

A. Organization & Contact Information

Case Id: 16243
Name: Reynolda House - 2023/24 - 2023/24
Address: *No Address Assigned

Completed by chris@reynolda.org on 11/18/2022 4:00 PM

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

Operating Support

A.3. FY 2023-24 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$4,456,346.00

A.5. Mailing Address

P.O. Box 7287 Winston-Salem, NC 27109

A.6. Project/Program Location Address

2250 Reynolda Road Winston-Salem, NC 27106

A.7. Organization Website

www.reynolda.org

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

1965

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

560810676

A.11. Federal DUNS Number

1034935990000

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Allison Perkins, Executive Director

A.13. Email

allison@reynolda.org

A.14. Phone

(336) 758-3095

CONTACT

A.15. Name, Title

Chris Scudder, Grants and Stewardship Manager

A.16. Email

chris@reynolda.org

A.17. Phone

(336) 758-5381

BOARD CHAIR

A.18. Name

Cyndi Skaar

A.19. Term Expiration

06/30/2024

A.20. Email

cyndiskaar@gmail.com

A.21. Phone

(336) 416-0619

B. Project Overview

Completed by chris@reynolda.org on 11/18/2022 4:00 PM

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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?

Reynolda House requests \$50,000 from the City of Winston-Salem to support general operating expenses in fiscal year 2023-2024. With an investment from the City, the Museum will be empowered to advance its long-term strategic directions, namely to: 1) Evolve with our visitors; 2) Uphold excellence in practice and place; 3) Create an environment where people thrive; and 4) Align finances with aspirations. Funds will be used to bolster marketing efforts that both inform local residents and encourage visitors from out-of-market to spend time and money in the community. Additionally, funds will be used to ensure the preservation of the historic site through critical investments in rising utility costs. Together, with your support, Reynolda House and the City can advance shared goals including economic vitality and diversity, travel and tourism promotion, livable neighborhoods, and the preservation of historic resources.

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

Reynolda House is committed to inclusion and accessibility for all participants. The Museum offers free admission for all children under 18, college students, active or retired military personnel, and Wake Forest University and Atrium Health Wake Forest Baptist employees.

Importantly, earlier this year, Reynolda House announced its participation in the national Museums for All program. Through Museums for All, those receiving food assistance (SNAP benefits) can gain free admission to Reynolda House Museum of American Art simply by presenting their SNAP EBT (Supplemental Nutrition Assistance Program Electronic Benefit Transfer) card. Museums for All is an access program that encourages individuals of all backgrounds to visit museums regularly and build lifelong museum habits. The cost of museum admission can be a barrier for many low-income families. Reynolda House provides free admission to visitors presenting their EBT card. This rate is available during all normal operating hours to up to four individuals per EBT card. With a year-round open door policy, Museums for All invites low-income visitors to feel welcome at cultural institutions, including Reynolda House. Museums for All is an initiative of the Institute of Museum and Library Services (IMLS), a federal agency based in Washington, DC. The initiative is administered by the Association of Children's Museums through a cooperative agreement with IMLS.

Since 2017, Reynolda House has made admission passes available at each location of the Forsyth County Public Library. These passes, in both English and Spanish, can be checked out with a valid library card from any of the library locations. In these ways, Reynolda House continues to provide high-quality exhibitions and inspiring programs for the community, while significantly reducing financial barriers for visitors.

Reynolda strives to make our buildings, galleries, grounds, and programs accessible to all of our visitors:

- Four handicap accessible parking spaces are available immediately adjacent to the Museum entrance.

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- Visitors who use wheelchairs and/or walkers may access the main entry using a side ramp.
- Two wheelchairs are available for visitors to use upon request 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.
- Accompanying sign language interpreters or any other assistance staff with a guest are welcome at no additional charge.
- Service animals are welcome in the Museum.
- Printed object labels are ADA compliant, and exhibition texts in the Babcock Wing gallery are printed in both Spanish and English.
- Benches, sofas, and armchairs are available in several locations for visitor rest and relaxation. Teachers may request in advance to have stools placed in several locations for sketching in the galleries.

