

A. Organization & Contact Information

Case Id: 10628
Name: Reynolda House FY20 - 2020/21
Address: *No Address Assigned

Completed by morales@wfu.edu on 11/14/2019 11:57 AM

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

Reynolda House

A.2. Project/Program

Roof Rehabilitation

A.3. FY 2020-21 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$3,976,464.00

A.5. Mailing Address

2250 Reynolda Road Winston-Salem, NC 27106

A.6. Project/Program Location Address

2250 Reynolda Road Winston-Salem, NC 27106

A.7. Organization Website

reynoldahouse.org

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

1965

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

Allison Perkins

A.13. Email

perkenac@reynolda.org

A.14. Phone

(336) 758-3095

CONTACT

A.15. Name, Title

Sara Morales

A.16. Email

morales@reynolda.org

A.17. Phone

(336) 758-5381

BOARD CHAIR

A.18. Name

Gwynne Taylor

A.19. Term Expiration

06/30/2020

A.20. Email

gwynne.taylor@icloud.com

A.21. Phone

(336) 978-5849

B. Project Overview

Completed by morales@wfu.edu on 11/21/2019 3:23 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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?

Reynolda House seeks funding from the City of Winston-Salem for the rehabilitation of its 102-year-old green tile roof.

This project is necessary for the ongoing care and preservation of the Museum's American art and decorative art collections housed within. The stewardship and long-term preservation of both the collections and the historic house are critical priorities embodying the institution's dual mission of educational programming and preservation. Work on the roof will begin in July 2020.

The Museum has received a matching grant from the National Endowment for the Humanities (NEH) for this project in the amount of \$420,000, roughly ¼ of the estimated project cost of \$1.68 million. This new category of funding specifically focuses on infrastructure projects and seeks to expand participation in historic preservation while creating access to outstanding humanities materials. The NEH considers Reynolda House's project to be an exemplary project in this category. To date, Reynolda House has raised 80% of its goal for the roof rehabilitation project. \$50,000 from the City of Winston-Salem will help Reynolda House meet its NEH match requirement. It also will support direct costs for the project to preserve the world's largest bungalow and safeguard its collection of American art, described as the finest in the South.

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

The roof rehabilitation project provides an ideal opportunity to crystalize the importance of historic preservation as a shared point of pride for Winston-Salem. Using this roof project as an example, the Museum has hosted programming that educates the public to further their understanding of historic preservation. Public lectures focused on Reynolda's architecture, historic preservation, and historic architecture throughout Winston-Salem. In September, the Museum opened Raise the Roof: Replacing Reynolda's Historic Roof, an exhibition featuring historic photographs, blueprints, manuscripts as well as aerial drone footage of the roof and a 3-D model of the clay tile technology. The exhibition will be on view for the duration of the project.

Reynolda House plans to complete the work with minimal disruption to programs and activities at the Museum and will remain open to visitors throughout the duration of the project.

B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

Reynolda's average daily attendance during an exhibition is 230. Community Day, a free annual celebration hosted on Reynolda's front lawn, averages around 3,000. Annually, the Museum welcomes approximately 40,000 people each year.

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

Reynolda House serves a variety of audiences through its programming. 30% of Museum visitors are admitted for free.

Pre-readers

Responding to the need for early literacy programs in Forsyth County, Reynolda House began its early-childhood programs in 2015 with the goal of supporting literacy and language skills in children under five. Since then, early-childhood programs at Reynolda have bloomed in popularity, welcoming new audiences to the Museum and providing young children with opportunities to learn through reading, visual art, experiential play, and art-making.

Reynolda's three programs are offered at low or no cost for visitors:

Reynolda Read Aloud: In this program for pre-readers (2-5 yrs), staff read children's books and lead children in activities that relate to the selected stories.

Reynolda Roundabout Stroller Tours: Parents and caregivers are invited to bring their very young learners (0-3 yrs) for a relaxed and fun walking tour of the Reynolda grounds.

Mornings at the Museum (3-5 yrs): To promote reading readiness and visual literacy, preschoolers explore Reynolda through hands-on activities that encourage dramatic play, music, movement, and art-making. Families visit different spaces in the Museum and on the grounds.

