MESSAGE FROM THE CHAIR

I recently retired as CFO of Hanesbrands. During my career, I saw many boards in action but always from the management side in the for-profit world. It was my job to talk about numbers – dollars and cents. And colors – red and black. That experience has served me well as Board Chair here at The Arts Council. And because of my personal commitment to the arts and the fact that the management team at The Arts Council understands and appreciates the importance of sound business practices in the nonprofit community, I enthusiastically accepted the invitation to serve an additional term as Chair to help guide us through these changing times.

Another reason this was such an easy decision for me is that my colleagues on the Board are so impressive. They are diverse, savvy individuals totally capable of providing strategic oversight and making the big, future-shaping decisions that are the province of the Board. They stand tall in this community. Members of the community at large, I dare say, trust them to ensure they receive value when they invest time, effort and personal resources in the on-going yet ever-changing work of The Arts Council of Winston-Salem and Forsyth County. This is extremely important for the future of The Arts Council.

Members of the Board and I share the mission and the vision of our management team and their commitment to getting the greatest return on investment from every dollar entrusted to The Arts Council. At this point in The Arts Council’s journey, there is no looking back. Board and management together have a firm grasp of where we are, where we are going and how over time we will get there.

I recently read one person’s comments on what a good board should do vis a vis management. They were helpful to me, and I want to share them with you:

- Bring diverse resources and unique experiences to the table.
- Keep management and staff always directed toward the future.
- Help them see the forest, not just the trees.
- Communicate with the world and provide many voices of support when they are needed.
- Make the really hard decisions on behalf of the organization.

This is a short list, of course, but it gives perspective. I particularly liked the admonition to always be directed toward the future. That is the lodestar here at The Arts Council.

Thank you for the opportunity to serve.

Rick Moss
Board Chair
LETTER FROM THE PRESIDENT AND CEO

The Arts Council of Winston-Salem and Forsyth County is a dynamic organization, which has been evolving continually since its creation in 1949, but changing even more rapidly in the past decade. When I think the pace is too fast, I am reminded of the dramatic changes that have occurred in the for-profit sector since 1949; there are no good reasons to believe that the nonprofit sector should be exempt from these forces.

The predominant drivers of this change are the sources and nature of support to united “annual fund” campaigns throughout the nation. While still extremely generous, donors have shown an increased desire to restrict contributions to specific projects or targeted efforts. As our community’s economy has changed, we have seen unrestricted annual gifts from the corporate sector decline. It has also become more difficult to initiate workplace campaigns, which remain one of the most efficient ways to reach large numbers of individual donors.

Despite these shifts, the community has been able to maintain an average $2.5 million in our Community Fund for the Arts. This has been possible because of generous donors, hard-working staff and volunteers, and adjusting, every year, to changes in our funding landscape and arts audiences.

The needs of Arts Council members have also changed. We now have a number of performance groups whose target audience size ranges from 50 to a thousand or more. Operation and maintenance of the aging Arts Council Theater on Coliseum with its large, traditional, fixed-seat capacity lacks the flexibility to accommodate our varied members. Consequently, we have made the difficult decision to sell the theatre, which aligns with our strategy to cluster theater activities in and around the Milton Rhodes Center for the Arts in downtown Winston-Salem.

The Little Theater and North Carolina Black Reparatory Company are the most affected by this transition. By working closely with their leadership, we have a strategy in place that will work to their advantage over the long run. Added capacity in and around the Rhodes Center, made possible by the sale of the Arts Council Theatre, will give them and other member organizations increased flexibility and additional performance options.

A bit of history. The 2008-2010 Comprehensive Campaign received a number of pledges payable over a period of years. To have funds in hand to proceed immediately with construction of the Rhodes Center, bonds were issued. A portion of that bond obligation still exists, diminishing the funds available for member grants and new initiatives. Proceeds from the Arts Council Theater sale will make that obligation more manageable and will be one more step toward The Arts Council’s goal of sustainability.

In his comments, Rick Moss emphasized the importance of staying focused on the future. I agree, which means addressing the matter of “sustainability” head on, not only for The Arts Council, but also its individual members.

The Arts Council is doing its part with adjustments that began soon after my arrival. We moved our offices from rental space to modest, but functional space that we own in the Rhodes Center. We consolidated duties and reduced staff. We reduced our budget to bare necessities, and we found significant savings through a new management model for our facilities. We were determined to do our part before expecting our member organizations to make any changes.

