

A. Organization & Contact Information

Case Id: 11096
Name: Reynolda House - 2021/22
Address: *No Address Assigned

Completed by morales@wfu.edu on 11/17/2020 9:28 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

FY22 Exhibition Program

A.3. FY 2021-22 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$3,833,427.00

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

7/1-6/30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Allison Perkins, Executive Director

A.13. Email

perkinac@reynolda.org

A.14. Phone

(336) 758-3095

CONTACT

A.15. Name, Title

Sara Morales, Grants & Stewardship Manager

A.16. Email

morales@reynolda.org

A.17. Phone

(336) 671-5381

BOARD CHAIR

A.18. Name

David Neill

A.19. Term Expiration

06/30/2022

A.20. Email

dneillmb@gmail.com

A.21. Phone

(336) 922-0404

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B. Project Overview

Completed by morales@wfu.edu on 11/20/2020 4:09 PM

Case Id: 11096

Name: Reynolda House - 2021/22

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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?

In FY21-FY22 Reynolda House will present two important and timely exhibitions.

The Voyage of Life: Art, Allegory, and Community Response

July 16–December 12, 2021

In this exhibition drawn from Reynolda's renowned permanent collection, three centuries of American art will illuminate the chapters of every individual life. Each of us "plays in his or her time many parts," attaining awareness as children, striking out as individuals, embracing or avoiding change during adulthood, and learning new ways of being in old age. Works by artists including Lee Krasner, Robert Colescott, Keith Haring, and Grant Wood will reveal critical moments in the voyage of life, with its heydays, rough patches, and new starts. Community members of all ages will make correlations between the art and their own experience, and these observational epiphanies will accompany curatorial descriptions throughout the exhibition. Winston-Salem residents' memories of heydays and rough patches -- of the life events that helped them to "become who they are" -- will appear on the exhibition's walls in response to and conversation with the works of art. New acquisitions and promised gifts will also be featured, demonstrating the Museum's goal of increasing representation by artists of color, and select loans from Wake Forest University and Winston-Salem State University will complement Reynolda's holdings, mirroring the city's remarkable collecting legacy. The Voyage of Life is poised to be the most inclusive exhibition since the opening of the Babcock Wing in 2005.

This exhibition coincides with a new initiative, currently underway, to build a more inclusive collection at Reynolda. To enable the Museum to better reflect the community it serves, it must have more works that reflect women and artists of color. In FY21 the Museum will identify and acquire selected photographs and prints by artists whose stories will strategically expand Reynolda's collection of American art. These will be showcased in the fall 2021 exhibition.

Black is Beautiful: The Photography of Kwame Brathwaite

February 4 to May 8, 2022

Organized by Aperture Foundation, New York and Kwame S. Brathwaite.

In the late 1950s and throughout the 1960s, Kwame Brathwaite used photography to popularize the political slogan "Black Is Beautiful." This exhibition—the first ever dedicated to Brathwaite's remarkable career—tells the story of a key figure of the second Harlem Renaissance. Inspired by the writings of activist Marcus Garvey, Brathwaite, along with his older brother, Elombe Brath, founded the African Jazz Arts Society and Studios (AJASS) and the Grandassa Models. AJASS was a collective of artists, playwrights, designers, and dancers. Grandassa Models—the subject of much of this show's contents— was a modeling agency for black women, founded to challenge white beauty standards. From stunning studio portraits to behind-the-scenes images of Harlem's artistic community, including Max Roach and Abbey Lincoln, this show offers a long-overdue exploration of Brathwaite's life and work.

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Reynolda House requests \$50,000 from the City of Winston-Salem to support the exhibition loan fee and insurance for Black is Beautiful, exhibition marketing for the year, and a portion of the salary for the Manager of Community and Academic Learning who will manage public programming for both exhibitions.

In response to the pandemic, Reynolda House was closed from March-October, 2020. Reynolda Gardens remained open and served

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

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. All school-age group tour visitors receive complimentary family passes to return to the Museum on their own with two adults. Citizens of the “City of Arts and Innovation” have access to the nationally-recognized arts experiences in their own community. These experiences build empathy, cultural competency, and civic engagement.

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

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.

