

A. Organization & Contact Information

Case Id: 11151
Name: SECCA - 2021/22
Address: *No Address Assigned

Completed by devon.mackay@secca.org on 11/18/2020 10:29 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

Southeastern Center for Contemporary Art (SECCA)

A.2. Project/Program

Public Programming and Education

A.3. FY 2021-22 Funding Request Amount

\$25,000.00

A.4. Agency's Total Operating Budget

\$1,105,231.00

A.5. Mailing Address

750 Marguerite Drive Winston-Salem, NC 27106

A.6. Project/Program Location Address

750 Marguerite Drive Winston-Salem, NC 27106

A.7. Organization Website

www.secca.org

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

1962

A.9. Organization Fiscal Year

2021

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Bill Carpenter, Executive Director

A.13. Email

devon.mackay@secca.org

A.14. Phone

(203) 927-7097

CONTACT

A.15. Name, Title

Devon MackAY, Director of Development

A.16. Email

devon.mackay@secca.org

A.17. Phone

(203) 927-7097

BOARD CHAIR

A.18. Name

Jennifer Woodward

A.19. Term Expiration

06/30/2023

A.20. Email

jennifer.woodward@wakehealth.edu

A.21. Phone

(336) 403-7147

B. Project Overview

Completed by devon.mackay@secca.org on 11/20/2020 1:46 PM

Case Id: 11151

Name: SECCA - 2021/22

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?

The Southeastern Center for Contemporary Art (SECCA) was founded in 1956 to provide a gallery in the southeast to celebrate and highlight contemporary artists living and working in the southeast. 73 years later, SECCA has expanded its scope to include visual art exhibitions, music, dance, and theater by contemporary artists from around the world, including the southeast, that help facilitate our community's exploration of aesthetics, values, identity, and to commemorate events significant to community members' experiences. For this reason, we have updated our mission, which is to create inclusive, revelatory, and educational experiences with outstanding contemporary arts. In addition to our artistic programming, our 22-acre grounds are free and open to the public for outdoor recreation, including walking, trail running, fishing, and biking, or just enjoying the meditative effects of our galleries coupled with our gardens. Building and grounds together, we want SECCA to be a vibrant artscape for celebrating human expression.

We are requesting funding from the City specifically to help increase the amount of regional marketing to attract more visitors to SECCA. We are already helping to attract visitors to the area by providing admission to major exhibitions of world-class international, national and regional contemporary art housed within beautiful modern and historic buildings and grounds for free. North of Charlotte's Bechtler and west of Raleigh's NCMA and CAM, there are no other museums unaffiliated with a university presenting curated exhibitions of contemporary art. SECCA is alone in serving a stretch of nearly 150 miles of western North Carolina with a contemporary art museum experience. We believe that there is a unique opportunity because of the pandemic to focus our efforts on providing a safe local experience to regional visitors who might otherwise fly or travel longer distances for leisure. Without more funding for marketing and communications, however, they will not know about SECCA.

According to the Cultural and Heritage Traveler Report done by Mandala Research, 76% of all U.S. leisure travelers participate in cultural or heritage activities such as visiting museums. These travelers spend 60% more on average than other leisure travelers. We already know that our City is attracting visitors in growing numbers according to the 2016 Arts and Economic Prosperity Study, but 65% of arts attendees are still only from Forsyth County. With the development of hospitality assets downtown, it's more important than ever to help unique destinations like SECCA develop their regional audiences.

In addition to the hotels, restaurants, small businesses and taxpayers, this would also benefit working artists for whom the reputation of Winston-Salem as a place to see the best southeastern art, is critical to their ability to sell their work. Artists in particular have been hard hit by the pandemic due to the decrease in gatherings, performances, and the "gig economy" in general.