The 66% increase to the Organizational Support Grant pool from 2007 to 2012 was made possible by the Comprehensive Campaign, but is not sustainable. For several years, we have been awarding more money than could logically be raised by annual contributions from individuals, companies, and workplaces. We have not kept this observation to ourselves either. We have discussed problems of sustainability in Board meetings and talked frankly about them with the leadership of member organizations. We tried to cushion the blow and give time for adjustments, but when the reduced grant awards were announced in 2017, it still surprised some as it disappointed everyone.
To date, The Arts Council granted awards to support 31 organizations and 17 individuals with funding for their programs. Some organizations receive multiple awards.

In addition, The Arts Council provides financial support to the operation and maintenance of The Arts Council Theatre at Hanes Community Center, the Milton Rhodes Center for the Arts, and the Hanesbrands Theatre.

Going forward, The Arts Council staff will be working harder than ever on fundraising and engaging new donor pipelines. We will initiate more back and forth dialogue with the community, so there is a better understanding of an Arts Council’s value in today’s world. Our Creative Conversation podcasts and events are providing forums where new ideas for arts policy and impact can be explored. Most importantly, we will continue to develop ways to provide venues and services that help our members work more efficiently, achieve their missions, and make a maximum contribution to our City and County.

We are a “City of Arts and Innovation.” It has proved to be an effective brand that has helped our economy grow and our residents enjoy a remarkable quality of life. We are fully committed to the proposition that the arts are an essential part of the warp and weave of the fabric of our community. For this reason, we have redoubled our efforts, faced the realities of sustainability, and created a healthy and robust model for The Arts Council that works in our day and, we hope, well into the future.

Jim Sparrow
President and CEO

2017-2018
GRANT SUMMARY

<table>
<thead>
<tr>
<th>GRANT PROGRAM</th>
<th>TOTAL AMOUNT</th>
</tr>
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<tbody>
<tr>
<td>Organizational Support</td>
<td>$1,000,000</td>
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<tr>
<td>Annual Event &amp; Series</td>
<td>$66,500</td>
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<tr>
<td>Wells Fargo Arts-In-Education</td>
<td>$100,000</td>
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<tr>
<td>Duke Energy Regional Artist Project</td>
<td>$24,500</td>
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<tr>
<td>Community Enrichment Mini-Grant</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$1,201,000</strong></td>
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### 2017-2018

**ORGANIZATIONAL SUPPORT GRANTS**

14 Awards Totaling $1,000,000

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
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<tr>
<td>Bookmarks</td>
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<tr>
<td>Little Theatre of Winston-Salem</td>
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<tr>
<td>North Carolina Black Repertory Company</td>
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<tr>
<td>Old Salem Museum and Gardens</td>
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<tr>
<td>Piedmont Craftsmen</td>
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<td>Piedmont Opera</td>
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<td>Piedmont Wind Symphony</td>
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<td>Reynolda House Museum of American Art</td>
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<td>RiverRun International Film Festival</td>
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<td>Sawtooth School for Visual Art</td>
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<td>Southeastern Center for Contemporary Art</td>
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<tr>
<td>Triad Stage</td>
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<tr>
<td>Winston-Salem Festival Ballet</td>
<td>$30,974</td>
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<tr>
<td>Winston-Salem Symphony</td>
<td>$146,094</td>
</tr>
</tbody>
</table>

This program receives additional support from the N.C. Arts Council, a Division of the Department of Natural and Cultural Resources.

### REVIEW PANEL

- **Randy Eaddy**, Chair  
  Arts Council Board; Senior Partner, Kilpatrick Townsend & Stockton, LLP
- **Portia Mount**  
  Arts Council Board; Senior VP, Global Marketing & Chief of Staff, Center for Creative Leadership
- **Allison Norton-Rimron**  
  Arts Council Board; VP Innerwear Finance, Hanesbrands
- **Stuart Parks**  
  Arts Council Board; Owner and Managing Principal, The Arden Group
- **Silvia Rodriguez**  
  Arts Council Board; Community Representative
- **Steve Berlin**  
  Community Representative; Partner, Kilpatrick Townsend & Stockton, LLP
- **Corey Madden**  
  Community Representative, Executive Director, Kenan Institute for the Arts