Reynolda’s free app, Reynolda Revealed, is available on smartphones and via the web in English and Spanish. Visitors can check out a complimentary iPad while at the Museum to access the app.

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 at no charge.

Visitors are now invited to bring small strollers through the Historic House

Lightweight gallery stools may be requested at the front desk at no charge.

Public elevators provide access to all levels of the Museum.

Public restrooms with accessibility features are located in the historic house and on the main and gallery levels of the Babcock Wing. Non-gendered bathrooms are available in the Historic House.

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

In 2021 Reynolda will launch a new website that prioritizes accessibility and usability. The new website will align with the brand platform introduced in 2018, which synthesizes the online presence of the museum, Reynolda Gardens, and Reynolda Village as Historic Reynolda. Reynolda will rebuild its online collections into the eMuseum platform and build a new digital education wing that will provide searchable databases for collections objects, lesson plans, digital tours, and online programming. COVID-19 further stresses the urgent need for a technological infrastructure that will support these efforts to produce a user-friendly digital experience for those who are unable to visit the Museum in person.

The new digital wing will allow Reynolda to showcase its meaningful partnerships with the Winston-Salem community by making its inclusive programming more accessible than ever before. Previously program recordings were stored in the on-site archive that limited access only to researchers familiar with the respective technology (ex. Audio tape, VHS, etc). Going forward, and for the first time, recorded virtual programs will be uploaded to the new website with closed captioning. Such programs often feature community leaders speaking to a particular theme or community concern as it relates to the art and history at Reynolda, which serves to more fully diversify Reynolda’s voice.

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

109

Maximum Number of Participants to Be Served at a Single Time

393

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

40,000

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.

Reynolda’s primary audience comes from North Carolina, specifically the Piedmont Triad region.

In a typical year, approximately 40,000 people visit Reynolda House each year. Another 75,000 people visit Reynolda Gardens and Reynolda Village, but a third of them have never visited Reynolda House. This represents an area of opportunity—visitors who are on the estate but not yet experiencing the rich history of Reynolda. The number of outdoor visitors to Reynolda has increased exponentially during the COVID pandemic.

Efforts to Broaden Reynolda’s Audiences:

Reynolda is in the process of updating its strategic vision and outline specific goals for FY22-FY24. An ongoing strategic priority for Reynolda, outlined in its 2017 strategic plan, is to reflect our local community. Over the last three years Reynolda has prioritized diversifying its Board of Directors. The FY21 Board of Directors represents a diverse spectrum of race, ethnicity, gender, and profession.

Although Reynolda does not track the demographics of each visitor, the Museum seeks to engage broad audiences through reducing admission barriers, establishing and maintaining community partnerships, and providing a variety of program and educational opportunities.

As part of this commitment, Reynolda has worked to increase staff and volunteer understanding of Diversity, Equity, Accessibility, and Inclusion (DEAI) issues through ongoing training and education opportunities. Museum leadership has worked closely with Wake Forest University through the Office of Diversity and Inclusion and the Office of Civic & Community Engagement to inform DEAI efforts. Last year, all full- and part-time staff participated in gender awareness workshops. Most recently, Executive Director Allison Perkins is participating in a campus-wide White Learning and Accountability Group.

These DEAI efforts were strengthened in recent years through funding from the Walton Family Foundation and Ford Foundation that allowed for staff training and professional development opportunities alongside the intern and fellowship programs for underrepresented students and young professionals at Reynolda. Walton and Ford awarded funding to Reynolda in recognition of the breadth of its educational mission during the inaugural year of a joint program to diversify professionals in the art museum field.

This work will continue through racial equity training and planning for staff that will take place this fall, led by Dina

Bailey, CEO of Mountain Top Vision. Results will inform the specific 3-year goals and actions for Fy22-FY24 positioned within a DEAI framework.

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 House's primary purpose is to be a place where all visitors can learn, imagine, and find meaning. For fifty years, Reynolda House has been known for having one of the finest American art collections in the nation. Support from the City of Winston-Salem will allow Reynolda House to continue excellent stewardship of its collections, providing high quality educational programming to the citizens of Winston-Salem, and welcoming important American art exhibitions to the city, so that Winston-Salem citizens can view incredible works of American art right in their hometown. Learning is becoming increasingly characterized by self-directed, experiential, and social opportunities designed to foster the 21st century skills of innovation, creativity, and collaboration. Reynolda has demonstrated its ability to adapt to this new era of digital learning through offering virtual programming, art activities that can be completed at home, opportunities to connect virtually with community members, and holding space for difficult conversations.