K-12

Reynolda's long-standing K-12 tour program promotes learning and curiosity through engaging small groups of students in special, curated tours tailored to classroom curricula and learning goals. All field trips include a hands-on studio art experience. Each student who comes on a tour is given an admission pass that allows them to return to the Museum with two parents or caregivers free of charge. K-12 tours are provided for classrooms from public and private schools in Forsyth and surrounding counties.

Lifelong learners

Each year Reynolda offers a variety of opportunities to engage with its stories, collections, and exhibitions through programs for adults. Programming includes lectures, courses, film series, concerts, and plays.

Spanish-speaking audiences

Reynolda received funding from the Arts Council of Winston-Salem/Forsyth County to implement exhibition texts and exhibition learning materials in English and Spanish languages for both Hopper to Pollock: American Modernism from the Munson-Williams-Proctor Arts Institute (Spring 2019) and the current exhibition, Leyendecker and the Golden Age of American Illustration. The Museum also plans ongoing marketing efforts to reach Spanish-speaking audiences and has established a strong partnership with the Hispanic League. The Museum's free app, Reynolda Revealed, is available in both English and Spanish.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

Reynolda is one of North Carolina's most beloved cultural attractions. The Museum continues to attract and obtain high-quality exhibitions from renowned institutions across the country. Tens of thousands of visitors are drawn to Reynolda for the opportunity to view these remarkable exhibitions, explore the gardens and grounds, and participate in enriching

events and programs.

Museums play a critical role in the learning ecosystem that includes formal educational institutions and non traditional learning spaces. A 2014 study of over 10,000 K-12 students on field trips to the Crystal Bridges Museum of American Art in Arkansas revealed that students who toured the museum showed an increase in critical thinking, recall, tolerance, empathy, and cultural interest.

Reynolda is well-positioned to meet this challenge in this new era of learning.

COLLABORATION (6 POINTS)

B.6. 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?

Reynolda continues to seek out uncommon community partnerships and is committed to using its collections, stories, and exhibitions to inspire conversations around equity and inclusion through programming and interpretation. One such example was the Museum's newspaper-format brochure that was created collaboratively with the Second Harvest Food Bank, during Dorothea Lange's America (spring 2019). The brochure included photographs and stories of present-day residents facing food insecurity in Forsyth County. This brochure received the 2019 gold medal award in the Gallery Guides category from the American Alliance for Museums, a national umbrella agency serving the interests of museums, zoos, botanical gardens, and aquariums.

Other notable collaborations include:

- A sold-out concert by the Puerto Rican duo, Hermanos Sanz, in partnership with the Hispanic League (spring 2019)
- affinities: peter campus and american art: an exhibition featuring works of the video artist Peter Campus, as well as Arthur Dove and Marsden Hartley, in support of the exhibition peter campus: video ergo sum, on view at SECCA and the Hanes Art Gallery of Wake Forest University (fall 2019)
- World War I and the Camel City: a joint presentation about North Carolina's role on the home front during WWI, in collaboration with the North Carolina Department of Natural and Cultural Resources and the New Winston Museum (fall 2019)
- In Love with the Arrow Collar Man: The Southern premier of Lance Ringel's play celebrating the story of illustrator J.C. Leyendecker and his life partner, Charles Beach. The performance was in partnership with the Little Theatre of Winston-Salem (fall 2019).
- The performance of In Love with the Arrow Collar Man has inspired continued community conversations about the relevancy of examining LGBTQ culture of the past in 21st-century Winston-Salem. A recent article in the Winston-Salem Journal makes note of the ways in which Reynolda is facilitating this conversation through Leyendecker's works.
- An annually recurring free event in observance of National African American Read-In during Black History Month (February 5)
- Race In Early Twentieth Century American Illustration (September 7) – This talk by Robyn Phillips-Pendleton explored how race is portrayed in the works of J.C. Leyendecker and other illustrators in the twentieth century. Phillips Pendleton is an artist, storyteller, lecturer, writer, and an associate professor of Visual Communications at University of Delaware, Newark.
- Cover Story: Gay Visual Culture in Mass Media, 1900-1967, a mini symposium co-sponsored by the Women's Gender, and Sexuality Studies Department and the LGBTQ Center at Wake Forest University (fall 2019)

C. Strategy and Performance

Completed by morales@wfu.edu on 11/21/2019 3:33 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document 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. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

Reynolda House prioritizes evaluation in a variety of contexts. Staff members participate in job performance evaluations bi-annually. Individual Museum programs incorporate feedback tools that provide opportunities for reflection, planning, and continuous programs. All programs and exhibitions are evaluated based on their alignment with Reynolda's strategic plan (attached).