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

Printed By: Rene Williams on 12/12/2020

2 of 23

SECCA is already open to the public for free Wednesday, Friday, and Saturday from 10-5 pm, Thursdays from 10-8 pm, and Sundays from 1-5 pm. We host two major group exhibitions a year in our main gallery, three to four solo exhibitions a year in the Potter Gallery, and nearly monthly exhibitions of Winston-Salem artists in the Preview Gallery. In addition to simply visiting the galleries and grounds, we host 200 events a year including concerts, gallery talks, dance performances, festival, readings, children's activities, and so forth, designed to facilitate our community's exploration of aesthetics, values, identity, and to commemorate events significant to community members' experiences. We hope that individuals like and appreciate our exhibitions, but we really hope that these individual experiences have a collective impact on the public. We believe that the social bonds built among individuals when they have shared arts experiences can be powerful and lasting, and that these ties are crucial for the flourishing of a diverse community.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, 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. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

25

Maximum Number of Participants to Be Served at a Single Time

50

Unduplicated Total Number of Participants to Be Served During the Program Year

20,000

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.

Of the roughly 20,000 visitors we already serve, 18% are children under 18 years of age and 6% are over the age of 65. Walk-in visitors are 90% Caucasian, 6% African-American, 3% LatinX, and 2% Asian-American. Youth, as a subsegment, is more diverse with only 70% Caucasian, 20% African-American, 7% LatinX, and 2% Asian-American.

Additional marketing support this year would allow us to increase awareness of audiences beyond the 27106 and 27101 zip codes with information about our exhibitions, which incidentally feature many artists-of-color (sometimes a majority of artists of color). Additional marketing support would also free up staff time to develop relationships with more WS/FCS schools for museum visits, develop SECCA led programming in the schools, and programming in corners of the community that are more rural and remote, where transportation impedes the ability to visit the museum.

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.

For every direct job at a museum, an additional job is supported elsewhere in the economy. This is higher than many other industries. Museums and other nonprofit cultural organizations return more than \$5 in tax revenues for every \$1 they receive in funding from all levels of government. Arts and Economic Prosperity V, 2017, Americans for the Arts.

In addition to adding to the tax revenue of the City through increased tourism and spending, museums play a very important role in health and well-being of the population they serve. Students who attend a field trip to an art museum

experience an increase in critical thinking skills, historical empathy and tolerance. For students from rural or high poverty regions, the increase is even more significant. The Educational Value of Field Trips, Education Next, 2014.

Children who visited a museum during Kindergarten had higher achievement scores in reading, mathematics and science in third grade than children who did not. This benefit is also seen in the subgroup of children who are most at risk for deficits and delays in achievement. The Effect of Informal Learning Environments on Academic Achievement during Elementary School, presented to the American Educational Research Association, Swan, 2014.

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?

SECCA has been very proactive about partnership since we were allowed to re-open after the shutdown. During the shutdown, we realized we were going to need to do more programming outside, so we built an outdoor stage by our lake. We reached out to dozens of our cultural partners and offered them our space to use as soon as restrictions lifted. Since mid-September, we have hosted film screenings with a/perture and OUT at the Movies, concerts with the Winston-Salem Symphony, theatrical readings with North Carolina Black Repertory company, dance performances by UNCSA students, concerts by local bands and musicians, and filmed fashion shows with Winston-Salem Fashion Week. We have also helped simulcast events, and hosted small businesses like Sayso Coffee among others to do pop-up business outdoors.

Due to the spacious galleries and grounds, we have plenty of space for social distancing, this coupled with convenient parking and free admission make us the perfect place to have more frequent small events (currently capped at 25 people indoors and 50 outdoors) with shared audiences and customers. Regional visitors coming to visit SECCA will be more likely to have a full experience and to interact with more than one Winston-Salem entity.

IDIS Setup

No data saved

Case Id: 11151

Name: SECCA - 2021/22

Address: *No Address Assigned

IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by devon.mackay@secca.org on 11/20/2020 1:46 PM

Case Id: 11151

Name: SECCA - 2021/22

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):

Economic Vitality and Diversity

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 the stated program goals provided in C.5. are not achieved.