In 2020 Reynolda participated in a nation-wide research study led by Culture Track. The study is designed to understand how arts and culture organizations can help their communities during a time of crisis. The official data has not been released yet, but preliminary findings are below:

The pandemic is impacting BIPOC audiences disproportionately.

In terms of general needs during COVID-19, Blacks or African Americans are mostly likely to want to stay informed with trusted information--a quality that is not in the top three priorities among any other racial or ethnic group

While creative activities are on the rise across many racial groups, Hispanics or Latinx Americans are participating in creative activities at higher rates than most other racial groups during COVID.

Digital content:

Before COVID, arts and cultural organizations were more important to certain BIPOC communities than the overall population (especially for both Hispanics and Multiracial Americans) and for these groups perceptions of the importance of cultural arts has increased further during the pandemic

Digital offerings from cultural organizations during COVID are reaching an audience broader than recent in-person attendees

Of the people using digital content from art museums, those who had not been to an art museum in person in the past year were twice as likely to be Black or African American than those who had been in person.

Summary of key findings:

There are three types of change that Americans want to see in the arts and cultural organizations:

Becoming more community and people centered (this desire is ranked high among BIPOC audiences)

Offering a more casual enjoyment

Providing more engaging and personally relevant content

Digital demand is broad and wide...and more is more

The broader the range of content and experiences an organization offers and the greater incentives for frequent experience, the greater the opportunity to cultivate higher levels of digital participation across diverse audience segments

Digital can reduce the threshold of fear for new audiences

For Reynolda specifically, digital engagement is on the rise.

Reynoldahouse.org has seen a 200-300% increase in online users

97% of users are new visitors to the website

In October-November, there were 114k Reynolda House searches on Google
The 3-D tour of Tiffany has garnered more than 1,500 impressions since its release on Oct. 26
Virtual programs have allowed us

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?

The examples below represent the types of programs and partnerships Reynolda seeks to create during the FY22 year. Specific details will be shared with the City of Winston-Salem throughout program development.

Fall 2021

PROGRAM: Endia Beale, photographer and past director of Winston-Salem State University's Diggs Gallery, will discuss her work as it relates to the season's exhibition. In her artwork themes of identity and how it changes over a lifetime relate specifically to Reynolda's The Voyage of Life: Art, Allegory, and Community Response. Reynolda's constituents rarely hear from living artists and this program represents the opportunity to feature a local, professional artist and person of color.

ABOUT BEALE: As a Black female photographer, her work merges fine arts with social injustice. She uses photography and video to reveal the often overlooked and unappreciated experiences unique to people of color. Her first book was published in 2020 titled Performance Review.

PUBLIC PARTNERS: Winston-Salem State University's Diggs Gallery, SECCA, Sawtooth School for Visual Art, Hanes Art Gallery at Wake Forest University. (Pending confirmation)

PARTNERSHIP(S): Full partnership with Beale and the nonprofit arts organizations listed above will require additional planning steps, but will ultimately benefit from:

increased visibility in terms of operation

community accountability from shared stakeholders in terms of oversight

shared performance measurement format for shared reporting

Spring 2022

Outdoor concert with digital art installation featuring Winston-Salem

Programmatic collaboration with local photographers, local jazz musicians, and public art organizations

PROGRAM: As a local jazz band performs mid-century jazz hits on the front lawn of Reynolda, photographs will be projected on a large outdoor movie screen featuring community-sourced photographs of Winston-Salem's African American community today. In partnership with hobbyist photography groups, Reynolda will invite regional photographers to submit original images of our community that reference Brathwaite's perspective through a twenty-first century lens. Photo submissions will be gifted to the Winston-Salem African American Archive, with artist permissions.

ABOUT: Kwame Brathwaite started his career photographing musicians playing in jazz clubs. He strove to capture the musicality and mood of the genre in his images, and the inherent radicality of jazz became an essential influence on his politics and photo practice.