Altogether, those who experience Reynolda House are inspired to learn, escape, imagine, and find meaning.

NEED (7 POINTS)

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

In the City of Arts and Innovation, Reynolda House meets the needs to enhance economic vitality and diversity and to support livable neighborhoods by connecting visitors with the beauty and complexity of the American story. By promoting tourism and providing significant return on investment, the Museum contributes to a tax base sufficient to fund other community services. Further, Reynolda House celebrates our shared values, history, and culture in ways that contribute to an environment where people feel welcome, want to spend time, and want to interact.

Per an economic impact study, Reynolda generated \$65+ million in total economic output, and contributed to 4,000+ jobs, \$1+ million in local taxes, and 10,000+ volunteer hours in 2019 alone to the local community. As an ecosystem, Reynolda House, Gardens, and Village are a tourist destination attracting tens of thousands of visitors each year. Funding from the City of Winston-Salem will enhance the efforts of Reynolda House to sustain operations and even more effectively market its exhibitions and programs both to the community and visitors from across the nation.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

From classes and workshop programs to guided tours and research resources, Reynolda House helps further visitors' understanding of American art, nature, and history. Reynolda offers a wide variety of learning opportunities and curricular connections for students. Resources are available both online and in-person. Together, the Museum's art collection and extensive historic estate create an interdisciplinary learning lab that complements the traditional classroom experience. Rotating exhibitions and the changing seasons will keep the Museum's content fresh and engaging for visitors. Indeed, Reynolda welcomes learners of all ages who may have a range of interests.

In all of this work, Reynolda House collaborates with both public and private organizations to advance shared missions and enhance quality of life. Partners have included Delta Arts Center, a/perture Cinema, Wake Forest University, UNCSA, The Hispanic League, Forsyth County Public Library, Arts Council of Winston-Salem & Forsyth County, Bookmarks, and many more. Additionally, Reynolda House has served as a partner venue for the National Black Theatre Festival. Reynolda House has defined a diverse group of individuals as its core audience, known as "deliberate explorers", who are invited to escape, learn, and connect with themselves and others. Together with our partners, through innovative public programs and arts partnerships, Reynolda House supports the arts and culture that define Winston-Salem as the

City of Arts and Innovation.

C. Strategy and Performance

Completed by chris@reynolda.org on 11/18/2022 4:01 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

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

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

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. 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. 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 as well as visitor preferences for communications and marketing.

Teaching and Learning department staff members monitor progress through surveys and evaluations of Museum programs and participants throughout the year. Website and social media metrics are regularly monitored. The free Reynolda Revealed app includes a voluntary survey for users. Data from the survey allows staff members to monitor

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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 contributors, and monthly budget and membership reports.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

Reynolda House prioritizes evaluation in a variety of contexts. Staff members develop annual plans-of-work and participate in job performance reviews on a regular schedule. Museum programs incorporate feedback tools, both internal and external, that provide opportunities for reflection, planning, and continuous improvement. The new reynolda.org provides increased opportunities to understand visitor demographics and adjust content and strategy as needed.

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

Performance measures can be quantitative and/or narrative.

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

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Evolve with our visitors.	Our visitors will feel welcome to learn, imagine, and find meaning throughout Reynolda. The Reynolda experience is unified, magnetic, dynamic, and inclusive, and we can measure its success.	Hosted Voyage of Life and Black Is Beautiful exhibitions, with targeted marketing and programming that invited diverse community perspectives and strong local partnerships.	Announce new acquisitions by artists of color and women artists, powered by the designated Fund for a More Inclusive Collection. Promote benefits of Museums for All program widely to expand participation to 100 families per month.	Ensure comprehensive interpretation of art collection is accessible to daily visitors. Grow attendance (from both city residents and out-of-market visitors) to match or surpass pre-pandemic levels.
Uphold excellence in practice and place.	Preserving and sharing Reynolda’s collections, grounds, and buildings is a unified point of pride. We will enhance stewardship and sharing of our unique assets.	Completed the roof rehabilitation project and maintained and shared the historic site with visitors.	Obtain sixth AAM re-accreditation for Reynolda House. Integrate Reynolda's planning with broader comprehensive strategic planning efforts. Secure funding for the Museum for the design and	Merge Museum and Gardens volunteer training and management. Ensure ongoing and active preservation of the historic site by bolstering Reynolda’s financial foundation to support current operations and future aspirations.