Reynolda's roof rehabilitation project will fall under the direction of Phil Archer, Deputy Director, with oversight and project management provided by Wake Forest University and Frank L. Blum Construction. The nature of the work will require collaboration across all departments. Progress will be regularly monitored and evaluated by staff to ensure successful completion of the project within the proposed timeline with limited disruption to everyday Museum activities and with the achievement of the project's financial goals.

C.4. 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.

Reynolda House collects visitors' zip codes upon admission to the Museum. This data is used to track the number of visitors from counties across North Carolina and from out of state. The Museum also tracks attendance for tour groups and programs.

A voluntary visitor engagement survey measures the progress and needs of the Museum's mission driven programs and offerings. Teaching & Learning staff members monitor progress through surveys and evaluations of Museum programs and participants throughout the year.

Website and social media metrics are regularly monitored, as well as Trip Advisor reviews.

The Reynolda Revealed app includes a voluntary survey for users. Data from the survey allows staff members to monitor the effectiveness of the app and make changes to the platform based on user feedback.

Key reports include:

- Monthly visitor and program participant reports
- Quarterly and annual performance reports to funders
- Monthly budget and membership reports.

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.

- Include at least three goals and performance measures.

- One of the performance measures must include the unduplicated number of participants served.

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Continuation of planned activities and programming with minimal disruption, welcoming approximately 40,000 individuals during the year	Prioritizing internal and external communications to ensure regular museum activities continue during the course of the work	N/A	Activities and programming are continuing as planned - work on the roof will begin in July 2020. To date, Reynolda House has welcomed over 13,000 visitors.	Reynolda House will host two exhibitions and welcome approximately 40,000 individuals in FY21.
Completion of the project within the proposed timeline	The Museum plans to complete the project by March 2021	N/A	To date there have been no delays in the project	The Museum will begin construction in July 2020
Successful recruitment of challenge funders and a broadened	Identifying and soliciting funding from individual, corporate, and	N/A	The Museum has raised 80% of its \$1.68 million goal	The remaining 20% will be raised by June 2021. The crowdfunding

donor base	foundation donors			campaign will be completed by Sept. 30, 2020
Providing learning opportunities for the public related to historic preservation	Opening Raise the Roof exhibition; public programming on architecture and historic preservation	N/A	The Raise the Roof exhibition opened in August 2019. In fall 2019 the Museum hosted two public lectures about Reynolda's architecture and historic preservation.	Raise the Roof will remain on view for the duration of the project. Additional lectures and programming opportunities will occur in FY21 focusing on historic preservation.

C.6. FY 18-19 Program Accomplishments

Reynolda's Art and Cultural Programming

In FY19 Reynolda hosted two major exhibitions:

Dorothea Lange's America (fall 2018), an exhibition of original photographs by the legendary documentary photographer printed during her lifetime. Lange's photographs were supplemented by other notable social documentaries of the era, including Walker Evans, Ben Shahn, Russell Lee, and Mike Disfarmer. The exhibition inspired an innovative partnership with the Second Harvest Food Bank that included marketing materials, programming, and donations to the Food Bank.

Hopper to Pollock: American Modernism from the Munson-Williams-Proctor Arts Institute (spring 2019). The exhibition showcased key works from nearly every major American artist from the first half of the twentieth century and documented the radical and visual transformation of art in that period. The dynamic exhibition featured forty masterpieces of modern art by celebrated artists such as Edward Hopper, Jackson Pollock, Willem de Koonig, Mark Rothko, and more.

Reynolda's current exhibition is Leyendecker and the Golden Age of American Illustration, on view through December 31. Leyendecker was one of the most important illustrators in the first half of the 20th century. He received commissions for more than 400 magazine covers, including 322 Saturday Evening Post covers. His work influenced the artistic style of Norman Rockwell. This is the Museum's first exhibition focused on illustration and its first to explore the work of an openly gay artist.