### ADVISORY REPRESENTATIVE

- **Dan Bowers**  
  President, ArtsBuild, Chattanooga, TN
2017-2018

ANNUAL EVENT AND SERIES GRANTS
11 Awards Totaling $66,500

a/perture $5,000
Arts for Art’s Sake $2,500
Associated Artists of Winston-Salem $11,000
Downtown Arts District Association $1,000
Hispanic League $5,000
Kernersville Little Theatre $6,500
Korner’s Folly $2,500
Triad Pride Performing Arts $2,000
Winston-Salem Delta Fine Arts *$15,000
Winston-Salem Theatre Alliance $5,000
Winston-Salem Youth Chorus $6,000

REVIEW PANEL
Peggy Reingold, Chair
Arts Council Board; Community Affairs Officer, Triad West Region, Wells Fargo
Melinda McConnell
Arts Council Board
Kelly Bennett
Community Representative; AICP, Project Planner, Planning Department, City of Winston-Salem
John Moore
Community Representative; Principal, JOMA Arts & Consulting
Renee Rogers
Community Representative; Program Coordinator, Nonprofit Leadership & Management, FTCC

This program receives additional support from the N.C. Arts Council, a Division of the Department of Natural and Cultural Resources.

* Winston Salem Delta Fine Arts will receive a matching grant of up to $5,000 for earning new revenue by September 30, 2018.
2016-2017

WELLS FARGO ARTS-IN-EDUCATION GRANTS
18 Awards Totaling $100,000

**Associated Artists of Winston-Salem: $4,600** — To provide artist-led workshops in the creative process, calligraphy, Chinese painting, and papermaking to art classes in all grade levels

**Authoring Action: $1,500** — To provide a 6-session creative writing program, “Writing Through the Senses”

**Bookmarks: $5,000** — To support Bookmark’s Authors in Schools program that will support four author visits with Kimberley Park and Old Town Elementary Schools

**Carolina Music Ways: $5,500** — To present multiple assembly performances of *Carolina Live! Our Musical History*, a musical program that introduces elementary school students to the Piedmont’s cross-cultural musical legacy featuring jazz, blues, bluegrass, gospel, Moravian, and old-time string bands

**Giannini Brass: $6,000** — To present multiple performances of *Brass Under the Big Top* which integrates musical performances with the magic of the circus to expose elementary school students to classical music and history

**Karl Kassner (brass musician): $7,200** — To provide one-on-one instructive brass clinics for middle school music students

**Katherine Gauldin (fiber artist): $1,500** — To provide an artist residency for middle school art students who will design and create a collaborative tapestry using traditional and repurposed items

**Mark Donnell (theatre artist): $4,500** — To provide three Commedia dell’arte (comedy of art) artist residencies for high school theatre classes

**Piedmont Craftsmen: $10,000** — To provide multiple craft artisans-in-residencies for high school art classes including ceramics, basket-making, mixed-media, and weaving

**Southeastern Center for Contemporary Art: $9,300** — To support The Intersections Project (TIP) that brings regional, national and international artists to engage and work with middle school students in collaborative art-making

**Shared Radiance: $4,500** — To present ShakesCollage, a 45-minute compilation of Shakespeare, for middle and high school students

**Tam Tam Mandigue: $8,000** — To bring hands-on African drumming and dancing residencies and workshops to elementary and middle school students

**University of North Carolina School of the Arts Foundation/School of Dance’s Pluck Project: $2,000** — To conduct contemporary dance workshops with multiple high school dance classes

**Winston-Salem Delta Fine Arts: $3,000** — To present ArtSmart, an integrated arts enrichment program for elementary students focusing on visual, cultural, language arts, storytelling, music, and movement

**Winston-Salem Festival Ballet: $5,000** — To conduct dance master classes for high school dance students that will include ballet, jazz, contemporary, and musical theatre dance instruction

**Winston-Salem Symphony: $9,000** — To support “The Mary Starling In-School Music Education Program,” a program that engages all the public 4th and 5th grade students through intimate ensemble performances in schools and a full orchestra concert at R.J. Reynolds Auditorium

**Winston-Salem/Forsyth County Schools: $11,000** — To support professional development for core arts teachers

**Arts-In-Education Project Incubation Pool: $2,400** — To pilot new arts-in-education projects for the 2017-2018 school year
REVIEW PANEL

Peggy Reingold, Chair
Arts Council Board; Community Affairs Officer, Triad West Region, Wells Fargo

Brad Oliver
Arts Program Manager, WSFCS

Penny Freeland
Lead Visual Arts Teacher, WSFCS

Mark Pilson
Music Education Administrator, WSFCS

Sara Crater
Lead Dance Teacher, WSFCS

Linda Moody
Lead Theatre Teacher, WSFCS

This program receives support from the Wells Fargo Foundation and the Winston-Salem/Forsyth County Schools.
2017-2018