Our stewards currently track visitors as they enter the building noting their age, gender, and race. We track the demographics and zip codes of our donors and members, and ask visitors to fill out a digital survey at our front desk, which in addition to demographics, also asks for qualitative feedback about our exhibitions.

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.

The digital survey at our front desk, which in addition to demographics, also asks for qualitative feedback about our exhibitions is our best tool in collecting project and program feedback.

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.

Printed By: Rene Williams on 12/12/2020

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 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Increase local partnerships in order to offer fuller experience to out-of-town visitors	Staff will activate SECCA buildings and grounds by partnering with a larger number and more diverse array of local organizations and businesses.	Worked with 60+ community partners (including schools)	Despite Covid, still pushing to keep up 60+ partnerships (although many may be virtual)	Looking beyond pandemic, 100 local partnerships (including schools)
Increase regional marketing	Increase the hours of our part-time marketing staff will free up marketing budget for increased paid advertising, digital (including video), and collateral materials (mailers, out of home, etc.)	Marketing Staff (25 hours)	Marketing Staff (30 hours)	Marketing Staff (40 hours)
Increase regional partnerships, relationships, and marketing	Staff will use Covid year to seek out and build relationships with more regional partners, including press, creatives, and organizations	~25/year	~50/year	~75/year

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	23,638	23,638
FY 20-21 Current Year Projected Results	4,000	4,000
FY 21-22 Next Year Anticipated Results	25,000	25,000

C.6. FY 19-20 Program Accomplishments

Printed By: Rene Williams on 12/12/2020

Currently, we are exhibiting DRAWN: Concept & Craft in the main and Potter galleries. This expansive show brings together 200+ diverse works by 60+ artists from around the world to explore the question: What does drawing mean to you? Since its inception in 2014, DRAWN has engaged audiences in galleries and museums around the world, from Beijing and Dali City to the Philippines and Serbia. The exhibition is unique in that each presenting institution curates local artists to present their work alongside the existing collection. We are also exhibiting 100 Faces of Winston-Salem, a project created by Anna Jarrell, a local portrait artist, who painted 100 people in Winston-Salem in 100 days. Originally planned to be a simple practice project, Jarrell soon realized it could be a fundraiser as well. The goal in selecting her subjects was to better know her community, and how they were doing during the time of isolation. The subjects are small business owners, activists, front-line doctors, immigrants, and volunteers doing major good in Winston-Salem. The project is designed to be a snapshot of life during the Covid-19 Pandemic. In February, SECCA opened NC Artist Fellows: Escapes & Revelations, an exhibition of the 21 different artists who received the 2018-2019 North Carolina Arts Council Artist Fellowship.

We have also continued the exhibition series Southern Idiom, which offers dedicated gallery space to Winston-Salem artists. It is in particular, a vital part of our current mission. It provides opportunities to connect with the local artistic community in a direct and meaningful way, provides needed exhibition and sales opportunities for local artists, and encourages artistic growth and risk-taking for local artists in a way that only a museum environment can make possible. Since the start of the fiscal year, we have presented solo exhibitions by Alix Hitchcock and Julian Semilian. We also have a diverse list of thirteen more artists that we hope to exhibit in the next twelve months.

In normal years, we would describe in detail here SECCA's impressive educational programming, which usually serves over 2,000 kids/year with free art activities and field trips. Due to Covid-19, however, we have been forced to adapt how we serve our educational mission. We created a weekly Art at Home newsletter for an audience of over 25,000 during the shutdown, created virtual field trips for the WS/FCS, and presented a virtual exhibition featuring 44 students from across the country, which included two awards with cash prizes.

C.7. FY 21-22 Key Objectives

This year we anticipate that our normal operations will likely continue to be impaired by the pandemic. For now, our programmatic objective is to increase the diversity of our partnerships, broaden the reach of our partnerships, invest on our marketing and communications (specifically in digital), and continue programming more frequent, smaller outdoor events when appropriate.

D. Organizational Capacity

Completed by *devon.mackay@secca.org* on 11/20/2020 1:47 PM

Case Id: 11151

Name: SECCA - 2021/22

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?