Reynolda is in its second year of the Diversifying Art Museum Leadership Initiative, funded by the Ford Foundation and the Walton Family Foundation. Reynolda is one of twenty museums in the country to receive this innovative funding designed to support programs and strategies to advance diverse leaders across the sector. Through this funding Reynolda has welcomed seven undergraduate students as paid interns and two full-time fellows. Allison Thompson completed her fellowship in May 2019 and took a position at Crystal Bridges Museum of American Art. Reynolda's current fellow, Julianne Miao, is working under curator Allison Slaby. This funding provides support for a third full-time fellowship in FY21. Additionally, the funding has provided for several professional development opportunities for full and part-time staff members related to diversity, equity, and inclusion issues.

Another accomplishment is the recently announced funding from the Bank of America Art Conservation Program. Reynolda's painting, "Bootleggers" (Thomas Hart Benton) was chosen for this program, which will fund much needed

conservation treatment on the work. Only 22 museums worldwide were selected for funding. Other works included in the 2019 funding cycle were: “The Starry Night” by Vincent van Gogh and “The Bather” by Paul Cézanne – The Museum of Modern Art, New York; “Spring” by Georgia O’Keeffe – Georgia O’Keeffe Museum, Santa Fe; and “Scènes des massacres de Scio” (“The Massacre at Chios”) by Eugene Delacroix – Musée Du Louvre, Paris. Reynolda is the only grant recipient in the Carolinas. The funding was announced in October at the Museum of Modern Art in New York.

In addition to fundraising for annual operating expenses, Reynolda has successfully reached 80% of its \$1.68 million goal for the roof rehabilitation project. In addition to the \$420,425 grant from the NEH, Reynolda House has received a commitment of \$630,000 from Wake Forest University for the project;

C.7. FY 20-21 Key Objectives

Successful completion of the project will be assessed according to several measures: 1) Protecting a nationally prominent art collection; 2) Continuation of planned educational programming with minimal disruption; 3) Maintaining and protecting a landmark of Southern architecture; 4) Successful completion of the project within the proposed timeline; 5) Successful recruitment of challenge-grant funders and a broadened donor base; 6) Providing learning opportunities for the public related to architecture and historic preservation.

In an innovative shift from traditional campaign structures, the Museum will develop a crowdsourced funding component to engage donors who may not typically donate to the Museum but have a special connection to the historic site. The crowdsourced funding campaign will accomplish the dual goals of raising funds for the project and engaging a new generation of donors, harnessing our 1400 member households and the 15,000 individuals who receive email communication from the Museum, in addition to our social media followers. Reynolda expects to raise approximately \$20,000 from small, crowdsourced gifts.

In addition to completing the roof rehabilitation project, the Museum is working to plan and fundraise for a diverse slate of exhibitions over the next two years. These exhibitions are designed to appeal to a broad audience, allowing visitors to connect to contemporary themes and issues through a variety of artistic mediums spanning two centuries of American art.

20/20: Photorealism in American Art
September 18, 2020–January 3, 2021
Curated by Reynolda House curator Allison Slaby

This exhibition will examine the fascinating and sometimes misunderstood movement of Photorealism of the 1960s and ’70s. Photorealist paintings and prints are based on photographs and are crafted to resemble photographs as closely as possible. They are not simple demonstrations of virtuosic painting skill; instead, they often offer wry or pointed commentary on consumer culture, urban architecture, and the visual onslaught of modern life.

Cross Pollination: Martin Johnson Heade, Thomas Cole, Frederic Church, and Our Contemporary Moment
February 19–May 23, 2021 (not yet under contract)
Organized by Crystal Bridges Museum of American Art

Cross Pollination is inspired by the series of paintings Martin Johnson Heade created depicting hummingbirds, entitled *The Gems of Brazil*, but the exhibition expands to explore pollination in nature and ecology, cultural and artistic influence and exchange, and the interconnection of art and science. With input from environmentalists, scientists, and contemporary artists, the exhibition will explore the contemporary relevance of close observations of nature and habitat. This exhibition is particularly relevant to Winston-Salem, a “Bee City USA” affiliate.

Americans in Spain

July 16–October 30, 2021 (Not yet under contract)

Organized by the Milwaukee Art Museum and the Chrysler Museum of Art

Featuring work by Mary Cassatt, William Merritt Chase, Robert Henri, and John Singer Sargent along with work by Spanish artists from the seventeenth to the nineteenth century, this exhibition will focus on the American artistic experience in Spain. Americans in Spain will be the first major museum exhibition to present this important subject to a wide audience.