DUKE ENERGY REGIONAL ARTIST PROJECT GRANTS
14 Awards Totaling $24,500

Zach Deas (Craft, Davie Co.) $1,000 – To apprentice with a luthier in order to learn new finishing techniques

Nathan Ross Freeman (Film, Forsyth Co.) $3,000 – To produce his feature film Gem about an Archangel named Gem who is involved in a prophetic story of religions at war

Kate Carey (Literature, Davidson County) $880 – To support writing residencies in order to complete her first novel, The Ginko Tree, about a small, private liberal arts college that is experiencing scandals, financial problems, and mismanagement

Cashavelly Morrison (Music, Forsyth Co.) $3,500 – To assist with CD and vinyl printing of their second album, Hunger

Kendra Harding (Music, Forsyth Co.) $1,000 – To compose and workshop a suite of original songs for beginner guitar students

David Petty (Storytelling, Forsyth Co.) $400 – To join the NC Story Telling Guild and the National Storytelling Network and attend guild workshops

Amy da Luz (Theatre, Forsyth Co.) $2,000 – To workshop and perform her original play, DEMBE, that centers around the complexities of international and interracial adoptions

Mike Chamis (Theatre, Forsyth Co.) $1,000 – To continue workshopping his play, Pied Piper, a musical theatre piece for children

Jessica Singerman (Visual Art, Forsyth Co.) $2,200 – To obtain professional photography and video equipment to support the marketing efforts of her artwork on her website, blog, and social media

Leo Rucker (Visual Art, Forsyth Co.) $2,050 – To attend the annual Portrait Society of America Conference

Marianne DiNapoli-Mylet (Visual Art, Forsyth Co.) $2,100 – To travel to DC & NY to conduct research her Go-Go Girls Project based on the Women’s Movements in the 1960’s and today

Owens Daniels (Visual Art, Forsyth Co.) $2,220 – To produce an original photographic works exploring issues within the LGBTQ community

Will Willner (Visual Art, Forsyth Co.) $2,050 – To create a new body of work using infrared photography on local landscapes

Zach McCraw (Visual Art, Stokes Co.) $1,300 – To create two new video art pieces focusing on the theme of identity

REVIEW PANEL
Christina Soriano
Arts Council Board: Assistant Professor, Department of Theatre & Dance, WFU

Cameron MacPhlanes
Musician; Artistic Director, UNCSA Community Music School

Taylor Hayes
Artist; Executive Director, Associated Artists of Winston-Salem

Nadiyah Quander
Actress; Creative Community Lab/Project Manager, Kenan Institute

Jacinta White
Poet; Duke Energy RAPG ’17: Donor & Community Relations, a/perture

Duke Energy Regional Artist Project Grants provide financial support to committed, gifted individual artists and unincorporated groups in Forsyth, Davie, Davidson, Stokes, Surry and Yadkin counties. Additional support comes from the N.C. Arts Council, a division of the Department of Natural and Cultural Resources.
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Reynolds American Foundation