SECCA was founded in downtown Winston-Salem in 1956 to create exhibitions highlighting regional artists. Sixteen years later, in 1972, James G. Hanes willed his 32-acre estate to the gallery creating the SECCA campus of today. In 1976 and then again in 1990, the building was renovated to include a 24,500 square foot addition. These expansions allowed SECCA to expand its scope from eleven southeastern states to national and international artists. The building's expansion also included the 300-seat McChesney Scott Dunn Auditorium, which allowed SECCA to expand its programming offerings from exhibitions to include film, dance, lectures, concerts, and theater.

In 2007, the SECCA Foundation Board of Directors and the James G. Hanes Foundation proposed the transfer of the SECCA building, operations, and a portion of its grounds, to the State of North Carolina. Upon the transfer's acceptance, the NC Department of Cultural Resources made SECCA an independent entity operating as an affiliate of the North Carolina Museum of Art (NCMA) with its own advisory board, the SECCA Foundation Board of Trustees. SECCA has continued to retain its 501(c)3 status under the SECCA Foundation, which exists to fundraise for the programming and operations of the facility.

Today, SECCA hosts two major group exhibitions in the main gallery, three to four smaller exhibition in our Potter Gallery, and nearly monthly exhibitions of Winston-Salem artists in solo shows in our Southern Idiom series. As a part of those exhibitions, we program tours, gallery talks, concerts, performances, and children's activities. Our education department facilitates and creates programming for school visits, and plans free or low-cost children's programming, including a new summer camp that we hope to be able to host this summer barring additional pandemic-related challenges.

Our mission is to engage our communities by creating inclusive, revelatory, and educational experiences with outstanding contemporary arts. Our vision is that SECCA will be a vibrant artscape for celebrating human expression. Increased marketing support would help more community members enjoy these exhibitions and programming. More visitors from outside the City would help stimulate spending within the City, and develop Winston-Salem's reputation as a destination for visual art, which would especially aid in the careers of Winston-Salem's visual artists.

FUNCTION (5 POINTS)

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

1956

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

SECCA helps the City's economy by helping to attract visitors to the area and by providing major exhibitions of world-

Printed By: *Rene Williams* on 12/12/2020

9 of 23

class international, national and regional contemporary art housed within beautiful modern and historic buildings and grounds. SECCA provides critical support to the careers of local artists by providing them with CV enhancing solo exhibitions side by side with our other major exhibitions, and by serving as a gallery for art sales. SECCA provides regional educational opportunities for the creative and cultural industry. SECCA aids in health and well-being of the residents of Winston-Salem by opening up for free our 22-acre grounds for outdoor recreation, including walking, trail running, fishing, biking, and boating, or just enjoying the meditative effects of our galleries and gardens. We offer the therapeutic benefits of art for free in a location that lends itself well to social distancing and outdoor cultural programming. SECCA helps our local culture by exhibiting contemporary art, which has a special ability to facilitate a community's exploration of aesthetics, values, identity, and to commemorate events significant to community members' experiences. We believe that the social bonds built among individuals when they have shared arts experiences can be powerful and lasting, and that these ties are crucial for the flourishing of a diverse community.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director of Marketing and Events	<ul style="list-style-type: none"> • Help to develop and oversee a communications and marketing calendar • Help to develop channel strategy and implementation for branding and events • Provide support and assistance in planning, developing, producing, and delivering marketing materials • Develop, design, and manage the production and distribution of promotional and marketing collateral • Develop social media strategy, calendar and implementation • Design and produce digital assets, including photography, video, infographics, graphic design, etc. • Use contact management system to create and send emails, newsletters, etc. • Write and distribute press releases • Manage web site and online presence • Ensure accuracy in information and proofreading • Analyze marketing and communications programs and make recommendations to adjust strategy and tactics to increase effectiveness 	30	50.00 %

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
Bill Carpenter	Executive Director	\$175,741.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Structure 2021.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.