PUBLIC PARTNERS: LGBT Photography Club (part of NorthStar), Winston-Salem African American Archive, Newcomers & Neighbors of Winston-Salem, Sawtooth School for Visual Art, Hanes Art Gallery at Wake Forest University. (Pending confirmation)

PARTNERSHIP(S): Full partnership with local musicians, photographers, and nonprofit organizations listed above will require additional planning steps, but will ultimately benefit from:

grassroots participation in terms of operation

uphold artistic standards in terms of oversight

shared performance measurement format for shared reporting

Additionally, as in years past, Reynolda intends to be a venue for the National Black Theater Festival in summer 2021. In spring 2022, alongside Black is Beautiful exhibition, Reynolda intends to pursue a joint programming and tourism partnership with the NC Black Repertory Company and Visit Winston-Salem that will be shared and published during the Black Theater Festival in 2021.

IDIS Setup

No data saved

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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 morales@wfu.edu on 11/20/2020 10:56 AM

Case Id: 11096

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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.

Reynolda House prioritizes evaluation in a variety of contexts. Staff members develop annual plans-of-work that and participate in job performance evaluations bi-annually.

Composed of individual scholars, colleagues, and donors, Reynolda's National Advisory Council focuses on strategic issues and helps with information and advice, connections and advocacy. Members also make themselves available for consultation with staff as needed. In the past three years, the Council has provided input on such topics as online impact, interpretation and relevance at their annual meetings.

Individual Museum programs incorporate feedback tools, both internal and external, that provide opportunities for reflection, planning, and continuous improvement.

New this year, Reynolda House is working with students in the Master of Science in Business Analytics program at Wake Forest University to complete an economic impact study for Reynolda House. The study will analyze the impact

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of Reynolda’s programs, exhibitions, and events on the overall economy of Winston-Salem. The study will be finalized in spring 2021, and Reynolda looks forward to sharing those results with the City of Winston-Salem.

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 through its online Ticketing platform Ticketleap. 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.

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
Evolve with Our Visitors	Introduce new, engaged humanities exhibitions and programming in ways that respond to visitors	Modified educational programming to respond to needs of individuals and families learning at home	Launch new reynolda.org with a focus on accessibility and usability for digital visitors	Host Voyage of Life and Black is Beautiful, with targeted marketing and programming that invites diverse community perspectives and strong local

				partnerships
Uphold Excellence in Practice & Place	Maintain care of collections & historic buildings in support of preservation goals	Completed comprehensive planning and strategy development for major capital projects that will take place over the next two years.	Complete Reynolda Gardens infrastructure projects to maintain outdoor spaces as a free, community asset	Complete roof rehabilitation project; Successfully complete the re-accreditation process through the American Alliance of Museums.
Create an Environment Where People Thrive	Reynolda's staff and volunteers support and champion each other, and we make measurable progress on diversity and inclusion.	Successful COVID response team planning and implementation, adapting and reopening safely during an unprecedented closure and global pandemic	Complete baseline DEAI training with staff and board that will result in recommendations for how the institution can continue to prioritize this work going forward	Make measurable progress toward diversifying full and part-time staff and volunteers
Align Finances with Aspirations	Secure funding for programs, exhibitions, and capital needs	Retained full-time staff through the COVID-19 closure	Complete fundraising for the roof rehabilitation	Secure endowment funding to reduce overall endowment draw to 5%

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	40,051	40,051
FY 20-21 Current Year Projected Results	20,000	20,000
FY 21-22 Next Year Anticipated Results	40,000	40,000

C.6. FY 19-20 Program Accomplishments

In FY20, Reynolda hosted Leyendecker and the Golden Age of American Illustration. Leyendecker was one of the most important illustrators in the first half of the 20th century. His work influenced the artistic style of Norman Rockwell. This was the Museum's first exhibition focused on illustration and its first to explore the work of an openly gay artist.

Reynolda closed its second year of the Diversifying Art Museum Leadership Initiative, funded by the Ford Foundation and the Walton Family Foundation. Reynolda was 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 welcomed seven undergraduate students as paid interns and two full-time fellows. Additionally, the funding has provided for several professional development opportunities for full and part-time staff members related to diversity, equity, and inclusion issues.