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Wake Forest Baptist Medical Center and its Employees
Wells Fargo Foundation
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Jeff Bloomfield
Peter Bobalik
Bolton Elementary School Employees
Amber Boyles
Victoria Boyesen
Daniel Bradley and Jane Curr
Anthony and Andrea Brett
Grace and Jimmy Broughton
Henry and Pat Brown
Brunson Elementary School Employees
Burke Street Pub
Gregory Burke
Albert and Agnes Butler
Cannon and Company and its Employees
Craig and Kathleen Cannon
Career Center Employees
Carr Family Fund
Carter High School Employees
Teresa C. Carter
Ms. Carmen Caruth and Mr. Gregory L. Errett
Javier Chacon
Matthew and Karen Coleman
Cook Elementary School Employees
Vyon M. Croslin
James and Sallie Crump
Jean C. Davis
Robert E. Davis
Mr. and Mrs. Guillermo del Puerto
Mr. and Mrs. Jay Dietrich
Digg-Latham Elementary School Employees
Steve Dollase and Shari Wakiyama
Downtown School Employees
Mr. Russell D’Souza
Nancy W. Dunn
Barry and Lynn Eisenberg
Aurelia Gray Eller
Jonathan and Sally Engram
Mr. and Mrs. Ron Evans
Deborah J. Faircloth
Chris and Lynn Fox
Franklin Street Partners
Marie Freeze
Mr. and Mrs. Michael T. Fulks
Lynne Full-Andres and Alan Andrews
Geoffrey Gardner
Lee and Cathy Garrity
Gatsby
Richard and Clara Gizinski
Sam and Claire Gladding
Joseph Gobern
Larry and Cindy Gordineer
Vergil H. Gough
Griffith Elementary School Employees
Nancy M. Hall
Dr. and Mrs. John W. Hammon
Donald Hampton
Mr. and Mrs. Chad D. Hansen
Kenneth and Tashina Hartley
Drs. Robin and Annette Hastie
Shelley and David Holden
Mr. and Mrs. William Hollan, Jr.
Carol Hoover
Mr. and Mrs. Gerald Hopkins
Ibrahim Elementary School Employees
Kelly Jacobs
Jefferson Elementary School Employees
Elise E. Johnson
Mr. and Mrs. Hal S. Johnson
Angela and Jeffrey Jones
Dr. Joseph L. Jorizzo and Ms. Irene Carros
KA-WFU Friends of the Kon Family
Bonnie J. Kirby
Dr. and Mrs. Paul M. Kirkman
Steven and Amber Koger
Adam and Rhonda Lamb
Michael and Mary Lancaster
Page Laughlin and David Finn
Jeff and Barbara Lawyer
Chnty D. Leimone
David and Kathryn Levy
Leouisville Elementary School Employees
Adrienne A. Livengood
Deborah Love
Karen R. Love
Mr. and Mrs. Charles C. Lovett
Tawanna F. MacFarlane
Mr. and Mrs. William C. Mann
Matthew B. Marceron
Mr. and Mrs. Greg Marshall
Dr. and Mrs. Donald L. Martin, Jr.
Mr. and Mrs. Richard McHone
Meadowlark Elementary School Employees
Meadowlark Middle School Employees
Vanessa Meyer
Daniel and Laura Miller
Richard and Nola Miller
Mineral Springs Middle School Employees
J. Griffin Morgan and Maureen Geraghty
Mount Tabor High School Employees
Portia and David Mount
George C. Mountcastle
Todd and Diane Nelson
North Forsyth High School Employees
Tom and Anita Ogburn
Mr. and Mrs. Sam C. Ogburn, Sr.
John Oksanish and Devon Healy
MacKay
Old Richmond Elementary School Employees
Old Winston Social Club
Drs. Michael and Georgia Olympio
Dr. and Mrs. David J. Ott
Jeff and Debbie Petton
Abby and Francis Pepper
Elaine M. Perry
Robert Phelps
Piney Grove Elementary School Employees
Harvey and Saree Pitt in Memory of Eva Kon
Mr. and Mrs. James Poindexter
Molly H. Prentice
Mr. and Mrs. Zachary T. Price
Beth B. Probs
Lisa and Cliff Purcell
Suzanne Ramm
Suzanne Reynolds
Paul and Denise Rhodes
Ron and Laurie Ricci
RiverRun International Film Festival Employees
Clayton Roberts
Mr. and Mrs. Walter Rothschild
Ann and Ben Roue
Kirsten Royster
Mr. and Mrs. Andrew B. Sachs
Mr. Melton J. Sadler, III
Salem Academy and College Employees
Sawtooth School for Visual Arts Employees
Scott and Elizabeth Schaef
Sedge Garden Elementary School Employees
Sherwood Forest Elementary School Employees
Mr. and Mrs. James A. Shore
Robert N. Shorter and Nancy Cotton
Michael and Dara Silver
Smith Farm Elementary School Employees
Ann L. Smith
Perry Smith
Mr. and Mrs. Kenneth P. Sommerkamp
Southeast Middle School Employees
Richard C. Spangler, III
Dianne Tharington Spruill
Mr. and Mrs. William Spruill, Jr.
Mr. and Mrs. J. William Stevens
Kim and Stuart Stogner
Kim Summers-Sims and Greg Sims