We recognize that it's our responsibility to be a welcoming cultural and social space that provides opportunities for everyone in the community to find relevance in contemporary art. We understand that our ability to do this ultimately hinges on whether we advance diversity, equity and inclusion at every level of the institution including our leadership, staff, volunteers, members and visitors.

Our strength has been our exhibitions and programming that have featured nationally and internationally recognized artists of colors, but has fallen short on representing those same diverse demographics on the staff and board. In response to this, we have formed a Diversity, Equity, and Inclusion Committee on SECCA Foundation's Board of Trustees. We have developed a Diversity and Inclusion Statement, as well as new policies regarding regular mandatory diversity training, board nominations, and open hiring practices.

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	1					
Professionals	2			2		
Technicians				1		
Office/Clerical				1		
Laborers/Service Workers						
Total Full-Time						

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	1			1		
Technicians						
Office/Clerical						
Laborers/Service Workers				3	1	
Total Part-Time/Temp						

D.8.

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

SECCA FY 2021 Board of Directors (No Compensation).pdf

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

6

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

0

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."

This past year, we hired a new Director of Marketing & Events, who has done an outstanding job of growing our social audience and professionalizing our brand online. With appropriate funding, we will be expanding our paid advertising regionally and developing partnerships with other City cultural partners, regional Arts Council and cultural partners, schools, youth programming, social" influencers", and so forth to expand awareness and drive visitation to SECCA. We would like to build out the Southern Idiom brand , develop new digital content to reach broader audiences and engage with broader Winston-Salem arts community through virtual studio visits, video interviews, editorials exploring lesser known corners of the community's history of art-making and more.

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?

SECCA is free and open to the public five days a week and open late on Thursday for those who work during the day or on weekends. Our marketing currently is very basic focused mainly on local news, social media, posters, and e-newsletters.

E. Cost Effectiveness

Case Id: 11151

Name: SECCA - 2021/22

Completed by devon.mackay@secca.org on 11/20/2020 1:47 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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$795,797.00	\$786,482.00	\$834,353.00
Fundraising	\$89,667.00	\$88,617.00	\$92,705.00
Management and General	\$235,377.00	\$232,622.00	\$231,765.00
Total Expenditures by Program	\$1,120,841.00	\$1,107,721.00	\$1,158,823.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$558,108.00	\$562,370.00	\$552,000.00
Employee Benefits	\$132,900.00	\$139,345.00	\$152,176.00
Facility Rent and Utilities	\$79,000.00	\$80,289.00	\$79,200.00
Training and Conference Registration	\$3,000.00	\$3,000.00	\$4,800.00
Membership and Dues	\$7,200.00	\$7,950.00	\$7,200.00
Travel and Transportation	\$4,250.00	\$5,884.00	\$4,800.00
Grants to Individuals and Organizations	\$8,500.00	\$8,500.00	\$8,400.00
Contracted Fundraising Services	\$0.00	\$0.00	\$15,000.00
Goods Purchased for Resale	\$15,000.00	\$15,000.00	\$15,000.00
Other Contracted Services	\$146,641.00	\$143,115.00	\$151,067.00
Other Operating Expenditures	\$131,242.00	\$107,268.00	\$134,180.00
Capital Outlay	\$35,000.00	\$35,000.00	\$50,000.00
Total Expenditures by Category	\$1,120,841.00	\$1,107,721.00	\$1,173,823.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$390,000.00	\$438,357.00	\$396,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$104,100.00	\$137,645.00	\$145,300.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$164,300.00	\$110,139.00	\$180,000.00
Foundation Grants	\$457,498.00	\$413,659.00	\$432,000.00
Interest and Investment Income	\$5,000.00	\$8,000.00	\$6,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$1,120,898.00	\$1,107,800.00	\$1,159,300.00

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

Other operating expenditures includes primarily exhibition and education related items, as well as, general postage, printing and office supplies.

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

Year	Funding Source	Funding Amount
2020	City	\$0.00

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
Increase Director of Marketing's hours	\$25,000.00	\$0.00	
	\$25,000.00	\$0.00	

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.