Black is Beautiful: The Photography of Kwame Brathwaite

February 4 to May 8, 2022 (not yet under contract)

Organized by Aperture Foundation, New York and K

D. Organizational Capacity

Completed by morales@wfu.edu on 11/21/2019 3:38 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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?

Mission: Reynolda House preserves and interprets an American country home and a premier collection of American art. Through innovative public programs and exhibitions, the Museum offers a deeper understanding of American culture to diverse audiences.

Vision: Reynolda is a unique place, intentionally designed to integrate learning, art, and nature. We connect visitors to the beauty and complexity of the American story.

History: Built in 1917 by Katharine Smith Reynolds and her husband Richard Joshua Reynolds, founder of the R.J. Reynolds Tobacco Company, the house originally occupied the center of a 1,067-acre estate. Reynolda was the home of two generations of the Reynolds family. In 1935, Mary Reynolds Babcock, the elder daughter, acquired the estate. She and her husband Charlie used the house as their vacation home until 1948, at which time they moved permanently to Reynolda. In 1965, Reynolda House opened to the public as an institution dedicated to the arts and education. At that time, Founding President Barbara Babcock Millhouse set out to obtain the best examples of work from American artists of major significance for display in the house, and in 1967 Reynolda House opened as a museum of American art.

Since its founding as a Museum of American art, Reynolda House has earned a reputation as one of the finest American art museums in the Southeast.

Strategic Planning

In 2018 Reynolda House completed a new strategic plan to guide its work over the next decade. The four major strategic directions include:

1. Evolving with our visitors so that visitors feel welcome to learn, imagine, and find meaning at Reynolda
2. Upholding excellence in practice and place. Preserving and sharing Reynolda's collections, grounds and buildings will be a point of pride.
3. Supporting and championing Reynolda's staff and volunteers while making measurable progress on diversity and inclusion.
4. Aligning finances to support current operations and future aspirations.

The rehabilitation of Reynolda's roof is a critical priority identified in the strategic plan. This once-in-generation capital project is critical to preserve both the integrity of the historic site and the Museum's collections housed within.

FUNCTION (5 POINTS)

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

Reynolda House opened to the public as an institution dedicated to the arts and education in 1965, and as an art museum in 1967.

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

Reynolda House is open six days a week for eleven months out of the year (the Museum is closed in January) with the exception of Thanksgiving, Christmas Eve, Christmas Day and New Year's Day. The Museum is celebrated as a vital contributor to the cultural heartbeat of Winston-Salem. Approximately 40,000 people visit Reynolda House each year, and another 75,000 visit the gardens and grounds (always free to visitors).

The Museum offers free admission to all children under eighteen, students with College ID, military personnel, and employees of Wake Forest University and Wake Forest Baptist Medical Center. Special needs tour groups are also admitted for free, and the Museum covers the cost of transportation for these groups. Approximately 30% of walk-in visitors are admitted free each year.

The Museum's highly personalized school tour program and long-standing Exceptional Children's program demonstrate Reynolda's deep commitment to education. During school tours, students are divided into small learning groups and benefit from tours that are individualized based on each classroom's unique curricular needs. Each school tour is led by a combination of professional staff and specially trained volunteer docents, and includes a well-integrated writing or studio art activity. Each school tour meets both Common Core standards and individual classroom learning goals. Other educational enrichment programs for students include Art and Writing Adventures, four one-week camp experiences for students during the summer as well as hands-on workshops during the school year.

School tour groups are admitted for \$3 per student (admission prices for school tours have not increased since 2005). School-age group tour visitors receive a personalized, guided tour and complimentary family passes to return to the Museum on their own with two adults.

Reynolda House also offers programs for pre-readers (under five) and their caregivers. Early childhood programs are designed to promote reading and literacy readiness in young children. This initiative comes alongside similar programs throughout Forsyth County to improve pre-K reading and language development.

In support of our desired impact statement, each exhibition season features a unique menu of carefully designed symposia, lectures, tours, courses, and other educational opportunities open to Museum members and the diverse population of the Piedmont Triad. The Museum collaborates with local organizations to present nationally recognized historians, curators, and critics to a general audience, enriching the cultural life and civic consciousness of the region's citizens.