Mr. and Mrs. Craig A. Swecker
Shaheen Syal
T.W. Garner Food Company
Johnnie Taylor
Mr. and Mrs. Bob Telford
Special Children’s School Employees
Bill and Sylvia Tribby
Jaime and Irene Trujillo
Mary Tucker
Mr. and Mrs. Gregory M. Turner
Mr. and Mrs. Edward Venable
Village Tavern, Inc.
Mr. and Mrs. Richard J. Vollmer
Ann and William Walker
Borgia and Ben Walker
Ward Elementary School Employees
Barbara and Larry Washing
Mr. and Mrs. Jack D. Watts, Jr.
Robert and Elizabeth Weller
West Forsyth High School Dance Department
Whitaker Elementary School Employees
Fredrick R. Wicker, Jr.
Richard L. Williams
Edwin and Emily Wilson
Winston-Salem Prep Academy Employees
Mr. and Mrs. Adam Witten
Kathy Wolverton
Andrew Wright
Dr. and Mrs. Richard J. Wyderski
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Eric and Elizabeth Carlson
Joseph and Martha Carruthers
Carver High School Employees
Pam and Chris Cash
Mark and Virginia Caudle
Jane Chapman
Children’s Center Employees
Michelle and Calvin Chisom
Clemmons Middle School Employees
Kelia Coffey
Michelle Combs
Robert Conn
Thomas and Jocelyn Connors
Jerry and Laurie Cook
Mr. and Mrs. Joseph D. Crocker
Ms. Laura G. Curtis
William and Courtney Curtiss
Dr. Robert S. Dailey
Page and Beau Dancy
Ms. Katherine W. Daniel
Linda Darden
Mr. and Mrs. J. Wesley Davis, IV
Timothy and Ida Davis
Mr. and Mrs. James J. DeCristo, Jr.
The Honorable and Mrs. Judson D. DeRamus, Jr.
Ms. Paige W. Dillon
Mr. Daniel H. Dodson
Mr. and Mrs. James Dossinger
Chris and Rick Douglas
Stephan M Dragisic and R. Kriss Dinkins
Mary and Joe Dudley
Gail and Stephen Dula
East Forsyth Middle School Employees
Brenda S. Edwards
Kathryn and Bobby Edwards
Amy and Robert Egleston
The Enrichment Center Employees
Ann C. Farthing
Mr. and Mrs. Matias Ferrario
Lisa L. Fidler
James and Jessica Francis
Thomas E. Frank and Gail R. O’Day
Wesley Frazier
Mr. and Mrs. John C. Fryer
Nelle P. Fulton
Anthony Furr
Dr. Elizabeth Gamble and Dr. Peter R. Lichstein
Mr. and Mrs. Steve Gardner
Ray and Donna Garrison
Mr. and Mrs. Raymond F. Gatland
Gibson Elementary School Employees
Sandra Gilmer
Christina C. Classcoe
Mr. and Mrs. Murray C. Greason, Jr.
Mr. and Mrs. Lawrence Greene
Dustin Greene
David D. Grier
Phillip D. Griffin
Mr. and Mrs. Thomas W. Griffin
Mr. and Mrs. Matthew Gymer
Mr. and Mrs. Chris Haaf
Benjamin Hall
Hall-Woodward Elementary School Employees
Sharon Hamilton and Larry Bohannon
Jan and Wade Hampton
Dr. and Mrs. Gregory S. Hardie
Mr. and Mrs. Ronald E. Haulsee
Eugene Heise
Sarah West Heist
Ginger Hendricks and Heath Combs
Dr. and Mrs. Kevin High
Randy Hillman
Mr. and Mrs. Gerald Hodges
Karen G. Hoglund
Doris M. Homan
Mr. and Mrs. William E. Hollan, III
Christopher M. Holzbaur
John Horsman
Alexandra Hoskins
Hospital-Homebound Education Center Employees
Allyn C. Howlett
Kathleen and John Hutton
Dr. Maureen Ihrie and Mr. Bob Ihrie
David and Susie Jackson
Gregg Jamback
Jackie Jeffers
Jefferson Middle School Employees
Mr. and Mrs. Gordon W. Jenkins
Richard and Sharon John
Betty and Tom Jones
Mr. and Mrs. Halbert M. Jones, Jr.
Robert and Martha Jones
Dr. Whitney and Suzanne Jones
G. William Joyner, III
Dr. and Mrs. Mike Kilish (Paige)
Mary Kearns
Mr. and Mrs. Michael Kehoe
Dr. David L. Kelly Jr.
Kernersville Elementary School Employees
Kernersville Middle School Employees
Rich and Nancy Keshian
Kingswood School Employees
Konnoak Elementary School Employees
Kevin and Karen Koonen
George and Liz Korn
John and Catherine Korzen
Dr. Stephen B. Kritchevsky and Ms. Nannette C. Gover
Mr. and Mrs. Paul M. Kron
Dr. and Mrs. Michael A. Kutcher
Melanie Langley
Michael and Sandee Lawless
Curtis Leonard
Bingle and Doug Lewis
Drs. Michael and Aimee Lischke
Mr. and Mrs. George Little, Jr.
Betty Longhi
Bobbie J. Lynch
Debra R. Mabe
The Honorable and Mrs. Jeffrey H. MacIntosh
Corey Madden and Bruno Loucheuarn
Christina M. Maki
Mr. and Mrs. Damion Massey
C. Douglas Maynard
Dr. and Mrs. William McCall, Jr.
Kaeley McMahan
Allison McWilliams
Ben and Katrina Meeks
## Consolidated Statements of Financial Position