			<p>engineering plans for the replacement of eleven HVAC units in the historic house. Obtain a new generator for Reynolda House and enhance exterior lighting to increase safety and security. Reimagine an integrated Museum and Gardens educational program for all ages.</p>	
<p>Create an environment where people thrive.</p>	<p>Reynolda’s staff and volunteers support and champion each other, and we make measurable progress on diversity and inclusion.</p>	<p>Made measurable progress toward diversifying staff and volunteers.</p>	<p>Secure funding for paid interns for the Museum. Schedule ongoing staff and volunteer training in diversity, equity, accessibility, and inclusion. Establish ongoing strategic partnerships to increase racial diversity among the Museum's volunteer base. Seek funding for capital improvements for greater physical accessibility. Unite tour management under a single coordinator for the Museum and Gardens. Perform an annual assessment toward creating a place of belonging. Ensure greater sustainability in materials and procedures.</p>	<p>Ensure racial equity is a primary goal in recruitment of volunteers and docents at Museum and Gardens. Respect, value, and welcome self-defining differences among all people and cultivate an environment and experiences that include and celebrate the perspectives and contributions of all people.</p>

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	28,628	28,628
FY22-23 Current Year Projected Results	35,000	35,000
FY 23-24 Next Year Anticipated Results	40,000	40,000

C.6. FY 21-22 Program Accomplishments

In FY22, Reynolda House presented a series of major special exhibitions that spoke to the diversity, history, and character of our community and visitors.

The Voyage of Life: Art, Allegory, and Community Response:
(July 16 – December 12, 2021)

Three centuries of American art came together with community-contributed stories to illuminate life’s most defining moments in The Voyage of Life. Visitors explored how much of the human experience is held in common with works by artists including Lee Krasner, Robert Colescott, Keith Haring, Andy Warhol, Romare Bearden, Jacob Lawrence, Alice Neel, and Grant Wood. Select loans from Wake Forest University were on view along with works from Reynolda’s collection of American art, mirroring Winston-Salem’s remarkable collecting legacy. New acquisitions and promised gifts were also featured, demonstrating the Museum’s goal of increasing representation by artists of color.

Black Is Beautiful: The Photography of Kwame Brathwaite:
(February 5 – May 8, 2022)

Throughout the 1960s, Kwame Brathwaite used his photography to popularize the transformative idea that “Black is Beautiful.” This exhibition — the first dedicated to Brathwaite’s remarkable career — tells the story of a central figure of the second-wave Harlem Renaissance. In addition to his work in photography, Brathwaite co-founded two key organizations: the African Jazz-Art Society and Studios (AJASS), a collective of artists, playwrights, designers, and dancers, and the Grandassa Models — the subject of much of this exhibition’s contents — a creative collective of Black women, founded to challenge white beauty standards.

Still I Rise: The Black Experience at Reynolda:
(February 22, 2022 – December 31, 2023)

Maya Angelou’s poem “Still I Rise,” published in 1978, was an assertion of dignity and resilience in the face of oppression. In the 1980s, Angelou used Reynolda as her stage, sharing words of humanity, survival, and triumph. But before her, numerous Black lives impacted and intersected with the story of Reynolda. Still I Rise: The Black Experience at Reynolda examines the lives of the Black women and men who helped shape Reynolda as it evolved from a Jim Crow era working estate into a museum for American art.

As a complement to these and other exhibitions, Reynolda House presented a full range of innovative public programs for audiences of all ages. This intentional work was designed to foster an authentic sense of belonging for all who visit the historic site. Programs for youth and families, K-12 students, college students, and adults enhanced the visitor experience. One example is Reynolda on the House, a series of free admission days that welcome guests to experience the Museum, engage in fun activities, and connect with neighbors and friends. Art workshops, discussions, and tours are other mission-driven programs that define Reynolda’s community impact.