Reynolda's painting, "Bootleggers" (Thomas Hart Benton) was chosen for funding from the Bank of America Art

Conservation 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 2019 at the Museum of Modern Art in New York.

Through The challenges of 2020, Reynolda successfully achieved important financial milestones. This includes:

- Reaching 97% of its \$1.68 million goal for the Roof Rehabilitation. While originally scheduled to be completed in 2020, work has been delayed until July 2021, to be completed by the end of the year.
- Reynolda launched a new initiative to raise \$600,000 for crucial infrastructure projects at Reynolda Gardens. These projects will be critical in continuing to build and protect Reynolda Gardens as a community asset.
- Reynolda House was able to successfully retain all full-time staff during the COVID pandemic closure, and, at the Museum’s reopening in October, re-hired all part-time staff.

Collaboration Highlights from FY20:

- A sold-out concert by the Puerto Rican duo, Hermanos Sanz, in partnership with the Hispanic League -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
- 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
- In Love with the Arrow Collar Man: The Southern premier of Lance Ringel’s play celebrating the story of J.C. Leyendecker and his life partner, Charles Beach. The performance was in partnership with the Little Theatre of Winston-Salem
- Reynolda staff created free, take home art kits with instructions in English and Spanish that were distributed through the Hispanic League

C.7. FY 21-22 Key Objectives

This year will focus heavily on equity and inclusion with a primary goal of inviting the community to participate in and be reflected in our programming and exhibitions. An integral part of this work will be executed through the new website, reynolda.org, which will promote a new digital wing that provides more immersive and integrated experiences across Reynolda.

Goals from Reynolda’s strategic plan

Evolve with our visitors

Uphold excellence in practice and place

Align finances with aspirations

Create an environment where people thrive

D. Organizational Capacity

Completed by morales@wfu.edu on 11/20/2020 10:57 AM

Case Id: 11096

Name: Reynolda House - 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?

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. 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.

Reynolda attracts and obtains high-quality exhibitions from renowned institutions across the country. Visitors are drawn to Reynolda for the opportunity to view these remarkable exhibitions, explore the gardens and grounds, and participate in creative events and programs.

The Museum prioritizes strong partnerships with local community organizations, and is committed to making its programs and content accessible to Spanish-speaking audiences through bi-lingual interpretation in its changing exhibitions, programming material, and through its award-winning free app, Reynolda Revealed.

The FY22 exhibitions, described in detail in section B, support Reynolda's mission to provide innovative programs and exhibitions to our community.

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 is part of the mosaic that defines Winston-Salem as a "City of Arts and Innovation." Reynolda serves the City of Winston-Salem in two major ways. One, by offering high-quality educational experiences to our citizens through nationally-recognized art. Two, by serving as an economic drive for the city. At a 1967 dinner to celebrate the opening of Reynolda House Museum of American Art, Museum founder Barbara Millhouse remarked,

"If one is to predict the locations of industrial centers of tomorrow, it has been said that instead of the natural resources such as iron or coal attracting the industry to a specific location, a different kind of resource will be sought out in the future. That resource will not be availability of raw materials so much as the availability of talent, good schools and colleges, good climate cultural institutions"

She concluded her remarks by saying

“Not only then, is the purpose of the Reynolda House collection to enrich the quality of human experience, but also to stimulate continued prosperity in the region.”

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).

Educational programs have benefited the community since 1967. 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.

Though the Museum was closed for six months in 2020, Reynolda's landscape provided a place of respite for thousands during this crisis. Reynolda House staff members quickly pivoted to providing creative online content for people of all ages. These digital programs provide opportunities to explore Reynolda's collections and history in a variety of ways, supporting families as they learn at home and helping to connect people through online conversations.

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
Manager of Community and Academic Learning	Planning public programs, contracting with speakers and presenters, coordinating with community partners, coordinating public outreach, overseeing event logistics.	35	21.00 %

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	\$233,070.00	0.00 %
Phil Archer	Deputy Director	\$90,000.00	0.00 %
Stephan Dragisic	Director of Advancement	\$85,000.00	0.00 %
Kim Hampton	Director of Finance and Operations	\$105,575.00	0.00 %
Kaci Baez	Director of Marketing and	\$65,000.00	0.00 %

	Communications		
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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 works closely with the University’s Human Resources department to identify and reduce cultural assumptions and prejudices in recruitment and hiring. This includes 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>

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	2			3		1
Professionals	5		1	14		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians	6	1	3	13	1	1
Office/Clerical	2			9		1
Laborers/Service Workers	1	2			2	
Total Part-Time/Temp						

D.8.

