organization & Contact Information

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

### A.1. Organization Name

RiverRun International Film Festival

### A.2. Project/Program

2024 Festival & Year-Round Programming

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

\$42,400.00

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

\$580,340.00

### A.5. Mailing Address

301 N. Main Street Winston-Salem, NC 27101

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

301 N. Main Street Winston-Salem, NC 27101

### A.7. Organization Website

<https://riverrunfilm.com/>

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

2003

### A.9. Organization Fiscal Year

July1 - June 30

### A.10. Federal Tax ID Number

20-0254183

### A.11. Federal DUNS Number

603395232

### 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

#### A.16. Email

tiffany@riverrunfilm.com

#### A.17. Phone

(336) 724-1502

### BOARD CHAIR

#### A.18. Name

David Leppert

#### A.19. Term Expiration

06/30/2024

#### A.20. Email

david.leppert@pnc.com.

#### A.21. Phone

(336) 420-3676

## B. Project Overview

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:50 AM

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Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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## B. Project Overview

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Please provide the following information.

### APPROACH (7 POINTS)

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

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 have recognized the immense value in having a year-round relationship with our community. In the past 6 years, we have greatly expanded our festival and year-round programming to connect fully with the Winston-Salem/Forsyth County and Piedmont Triad community.

#### 2022 PROGRAMMING HIGHLIGHTS:

The 24th RiverRun International Film Festival was held April 21-30, in 7 venues in Winston-Salem and 1 in Greensboro and screened 174 films representing 33 countries with 103 filmmakers/special guests and almost 10,000 film goers in attendance. Master of Cinema recipients were Karen Allen, Karmic Release Ltd., Hayley Mills, Gigi Perreau, and Kristi Zea. Spark Awards were presented to Iman Zawahry and NC filmmaker Natalie Bullock Brown.

INDIE LENS POP-UP SERIES: In partnership with PBS North Carolina, we screened 5 films virtually and hosted 1 outdoor screening —all which included a panel discussion to almost 400 attendees.

FILMS WITH CLASS: This year, 1,777 students participated in the Films With Class festival screenings. One of the films selected included PASANG: IN THE SHADOW OF EVEREST, a documentary about Pasang Lhamu Sherpa's tragic and inspiring journey to become the first Nepali woman to summit Mount Everest in 1993.

YEAR-ROUND SCREENINGS: We participated in one of Bookmarks' Book With Purpose programs which focused on the topic of anti-racism. In another collaboration with Bookmarks, we presented a screening of BOSS: THE BLACK EXPERIENCE IN BUSINESS by RiverRun Master of Cinema recipient and Academy-Award nominee Stanley Nelson. A post-screening discussion featured community members Richard Williams and Tiffany Waddell Tate.

We hosted a free Fall Family Night program with a screening of PADDINGTON 2 at Marketplace Drive-In and presented 14 films in our Virtual Theater with 12 of those for free.

Support from the City of Winston-Salem would be used in support of RiverRun's annual festival and year-round programming – allowing us to aid achieve our FY24 goals:

- + Increase number of participants served annually via our festival & year-round screenings
- + Further increase virtual screenings offered to the community
- + Further increase the number of free screenings offered to the community
- + Increase community partnerships to ensure we reach all segments of the Winston-Salem/Forsyth County population

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+ Maintain our Marketing/PR efforts outside of Forsyth County in support of RiverRun & local tourism

**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.

We offer films to watch online via our Virtual Theater. Through this, we have been able to widen our reach in our community and to our audiences across the state -- serving to eliminate barriers to accessibility (geography, transportation, financial, physical/health disabilities). We will continue to offer online programming 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 or stream online. Our education initiative Films With Class is free, which includes classroom and festival screenings.

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.

**NEED (7 POINTS)**

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

With our programming, RiverRun can go beyond traditional methods and create unique public “spaces” where our communities come together through film; engaging each other in conversation. With our unique access to extraordinary film and filmmakers and RiverRun’s reputation of presenting critically regarded films from around the world that wouldn’t otherwise be shown in this area, we are uniquely positioned to deliver education-enhancing experiences for our community.