To advance diversity, equity, accessibility, and inclusion within the institution, Reynolda House partnered with the

Winston-Salem Foundation to offer a lecture and series of workshops on these principles. These experiences are part of a constellation of trainings and conversations for Reynolda House stakeholders that support the Museum's commitment to belonging. The organization's newly adopted strategic plan includes many goals inspired by DEAI workshops and stakeholder feedback.

C.7. FY 22-23 Key Objectives

Key objectives for Reynolda House in FY23 are structured around the organization's strategic directions, namely, to: 1) Evolve with our visitors; 2) Uphold excellence in practice and place; 3) Create an environment where people thrive; and 4) Align finances with aspirations.

More specifically, we aim to host dynamic major exhibitions, draw broad audiences to visit Reynolda House and Winston-Salem through these engaging exhibitions, programs, and events, and expand the institutional commitment to DEAI and belonging both internally and externally. Reynolda House will continue the exhibition, *Still I Rise: The Black Experience at Reynolda*, through December 31, 2023, while presenting the following two exhibitions that both engage city residents and attract out-of-market visitors:

Chrome Dreams and Infinite Reflections: American Photorealism:
(July 15 – December 31, 2022)

Beginning in the 1960s, a small group of artists began examining their world through photographs and then creating paintings and prints that mimic those photographs with extraordinary precision. Chrome Dreams highlights the nostalgia associated with America's post-war boom. For the exhibition, Reynolda has assembled forty-one works of art that include glittering cityscapes, shiny storefront windows, and sleek automobiles that are icons of the period. Artists have used the camera in the production of paintings since its invention in the mid-nineteenth century, but the Photorealists revolutionized the relationship between photography and painting. These works often offer wry or pointed commentary on consumer culture, urban architecture, and the visual onslaught of modern life. By focusing their attention on commonplace objects such as costume jewelry, store awnings, or automobiles, Photorealist artists elevate these items so that the viewer questions their suitability as subjects for fine art. The paintings thus raise thought-provoking questions about the nature of art itself.

Stephen Towns: Declaration & Resistance:
(February 18 – May 14, 2023)

This nationally touring exhibition examines the American dream through the lives of Black Americans from the late 18th century to the present time. Using labor as a backdrop, Towns highlights the role African Americans have played in shaping the economy and explores their resilience, resistance, and endurance that have challenged the United States to truly embrace the tenets of its Declaration of Independence. On the occasion of this solo exhibition, Towns is creating thirty-eight new figurative paintings and story quilts that, along with existing work, expand the historical narratives of enslaved and free people who toiled under the most extreme hardships, yet persevered through acts of rebellion, skillful guile, and self-willed determination. The exhibition will be grounded with several existing works, including his installation quilt, *Birth of a Nation*, 2014, to provide the foundation for the creation of Towns's new series of quilts that give voice to textile, culinary, and agricultural workers. Towns also foregrounds the stories of Black military workers, often frontline service people, who put their country first, which is the ultimate form of patriotism. A few works in the exhibition shine light on the history of convict leasing by the criminal justice system in which the Black community was made to serve the economic interests of white southern elites via forced labor.

D. Organizational Capacity

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Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

Mission: Reynolda — as a museum, garden, and historic country estate — connects people with the beauty and complexity of the American story through the integration of art, learning, and nature. We cultivate experiences and environments that foster belonging.

Reynolda is a rare gem among the nation’s museums, botanical gardens, and historic sites nestled within 170 landscaped and wooded acres. It is an inviting destination for discovery and escape through art, learning, entertainment, and nature. Reynolda offers visitors a renowned collection of American art on view in the welcoming interiors of R.J. and Katharine Reynolds’s 1917 historic home, lush formal gardens and wooded nature trails that beckon explorers, and carefully conserved farm buildings now filled with shops, restaurants, and unique event spaces. For more than 100 years, Reynolda has delivered experiences that connect people in a setting that inspires.