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

FY21 Reynolda House 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."

Planning is underway for both exhibitions now.

The Voyage of Life: Art, Allegory, and Community Response

July 16–December 12, 2021

Advertising will begin: July 2021

Programs:

December 2020, Albert pitches exhibition-themed programs to desired community partner organizations and inquires after program talent availability.

Spring 2021, Albert pursues commitment from community partner organizations and finalizes contracts for Fall 2021 exhibition-themed program talent.

July-December 2021, offers exhibition-themed educational programs.

Spring 2022, Albert implements analysis of community feedback to provide funders with final metrics.

Black is Beautiful: The Photography of Kwame Brathwaite

February 2 - May 8, 2022

Advertising will begin: An early marketing push will occur in summer 2021, in partnership with Visit Winston-Salem and the National Black Theatre Festival. Broader marketing will begin in November 2021

Programs:

Spring 2021, Albert pitches exhibition-themed programs to desired community partner organizations and inquires after program talent availability.

Summer 2021, Albert pursues commitment from community partner organizations and finalizes contracts for Spring 2022 exhibition-themed program talent.

February-May 2022, offers exhibition-themed educational programs.

Summer 2022, Albert implements analysis of community feedback to provide funders with final metrics.

The execution of the exhibitions, marketing, and programs described above are contingent upon obtaining the required funding and the absence of any future virus-related closures.

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 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

Since 2018, exhibition text and panels are presented in Spanish and English.

With the launch of the new Reynolda.org, much of the Museum's content will be available in English and Spanish.

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: 11096

Name: Reynolda House - 2021/22

Completed by morales@wfu.edu on 11/20/2020 4:19 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	\$2,836,735.00	\$2,836,735.00	\$2,836,735.00
Fundraising	\$498,345.51	\$498,345.51	\$498,345.51
Management and General	\$498,345.51	\$498,345.51	\$498,345.51
Total Expenditures by Program	\$3,833,426.02	\$3,833,426.02	\$3,833,426.02

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$1,933,505.09	\$1,933,505.09	\$1,933,505.09
Employee Benefits	\$529,208.35	\$529,208.35	\$529,208.35
Facility Rent and Utilities	\$448,741.65	\$448,741.65	\$448,741.65
Training and Conference Registration	\$12,293.58	\$12,293.58	\$12,293.58
Membership and Dues	\$20,098.32	\$20,098.32	\$20,098.32
Travel and Transportation	\$97,344.76	\$97,344.76	\$97,344.76
Grants to Individuals and Organizations	\$927.53	\$927.53	\$927.53
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$55,619.64	\$55,619.64	\$55,619.64
Other Contracted Services	\$165,678.27	\$165,678.27	\$165,678.27
Other Operating Expenditures	\$570,009.81	\$570,009.81	\$570,009.81
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$3,833,427.00	\$3,833,427.00	\$3,833,427.00

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	\$50,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$250,000.00	\$250,000.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$467,980.00	\$467,980.00	\$465,980.00

Memberships	\$304,306.00	\$304,306.00	\$304,306.00
Donations	\$763,612.00	\$763,612.00	\$763,612.00
Foundation Grants	\$167,532.00	\$167,532.00	\$167,532.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$405,000.00	\$405,000.00	\$405,000.00
Other	\$1,471,996.00	\$1,471,996.00	\$1,674,995.00
Total Revenues by Category	\$3,830,426.00	\$3,830,426.00	\$3,831,425.00

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
2017	Arts and 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
Loan participation fee for Black is Beautiful	\$16,250.00	\$0.00	
Shipping fees for Black is Beautiful	\$6,000.00	\$0.00	
Marketing for both Voyage of Life and Black is Beautiful	\$15,000.00	\$55,000.00	Individual gifts, foundation and corporate support
Salary and fringe benefits for Manager of Community and Academic Learning	\$12,750.00	\$49,106.00	Individual gifts, foundation and corporate support
Other Program, Education, and Marketing Staff Salaries	\$0.00	\$377,980.00	Individual gifts, foundation and corporate support
	\$50,000.00	\$482,086.00	

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.