Reynolda House serves as an economic driver for Winston-Salem. Through targeted advertising and strategic community partnerships, Reynolda House draws tourists to Winston-Salem who stay overnight, shop, and dine in our city. The Museum works with accommodation partners across the city to offer seasonal packages for overnight visitors. Reynolda House is the #2 Things to Do in Visitor Favorites on Tripadvisor.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work	% of hours
----------------	-------------------	------------	------------

		Hours Per Week	proposed to be funded
Deputy Director	Oversees all aspects of the project; coordinates with vendors and contractors	37	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
Allison Perkins	Executive Director/WFU Associate Provost for Reynolda House and Reynolda Gardens	\$233,070.00	0.00 %
Kim Hampton	Director of Finance and Operations	\$105,575.00	0.00 %
Phil Archer	Deputy Director	\$90,000.00	0.00 %
Stephan Dragisic	Director of Advancement	\$85,000.00	0.00 %
Kaci Baez	Director of Marketing and Communications	\$65,000.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Organizational Chart.docx

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.

As an affiliate of Wake Forest University, Reynolda House is working closely with the University’s Human Resources department to identify and reduce cultural assumptions and prejudices in recruitment and hiring. This will include considerations about inherent biases in recruitment, posting dissemination, job position requirements, and interview practices.

In terms of process, the Museum utilizes the Wake Forest University hiring software (WorkDay) to manage the hiring process, and follows the University’s diversity and equal opportunity statements, found on the Wake Forest University website: <https://hr.wfu.edu/quick-links/policies/>

Reynolda House is committed to maintaining an inclusive work environment. Utilizing resources from Wake Forest University, the North Carolina Center for Nonprofits, and other outside consultants, the Museum has provided ongoing professional development and training opportunities for staff focused on diversity, equity, and inclusion. In FY19-FY20 the Museum has provided the following staff training opportunities:

§ “Ways We Work: Dismantling Systems of Oppression in Museums” – A workshop for Reynolda’s National Advisory Counsel and full-time staff members (September 2018)

§ “Creating a Gender Inclusive Experience” – a half day workshop for full and part-time staff members provided by the LGBTQ Center at Wake Forest University (March 2019)

§ “White Supremacy Culture” and “Including People with Disabilities” – webinars provided by the NC Center for Nonprofits (April and July 2019)

Please enter the total number of **Full-Time Positions and Employees** you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	9			18		1
Technicians						
Office/Clerical						
Laborers/Service Workers						

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers	9	5	2	31	1	2

D.8.



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

FY20 Board of Directors.docx

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

4

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

2

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Joseph Oppermann, FAIA, will serve as project architect for the roof rehabilitation project. Oppermann is a preservation architect specializing in the research, documentation, analysis, conservation, restoration, and adaptation of historic buildings and sites. Oppermann's restoration of Market Hall in Charleston, SC, was awarded the Palladio Award in historic preservation, and he has served as preservation architect of record for the Old Kentucky State Capitol, the Hermitage, and the Thomas Wolfe House. Phil Archer, Betsy Main Babcock Deputy Director, will serve as project director. Archer has been with the Museum since 1997 and oversees the curatorial, collections, archives, and teaching and learning departments. He served as owner's representative for the addition of the 32,000 square foot Babcock Wing in 2003-4. Karl Erik will serve as project manager, overseeing day-to-day operations of the project. Erik has over 14-years of experience in residential and commercial building maintenance and previously worked for Wake

Forest University.

Wake Forest University, in addition to its commitment of financial support for the project, will provide project management support. In September, Reynolda House and Wake Forest University selected the Frank L. Blum Construction Company as the construction management firm. Blum's team has a tremendous amount of experience working on campus at Wake Forest, Reynolda House, and Reynolda Village. As a result, they understand the complications that exist working on any project for Reynolda House. Working on and in a fully functioning building requires extensive consideration for planning and phasing for the project, as well as the impact on guests and staff. They have completed roof repair and replacement projects on historic properties involving Ludowici tile at other triad locations and understand the challenges presented by complicated clay tile roof systems. Frank L. Blum will soon select a roofing sub-contractor that is approved by Ludowici Tile Company as a "Crown Roofer" for expertise in installing the specialized clay tiles.