### ASSETS

<table>
<thead>
<tr>
<th>Non Fixed Assets</th>
<th>Consolidated AS OF 9.30.17</th>
<th>Consolidated AS OF 9.30.16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 141,656</td>
<td>$ 284,922</td>
</tr>
<tr>
<td>Receivables</td>
<td>178,337</td>
<td>183,319</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>36,986</td>
<td>73,267</td>
</tr>
<tr>
<td>Promises to give, net</td>
<td>1,611,784</td>
<td>2,477,335</td>
</tr>
<tr>
<td>Beneficial interest in assets held by others</td>
<td>1,338,592</td>
<td>1,275,691</td>
</tr>
<tr>
<td>Inventories</td>
<td>134,965</td>
<td>134,965</td>
</tr>
<tr>
<td>Cash surrender value of life insurance</td>
<td>439,484</td>
<td>618,587</td>
</tr>
<tr>
<td>Deferred financing costs, net</td>
<td>75,611</td>
<td>85,463</td>
</tr>
<tr>
<td><strong>Total Non Fixed Asset</strong></td>
<td>$ 3,957,415</td>
<td>$ 5,133,549</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fixed Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Improvements</td>
<td>$ 1,510,355</td>
<td>$ 1,510,355</td>
</tr>
<tr>
<td>Buildings and Improvements</td>
<td>13,334,946</td>
<td>13,308,627</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>534,694</td>
<td>534,694</td>
</tr>
<tr>
<td>Equipment and Furnishings</td>
<td>2,402,077</td>
<td>2,419,396</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>197,107</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Fixed Assets</strong></td>
<td>$ 17,979,179</td>
<td>$ 17,773,072</td>
</tr>
</tbody>
</table>

| Less: Allowance for Depreciation                       | (5,930,476)                | (5,362,976)                |
| **Total Net Fixed Assets**                            | $ 12,048,703               | $ 12,410,096               |

<table>
<thead>
<tr>
<th>TOTAL ASSETS</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$ 16,006,118</td>
<td>$ 17,543,645</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Consolidated AS OF 9.30.17</th>
<th>Consolidated AS OF 9.30.16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Payable</td>
<td>$ 4,927,232</td>
<td>$ 5,267,232</td>
</tr>
<tr>
<td>Capital Lease Obligation</td>
<td>69,949</td>
<td>122,489</td>
</tr>
<tr>
<td>Line of Credit</td>
<td>175,000</td>
<td>167,000</td>
</tr>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>267,183</td>
<td>89,080</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>27,018</td>
<td>41,491</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$ 5,466,382</td>
<td>$ 5,687,292</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Net Assets</td>
<td>$ 10,539,736</td>
<td>$ 11,856,353</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$ 10,539,736</td>
<td>$ 11,856,353</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 16,006,118</td>
<td>$ 17,543,645</td>
</tr>
</tbody>
</table>
## Consolidated Statements of Operations

### Revenues:

<table>
<thead>
<tr>
<th>Campaign Revenues:</th>
<th>FYE 9.30.17</th>
<th>FYE 9.30.16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Fund Campaign</td>
<td>$2,019,329</td>
<td>$2,576,294</td>
</tr>
<tr>
<td>Funds Raised in prior years</td>
<td>100,000</td>
<td>107,000</td>
</tr>
<tr>
<td>Other Support</td>
<td>399,522</td>
<td>801,155</td>
</tr>
<tr>
<td><strong>Total Campaign Revenue</strong></td>
<td><strong>2,518,851</strong></td>
<td><strong>3,484,449</strong></td>
</tr>
<tr>
<td><strong>Other Revenues:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-operating Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities for the Arts on Spruce Foundation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td><strong>819,777</strong></td>
<td><strong>777,773</strong></td>
</tr>
<tr>
<td><strong>Total Gross Revenue</strong></td>
<td><strong>$3,338,628</strong></td>
<td><strong>$4,262,222</strong></td>
</tr>
<tr>
<td><strong>Less: Reserve for Uncollectible Pledges</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Revenue</strong></td>
<td><strong>$3,282,328</strong></td>
<td><strong>$4,205,663</strong></td>
</tr>
</tbody>
</table>