\$16,250 - Loan participation Fee - this is the total cost for Reynolda to borrow the Black is Beautiful exhibition from the Aperture Foundation in New York.

\$6,000 - Shipping Fee - this is the total estimated cost to ship the works from New York to Reynolda for Black is Beautiful.

\$15,000 - Marketing - Reynolda House will launch a broad marketing campaign for both Voyage of Life and Black is Beautiful. Details of the marketing plan can be shared when they are finalized. But marketing will include targeted print and digital, both locally and regionally, to draw tourism dollars to Winston-Salem.

\$12,750 - Salary & Benefits - Reynolda requests support for the salary and fringe benefits for Amber Albert, Manager of Community and Academic Learning. This role is responsible for creating and implementing a comprehensive public programming schedule for the year centered around these exhibitions. This funding will support approximately 21% of Albert's time in FY22.

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.

N/A

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.

This year's request is to support exhibition-related and programming expenses for FY22. The Museum will continue to seek funding from additional sources including individual, corporate, and other public support.

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.

Reynolda House regularly seeks support from individual donors, foundations, corporations, and public sources for its exhibitions, programming, and other special projects. Support from the City of Winston-Salem will illustrate the local community's commitment to arts, culture, and tourism, and enable Reynolda to garner additional support and collaborations from local partners.

While Reynolda House seeks to continually diversify its funding sources, public funding is an important part of Reynolda's ability to achieve its mission. For example, Reynolda House has received public funding for its roof rehabilitation that will be completed in 2021; the free app, Reynolda Revealed, was supported through public funding; in 2020 Reynolda House received operating support from the State of North Carolina through the CARES Act to help with staff retention during the COVID crisis.

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.

In terms of programmatic barriers, Reynolda foresees complications with traditional on-site programming as well as the museum's perceived reputation as an elitist institution.

First, capacity limitations due to COVID are compounded by Reynolda's location outside the immediate downtown area. Pivoting Reynolda's programming to reach diverse digital audiences will allow the Museum to continue to fulfill its mission while also reaching new constituencies.

The second barrier will admittedly take many years of concerted outreach efforts defined by a renewed commitment to honest, timely, and sustained communication. That said, in the short term (FY22) offering educational programs

that feature people of color addressing universal themes, represent earnest first steps toward strengthening Reynolda’s reputation as a community space and building public trust.

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

It is clear that Reynolda, along with all community and cultural organizations, must be prepared for future health-related concerns and have plans in place to quickly shift policies and implementation methods. This includes providing digital program offerings whenever possible, utilizing outdoor spaces, providing clear communication about health and safety policies in the Museum, and preparing financially for possible service disruptions. Reynolda leadership intends to use the lessons of 2020 to prepare the Museum to address future challenges.

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:	50000
Number proposed to be served for the year:	40000
Average City funds per beneficiary:	1.25
Proposed funds from all sources:	482086
Number proposed to be served for the year:	40000
Average total funds per beneficiary:	12.05

F. Required Documents

Completed by morales@wfu.edu on 11/18/2020 10:39 AM

Case Id: 11096

Name: Reynolda House - 2021/22

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**
2019 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

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

Audited financial statements or a third-party review *Required

FY19 Audited FS_ReynoldaHouseInc_issued 11.6.2019.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

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11096
Name: Reynolda House - 2021/22
Address: *No Address Assigned

Completed by morales@wfu.edu on 11/20/2020 4:09 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 morales@wfu.edu on 11/20/2020 4:10 PM

Case Id: 11096

Name: Reynolda House - 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 morales@wfu.edu on 11/20/2020 4:10 PM

Case Id: 11096

Name: Reynolda House - 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 morales@wfu.edu on 11/20/2020 4:10 PM

Case Id: 11096

Name: Reynolda House - 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 morales@wfu.edu on 11/20/2020 4:32 PM

Case Id: 11096

Name: Reynolda House - 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.

Sara Morales

Electronically signed by morales@wfu.edu on 11/20/2020 4:32 PM