Reynolda House has received approval from the North Carolina State Preservation Office and is continuing communications with them to ensure that the project plan adheres to historic preservation guidelines. Staff is being advised by a panel of architectural historians.

The project will include the removal and replacement of the roof tiles, utilizing new tiles from the Ludowici Tile Company that mirror the original tiles, replacement of copper flashing, roof decking, gutters, and membranes.

January 2020 - Order new Ludowici tiles

July 2020 - Begin construction while Museum remains open for visitation

September 2020 - Launch crowdfund initiative

September 2020 - December 2020 - Raise capstone funding from Winston-Salem-based corporations

Spring 2021 - Complete project

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

The Museum offers free admission to all children under eighteen, students with College ID, military personnel, and employees of Wake Forest University and Wake Forest Baptist Medical Center.

In 2017 the Museum introduced new admission passes available at all branches of the Forsyth County Library, allowing two free adult admissions per use. In 2018 the Museum increased the number of passes at each branch to four. This year, Reynolda House is providing new Spanish-language passes for each library branch. This program provides free admission to approximately 700 adults each year.

As part of its commitment to accessibility, Reynolda offers the following:

Visitors who use wheelchairs/and or walkers may access the main entry via a side ramp.

Two wheelchairs are available upon request at the front desk

Lightweight gallery stools may be requested at the front desk

Public elevators provide access to all levels of the Museum, including the historic house

Public restrooms with accessibility features are located in the historic house and on the main and gallery levels of the Babcock Wing

Sign language interpreters or any other assistance staff accompanying a visitor are welcome at no charge.

Family activity cards available in the galleries are printed in Spanish and English

Reynolda's annual Community Day offers local residents the opportunity to experience the Museum while enjoying games, refreshments, and art activities.

The Reynolda Revealed app is available in both English and Spanish. Visitors may check out a complimentary iPad to use during their visit to access the app.

E. Cost Effectiveness

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

Completed by morales@wfu.edu on 11/21/2019 3:40 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 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$2,934,331.00	\$3,004,574.00	\$3,095,149.00
Fundraising	\$524,990.00	\$537,557.00	\$553,763.00
Management and General	\$508,322.00	\$520,490.00	\$536,181.00
	\$3,967,643.00	\$4,062,621.00	\$4,185,093.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$2,001,201.00	\$2,062,808.00	\$2,149,378.00
Employee Benefits	\$547,737.00	\$519,455.00	\$535,942.00
Facility Rent and Utilities	\$464,453.00	\$464,786.00	\$471,343.00
Training and Conference Registration	\$12,724.00	\$12,724.00	\$16,006.00
Membership and Dues	\$20,802.00	\$23,545.00	\$22,269.00
Travel and Transportation	\$100,753.00	\$119,885.00	\$96,180.00
Grants to Individuals and Organizations	\$960.00	\$927.00	\$940.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$57,567.00	\$57,567.00	\$57,855.00
Other Contracted Services	\$171,479.00	\$171,479.00	\$172,336.00
Other Operating Expenditures	\$589,967.00	\$629,446.00	\$662,844.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$3,967,643.00	\$4,062,622.00	\$4,185,093.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$0.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$524,133.00	\$524,133.00	\$539,857.00
Memberships	\$315,661.00	\$381,593.00	\$381,593.00

Donations	\$792,105.00	\$751,089.00	\$824,652.00
Foundation Grants	\$173,784.00	\$210,667.00	\$210,667.00
Interest and Investment Income	\$0.00	\$0.00	\$2,500.00
Parent Organization	\$444,000.00	\$444,000.00	\$444,000.00
Other	\$1,717,960.00	\$1,703,982.00	\$1,686,942.00
	\$3,967,643.00	\$4,015,464.00	\$4,090,211.00

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

Other operating expenditures: event expenses, participation and loan fees, maintenance repairs. Other revenues: endowment draw. Reynolda House is working toward a goal of reducing its overall endowment draw to below 5%.