### Expenses:

| General & Administrative                | ($358,836)  | ($339,889)  |
| Development & Fundraising               | ($381,214)  | ($389,953)  |
| Marketing & Promotion/Support of the Arts | ($264,518)  | ($1,053,550) |
| Facilities for the Arts on Spruce Foundation | ($990,084)  |             |
| Grants Paid                             | ($1,774,690) | ($2,049,482) |
| **Total Expenses**                      | **$3,769,322** | **$4,226,571** |

### Net Decrease in Assets from Operations

<table>
<thead>
<tr>
<th>FYE 9.30.17</th>
<th>FYE 9.30.16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$486,994</strong></td>
<td><strong>$20,908</strong></td>
</tr>
</tbody>
</table>

### Other Income and Expenses:

#### Income:

| Change in Present Value Discounted Pledges | $ - | $8,493 |
| Capital Campaign Gifts                    | 280,000 | - |
| **Less: Annual Funds raised in Previous Years** | (100,000) | (107,000) |

#### Expenses:

| Other Expenses                            | ($38,374) | ($21,465) |
| Depreciation -TAC                          | (45,963) | (52,330) |
| Depreciation -FFAOS                        | (541,857) | (540,400) |
| Write off Uncollectible Comprehensive Campaign Pledges | ($486,154) | - |
| **Total Other Income/Expenses**            | **($930,348)** | **($712,702)** |

### Net Decrease in Assets, before Beneficial Interest Activity

<table>
<thead>
<tr>
<th>FYE 9.30.17</th>
<th>FYE 9.30.16</th>
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<tbody>
<tr>
<td><strong>($1,417,342)</strong></td>
<td><strong>($733,610)</strong></td>
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</table>

### Income/(Expenses) - Beneficial Interest in assets held by others:

| Investment Income                           | $10,480 | $11,240 |
| Other Campaign Gifts & Support for Endowment | -      | 21,409  |
| Realized & Unrealized gains on beneficial interest | 90,245 | 15,575  |
| **Total Net Income from Beneficial Interest in assets held by others** | **$100,725** | **48,224** |

### Net Decrease in Assets

<table>
<thead>
<tr>
<th>FYE 9.30.17</th>
<th>FYE 9.30.16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>($1,316,617)</strong></td>
<td><strong>($685,386)</strong></td>
</tr>
</tbody>
</table>
2016-2017
OFFICERS & EXECUTIVE COMMITTEE

Rick Moss  Chair
Shaheen Syal   Vice Chair
Randy Eaddy  Secretary
Mark Peters  Treasurer
Portia Mount  At-Large Executive Committee Member
Greg Scott   At-Large Executive Committee Member
Jim Sparrow  President and CEO

2016-2017
BOARD OF TRUSTEES

Nigel Alston
Chad Cheek
W. Randy Eaddy
Adriana Granados
Sue Henderson
Michael Kelley
Dr. Charles Iacovou
Dana Caudill Jones
Fred Jorgensen
Mike Lancaster
Cheryl Lindsay
Melinda McConnell
Paula McCoy
Rick Moss
Portia Mount
Anc Newman
Allison Norton-Rimron
Rosa Otero
Stuart Parks
Mark Peters
Connie Quinn
Peggy Reingold
Silvia Rodriguez
Greg Scott
Allen Shaw
Christina Soriano
Michael Suggs
Eric Swaim
Shaheen Syal
Howard Upchurch

2016-2017
STAFF

Jim Sparrow  President and CEO
Catherine Heitz New  Chief Advancement Officer and Deputy Director
Vicki Horner  Chief Financial Officer and Vice President of Finance
John Horsman  Production Manager, Hanesbrands and Arts Council Theatres
Christine Jones  Chief Operating Officer
Miguel Londono  Head Custodian
Devon MacKay  Director of the Annual Fund
Katrina Meeks  Director of Database Administration
Dara Silver  Senior Administrative Assistant, Special Projects, and Grant Program Manager
Ron Smith  Director of Facilities and Maintenance
Sarah Smith  House and Events Manager