For example --- through our Films With Class education program, RiverRun recognizes the unique and critical role arts education plays in reaching students – in and outside the classroom. We deliver relevant and perspective shaping experiences that enable students to make real world connections – which is a critical aspect of learning in today’s environment. Students are comfortable with the film genre and it is an art form easily shared with all ages and diverse audiences. The impact and success of Films With Class is evidenced by positive feedback received from educators:

“We loved the films. My favorite was THE EXTINCTION OF UP. I say that to students when I see them walking through the halls looking at their phones. My students were super engaged with the films and I had them discuss and answer the questions in groups - changing the groups after each film for some classes. Thank you, one million times, for making this available for my students. I hope to partner with you again next year.” – Walkertown Middle School, 8th grade Social Studies Teacher

This is just one of many examples of how our programming is impactful and addresses an unmet need. In FY22, through

our festival and education and year-round programs, we presented high-quality cultural arts programming to almost 10,000 citizens of Winston-Salem/Forsyth County and surrounding communities. We hope to continue building on our progress, further engaging our fellow neighbors – 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. Our regular partners include:

+ Senior living community: 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, the Hispanic League, Bookmarks, Visit Winston-Salem, Temple Emanuel, Providence Baptist Church, NAACP, Urban League, North Carolina Black Repertory Company, The Winston-Salem Greek Community, and Habitat for Humanity, and PBS 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 online screenings in partnership with PBS North Carolina, we have taken further steps to engage new audiences beyond our community. Through this, we hope to gain visitors to our festival and Winston-Salem.

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 11/18/2022 9:54 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

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

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

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, attendee demographics, 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 – which include data on programming presented and population served

+ 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.

As recovery from the pandemic continues, we set a realistic annual budget and are cautious with expenditures. We have also aligned our programming accordingly. We reduced our festival in 2022 from 11 days to 10. To ensure we achieve our fiscal year goals, we have a strategic plan with monthly objectives. To date, we are on target to reach our stated goals. To augment these efforts, we are working with community partners and leveraging our funder relationships.

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 FY24 goals in this application, we will evaluate whether they should be revised or discontinued and if new programs need to be developed for FY25.

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

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

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
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	9,973	12,000	14,000

	community as well as bring visitors to Winston-Salem			
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	160	165	170
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	59	65	70
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	24	30	34
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 to increase tourism/visitors to Winston-Salem	\$25,000	\$25,000	\$25,000

	<b>Total Unduplicated Number Served</b>	<b>Total Number Served</b>
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FY 21-22 Previous Years Results	4,487	9,973
FY22-23 Current Year Projected Results	5,500	12,000
FY 23-24 Next Year Anticipated Results	6,300	14,000

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

We continue to build on prior fiscal year accomplishments and are proud of the work we do:

- + The 24th RiverRun International Film Festival screened 174 films representing 33 countries with 103 filmmakers/special guests. Master of Cinema recipients were Karen Allen, Karmic Release Ltd., Hayley Mills, Gigi Perreau, and Kristi Zea. Spark Awards were presented to Iman Zawahry and NC filmmaker Natalie Bullock Brown.
- + 1,177 students participated in our Films With Class education program.
- + In collaboration with PBS North Carolina and the State Library of North Carolina, we brought 400 people together for our free Indie Lens Pop-Up virtual screenings.
- + We presented 59 free screenings and 160 virtual screenings to the community.

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

After 25 years, our programming is firmly established. The goals we set forth as a community arts organization are to ensure we engage all citizens of Winston-Salem/Forsyth County and the Piedmont Triad. To that end, our key objectives are:

- + 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. RiverRun brings our community together and foster new ways of thinking and understanding the world – thus wholly fulfilling our mission and vision.



## D. Organizational Capacity

Completed by tiffany@riverrunfilm.com on 11/18/2022 10:12 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

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

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 24th RiverRun International Film Festival was held April 21-30, in 7 venues in Winston-Salem and 1 in Greensboro and screened 174 films representing 33 countries with 103 filmmakers/special guests and almost 10,000 film goers in attendance. Master of Cinema recipients were Karen Allen, Karmic Release Ltd., Hayley Mills, Gigi Perreau, and Kristi Zea. Spark Awards were presented to Iman Zawahry and NC filmmaker Natalie Bullock Brown. 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 works with 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 2021-22 – with 400 attendees/viewers – which included a panel discussion of experts on the film's topic.