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
2012	Arts/culture	\$12,500.00
2017	Arts/culture	\$75,000.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Reynolda's Roof Rehabilitation	\$50,000.00	\$0.00	
	\$0.00	\$630,000.00	Wake Forest University
	\$0.00	\$420,482.00	National Endowment for the Humanities
	\$0.00	\$100,000.00	Cannon Foundation
	\$0.00	\$50,000.00	Forsyth County
	\$0.00	\$142,300.00	Individual Donors
	\$50,000.00	\$1,342,782.00	

E.4. 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.

Funding from the City of Winston-Salem will be used exclusively for the roof rehabilitation project. The Museum will continue fundraising until it reaches its goal and and NEH match requirement.

SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

Reynolda House anticipates fundraising for a total of \$1.68 million for this project, initiating a comprehensive campaign to match the support from NEH. In addition to the \$420,000 from the NEH, Reynolda House has received a commitment of \$630,000 from Wake Forest University for the project; \$100,000 from the Cannon Foundation, \$50,000 from Forsyth County, and \$142,300 from individual donors.

In accordance with the Winston-Salem Foundation’s Community Campaign Calendar, Reynolda House will begin approaching Winston-Salem-based foundations and corporations in September 2020. Reynolda House is keeping these local organizations updated on our progress in preparation for formal asks next year. Prior to that date, the Museum is approaching foundations outside of Forsyth County, as well as seeking support from individuals.

The rehabilitation of Reynolda’s roof is one of the largest capital improvement projects in the history of the institution and a once-in-a-generation need. \$50,000 from the City of Winston-Salem will be instrumental in helping Reynolda House achieve its goals for this project.

BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

The largest barrier will be raising all of the funds to complete this project. Reynolda House anticipates fundraising for a total of \$1.68 million for this project, initiating a comprehensive, multi-year fundraising campaign to match the support from NEH. The Museum will continue to seek support from foundations, corporations, and individual donors, and will also develop a crowdsourced funding component to engage donors who may not typically donate to the museum but have a special connection to the historic site.

Reynolda House will approach, among others, the following North Carolina-based foundations the John and Anna Hanes Foundation, the Z. Smith Reynolds Foundation, and the Dickson Foundation.

Other potential barriers to the project include delays due to weather or other unforeseen circumstances. The exact condition of the wood decking will not be known until the tiles are removed. Due to this, costs may increase due to unforeseen issues that arise once construction begins. Additionally, testing is underway on the masonry chimneys, to determine the best way to connect copper flashing at these vulnerable places. Reynolda House will rely on the expertise of the contracted project team to plan for and address these issues as they arise.

AVERAGE COST (5 POINTS)

E.7. 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:	50000
Number proposed to be served for the year:	40000
Average City funds per beneficiary:	1.25
Proposed funds from all sources:	\$1.68 million
Number proposed to be served for the year:	3,200,000 (estimated life of roof = 80 years)
Average total funds per beneficiary:	.50

F. Required Documents

Completed by morales@wfu.edu on 11/20/2019 10:28 AM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
RH Conflict of Interest Policy 6-8-09.pdf

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
2018 Reynolda House 990.pdf

- Organization By-Laws *Required**
ReynoldaHouseByLaws.pdf

- Articles of Incorporation *Required**
Articles of Incorporation.doc

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
Reynolda House Policies.pdf
Non-Discrimination-Statement1.pdf

- IRS 501(c)3 Designation Letter *Required**
Reynolda House 501c3 letter.pdf

Audited financial statements or a third-party review *Required

2018_ReynoldaHouse_Audited Financials.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

Reynolda House Strategic Plan.pdf

G. Community Development Only

Completed by morales@wfu.edu on 11/21/2019 3:41 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

Address: *No Address Assigned

G. Community Development 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."

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.

Ranges of Income	# 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

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

3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.

H. Construction/Rehab Only

Completed by morales@wfu.edu on 11/21/2019 3:41 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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."

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
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	Govmt Funding
--------------	---------	-----------------	-----------	---------------

Documentation

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

***No files uploaded*

Development costs 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*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by morales@wfu.edu on 11/21/2019 3:41 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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 morales@wfu.edu on 11/21/2019 3:41 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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

Submit

Completed by morales@wfu.edu on 11/21/2019 3:42 PM

Case Id: 10628

Name: Reynolda House FY20 - 2020/21

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.

Sara Morales

Electronically signed by morales@wfu.edu on 11/21/2019 3:42 PM