We would like to use the requested City funds to increase the number of hours per week that our part-time Director of Marketing works. With additional hours, this employee would be able to design and produce more digital marketing (videos, microsites, artist interviews) and develop more regional relationships for us to spread awareness of SECCA and Winston-Salem's offerings through. Our affiliate North Carolina Museum of Art could be leveraged much more in developing these digital assets and relationships, but it will certainly take up more of our Director of Marketing's time.

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.

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.

If we are not funded in the full amount, we would use whatever partial amount awarded to increase the Director of Marketing's hours.

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.

We believe that increased regional marketing will result in more visitation, which will in turn increase contributed revenue and memberships. We are not asking the City to pay for all the marketing that we feel SECCA needs in order to achieve our objectives. We have also raised funds for these operations from the James G. Hanes Foundation, The Arts Council of Winston-Salem & Forsyth County, the State of North Carolina, and from the individuals that support us.

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.

The number of people that visit us in 2021 and where they come from, especially in view of the pandemic, is not entirely within our control, but can be influenced by the amount of marketing we do and where we place that marketing. It can be influenced by planning diverse events and partnering with other groups to drive attendance. It can be influenced by attempting to schedule more school visits and bring on more regional school partnerships from surrounding counties.

Regarding marketing, we expect that even with increases in marketing, we will learn about additional barriers in our visitor surveys. Our plan is to increase the number of surveys that we have filled out and assess them regularly. These insights will also help us plan better programming to keep pace with our visitation goals.

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

The most significant obstacle for SECCA achieving these programmatic goals is the pandemic. Limits on gatherings, the shutdown, the possibility of future shutdowns, decline in visitation, closure of our school partners, will surely mean that we will have less visitors in 2020-2021. Rather than expect a net growth in regional visitors this year, we would like to use this time to invest in digital marketing, building awareness regionally, and developing regional partnerships. If there is a possibility that the public will be looking to explore more of the region this year, we want to be poised in terms of marketing to take advantage of that. We would like to set ourselves up well for a significant post-pandemic increase in regional visitors.

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:	\$25,000
Number proposed to be served for the year:	4000
Average City funds per beneficiary:	\$6.25
Proposed funds from all sources:	
Number proposed to be served for the year:	
Average total funds per beneficiary:	

F. Required Documents

Completed by devon.mackay@secca.org on 11/20/2020 1:48 PM

Case Id: 11151

Name: SECCA - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
Conflict of Interest Policy.pdf

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
SECCA Foundation Final 990 Public Disclosure.pdf

- Organization By-Laws *Required**
SECCA_Amended and Restated Bylaws_November 2020.pdf

- Articles of Incorporation *Required**
Articles of Incorporation.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
SECCA Employee Handbook.pdf

- IRS 501(c)3 Designation Letter *Required**
IRS 501(c)3 Designation Letter_Reinstated.pdf
IRS 501(c)3 Designation Letter Original.pdf

Audited financial statements or a third-party review ***Required**

SECCA audit 2019.final.pdf

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

***Required**

Secretary of State.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11151
Name: SECCA - 2021/22
Address: *No Address Assigned

Completed by devon.mackay@secca.org on 11/20/2020 1:48 PM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by devon.mackay@secca.org on 11/20/2020 1:48 PM

Case Id: 11151

Name: SECCA - 2021/22

Address: *No Address Assigned

H. Construction/Rehab Only

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

H.1. Describe the proposed project, including any 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, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

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	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 devon.mackay@secca.org on 11/20/2020 1:48 PM

Case Id: 11151
Name: SECCA - 2021/22
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 devon.mackay@secca.org on 11/20/2020 1:48 PM

Case Id: 11151

Name: SECCA - 2021/22

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 devon.mackay@secca.org on 11/20/2020 1:48 PM

Case Id: 11151

Name: SECCA - 2021/22

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.

Devon MacKAY

Electronically signed by devon.mackay@secca.org on 11/20/2020 1:48 PM