We hosted a free Fall Family Night program with a screening of PADDINGTON 2 at Marketplace Drive-In and presented 14 films in our Virtual Theater with 12 of those for free.

With the popularity of film streaming services like Netflix impacting the way people view films, RiverRun feels it's important to bring audiences from their homes to view films on the screen as intended. In community settings,

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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?**

25 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 2022, 105 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 44 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, the Hispanic League, Urban League, North Carolina Black Repertory Company – among others. Our screening 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, OUT at the Movies, Temple Emanuel, the NAACP, the Greek community 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.

**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	Reports to the Board of Directors; responsible for creating, amending and adhering to the annual operating budget; RiverRun's lead staff member and representative to the public; works with the Development Director in securing all funding for the organization; Programs all year-round initiatives & screenings	40	0.00 %
Development Director	Works with the Executive Director in securing funding for the organization; responsible for corporate, foundation/municipal grants, and individual giving	40	0.00 %
Program Manager	Programs the films for the annual Festival	40	0.00 %
Operations Manger	Solicits in-kind sponsorships and coordinates all logistics & events for the festival/year-round screenings; assists with website maintenance and uploading films into our virtual screening platform.	40	0.00 %
Programmer (Seasonal)	Helps program the annual festival	30	0.00 %
Development Associate (P/T)	Works with the Development Director in securing sponsorships for the annual Festival and year-round programs	20	0.00 %
Accountant (P/T)	Prepares financial documents for the organization; responsible for accounts receivables & payables	20	0.00 %
Programmer/Operations Associate	Helps program the annual festival and supervises box office and ticketing operations for the festival	25	0.00 %
Community Director (P/T)	Manages the Films With Class program and the ITVS Indie Lens Pop-Up screening initiative	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**

RiverRun\_FY23 Organization Chart.pdf

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, applicants are narrowed down to the best 3-5 which are scheduled for an interview with RiverRun staff.
- + Each applicant is 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	1					
Professionals	1			1		
Technicians						
Office/Clerical						
Laborers/Service Workers						
<b>Total Full-Time</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	1			5		
Technicians						
Office/Clerical						
Laborers/Service Workers						
<b>Total Part-Time/Temp</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>

**D.8.**

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

RiverRun 2023\_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**

**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. This application is not for new funding.

**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/backups 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 2022, RiverRun selected 174 films from 33 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. Audience members can also view our films safely from their homes via our Virtual Theater.

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

## E. Cost Effectiveness

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Completed by tiffany@riverrunfilm.com on 11/18/2022 10:16 AM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$177,250.00	\$177,250.00	\$177,250.00
Fundraising	\$6,400.00	\$6,400.00	\$6,400.00
Management and General	\$396,690.00	\$396,690.00	\$396,690.00
<b>Total Expenditures by Program</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$306,000.00	\$306,000.00	\$306,000.00
Employee Benefits	\$23,500.00	\$23,500.00	\$23,500.00
Facility Rent and Utilities	\$20,957.00	\$20,957.00	\$20,957.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$1,000.00	\$1,000.00	\$1,000.00
Travel and Transportation	\$1,000.00	\$1,000.00	\$1,000.00
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	\$21,000.00	\$21,000.00	\$21,000.00
Other Operating Expenditures	\$206,883.00	\$206,883.00	\$206,883.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
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	\$0.00	\$15,000.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$118,300.00	\$118,300.00	\$118,300.00

Memberships	\$156,000.00	\$156,000.00	\$156,000.00
Donations	\$175,500.00	\$160,500.00	\$175,500.00
Foundation Grants	\$48,100.00	\$48,100.00	\$48,100.00
Interest and Investment Income	\$40.00	\$40.00	\$40.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$25,000.00	\$25,000.00	\$25,000.00
<b>Total Revenues by Category</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>	<b>\$580,340.00</b>

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

Other Operating Expenditures are the annual festival expenses which have their own line item/category in the RiverRun budget.

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

Year	Funding Source	Funding Amount
2022	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$42,400.00
2021	Non-salary operating expenses of presenting the annual festival and educational/year-round programs	\$42,400.00
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



**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	\$42,400.00	\$0.00	
General Operating Support	\$0.00	\$35,000.00	Arts Council of Winston-Salem & Forsyth County
Festival and year-round programming	\$0.00	\$15,000.00	Forsyth County
General Operating Support and sponsorship of the RiverRun Retro program	\$0.00	\$15,000.00	Nelson Mullins Riley & Scarborough
General Operating Support	\$0.00	\$10,000.00	JDL Castle
General Operating Support and sponsorship of the Pitch Fest program	\$0.00	\$5,000.00	Truist
General Operating Support	\$0.00	\$5,000.00	Blanco Tackabery
	\$42,400.00	\$85,000.00	

**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 2022, we screened 174 films as part of our annual festival, and we anticipate screening approximately 150-175 films in 2024.

+ 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 2024, we expect to have approximately 125 filmmakers and industry guests attend RiverRun 2024. 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. The largest rental fee is with the Arts Council of Winston-Salem and Forsyth County to use the Milton Rhodes center for the Arts and Hanesbrands Theatre which will be approximately \$14,000.

+ Online screening platform & ticketing software fees: We offer films virtually as part of our annual festival and year-round programming. The necessary infrastructure to accommodate the streaming volume of 10-days of festival and

year-round 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.**

We have 35-40 in-kind sponsors who provide various means of support for RiverRun -- ranging from venue rentals to food & beverage and advertising. These partnerships and adherence to fiscal responsibility has allowed organizational growth to develop naturally in a manner that is healthy for RiverRun. Our diverse list of in-kind sponsors and community partners is in addition to the relationships we have with our direct funders, which includes dozens of local businesses, foundations and Fortune 500 companies.

**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.**

N/A. This request is not substantially different from prior year's request.

**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 days, 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:

+ 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 as a marketing/PR tool. With the ability to offer many of these screenings virtually, we introduce new/broader 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 doesn't anticipate potential barriers in the coming fiscal year (FY24). Regardless, we try to plan strategically with our budget and programming in the event unforeseen circumstances arise. In preparing budgets for each fiscal year, we set realistic fundraising goals in line with donor giving and retention rates. Our programs are curated with the budget in mind and organizational capacity to carry out each screening effectively.

While RiverRun will continue to work to grow our programs and the audiences we serve, our organization embraces sustainability in all we do. We are measured in adding new programming and initiatives 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 doesn't anticipate potential barriers in the coming fiscal year (FY24). Organizationally -- we recently filled 4 Board seats by members whose term had expired. Board terms are 3 years so this ensures we will have full leadership in FY24. To remain financially sustainable, we have transitioned our Senior Programmer staff position into 2 seasonal programmer positions as well as a seasonal box office staff person. Each of these roles has been confirmed for FY23 as well as FY24.

**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:	12,000
Average City funds per beneficiary:	\$4.16
Proposed funds from all sources:	\$580,340
Number proposed to be served for the year:	12,000
Average total funds per beneficiary:	\$48.36

## F. Required Documents

Completed by tiffany@riverrunfilm.com on 11/18/2022 8:35 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information.

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#### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

RiverRun\_Conflict of Interest Statement.pdf

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

990 YEAR ENDING 6-30-2022.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 of Determination.pdf

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

RiverRun\_2022 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

**Other**

RIVERRUN\_2022AnnualReport.pdf

## G. Income Based Projects/Services Only

Case Id: 16200  
Name: RiverRun 2024 - 2023/24  
Address: \*No Address Assigned

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:43 AM

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### G. Income Based Projects/Services Only

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

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

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

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

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

## H. Construction/Rehab Only

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:43 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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

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

**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

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

*\*\*No files uploaded*

**Participant/program data sample report**

*\*\*No files uploaded*

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*



# I. Emergency Shelter Only

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:43 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

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

## J. Rapid Rehousing and HMIS Only

Completed by tiffany@riverrunfilm.com on 11/18/2022 9:43 AM

Case Id: 16200

Name: RiverRun 2024 - 2023/24

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

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

## Submit

Completed by tiffany@riverrunfilm.com on 11/18/2022 10:24 AM

**Case Id:** 16200

**Name:** RiverRun 2024 - 2023/24

**Address:** \*No Address Assigned

---

## Submit

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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 11/18/2022 10:17 AM

# IDIS Setup

No data saved

**Case Id:** 16200

**Name:** RiverRun 2024 - 2023/24

**Address:** \*No Address Assigned

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## IDIS Setup

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Please provide the following information.

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**