The project, supporting operational costs related to both marketing and utilities, will ensure the ongoing historic preservation of Reynolda House and the promotion of its exhibitions and programs for the community and visitors.

FUNCTION (5 POINTS)

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

57 years

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

Reynolda House is part of the mosaic that defines Winston-Salem as the City of Arts and Innovation. The Museum serves the City of Winston-Salem in two major ways, by: 1) Offering high-quality educational experiences to residents through nationally-recognized art unique to the region; and 2) Serving as an economic driver for the city.

Educational programs have benefited Winston-Salem for decades. 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 impact statement, each exhibition season features a unique menu of carefully designed symposia, lectures, tours, courses, and other educational opportunities open to residents. The Museum collaborates with local organizations to present nationally recognized artists, historians, curators, and more to a general audience, enriching the cultural life and civic consciousness of the city’s residents.

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Reynolda House generates meaningful economic impact for the City of 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. It is hard to imagine Winston-Salem’s thriving arts ecosystem without the exhibitions and programs Reynolda House offers to residents and their visitors.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director of Marketing and Communications	Develop and implementing marketing strategy for Reynolda House; place strategic advertisement buys in key markets; oversee brand alignment across all digital and print platforms; implement digital and social media marketing strategies; maintain up-to-date website content; track and measure digital and social analytics.	35	0.00 %
Director of Finance and Operations	Oversee financial and operational aspects of the Museum; manage accounting, operations, and security staff.	35	0.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Allison Perkins	Executive Director	\$256,948.00	0.00 %
Phil Archer	Deputy Director	\$95,018.00	0.00 %
Kim Hampton	Director of Finance and Operations	\$111,461.00	0.00 %
Stephan Dragisic	Director of Advancement	\$89,739.00	0.00 %
Hannah Callaway	Director of Marketing and Communications	\$80,000.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Organizational Chart.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

Reynolda House works closely with Wake Forest 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 software (Workday) to manage hiring, and follows the University's diversity and equal opportunity statements.

Wake Forest University is committed to diversity, inclusion, and the spirit of its motto, Pro Humanitate. In adherence with applicable laws and as provided by University policies, the University prohibits discrimination in its employment practices and its educational programs and activities on the basis of race, color, religion, national origin, sex, age, sexual orientation, gender identity and expression, genetic information, disability, and veteran status.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2			3		
Professionals	5		1	13	1	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	7	0	1	16	1	0

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians	11	3	2	18	2	
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp	11	3	2	18	2	0

D.8.

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

Board of Directors FY 23 with titles.pdf

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

4

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action

items and approximate dates for delivery.

Having served as a cultural landmark in Winston-Salem for more than fifty years, Reynolda House is well-equipped to establish an action plan, connect with stakeholders, and deliver on its mission for the community. A timeline and description of selected FY24 exhibitions is below.

Smith & Libby: Two Rings, Seven Months, One Bullet:

(September 8 – December 31, 2023)

Reynolda House witnessed its share of tragedies, none more shocking than the death by gunshot of Zachary Smith ("Smith") Reynolds, youngest child of R.J. and Katharine Smith Reynolds. Soon after midnight on July 6, 1932, Smith was shot on a sleeping porch at the family's country estate. It was a brood year for cicadas in the Southern Appalachians, so the bullet of a Mauser pistol was heard only as a muffled pop by the night watchman. It was heard by Smith's wife, Broadway star Libby Holman, who was with her husband on the porch. And it was heard by Smith's childhood friend and secretary Albert "Ab" Walker, although exactly where Walker was at the time of the shooting is shrouded in mystery. Smith died later that morning. Subsequent investigations made national news in the summer and fall of 1932 and led to a charge of first-degree murder for Libby Holman, with Walker named as accomplice. Then, in a stunning reversal, the case was dropped before coming to a trial that might have led to the death penalty. To this day, it is not known whether Smith Reynolds, twenty-year-old heir and renowned aviator, died by suicide, accident, or murder. This exhibition presents archival objects, news articles, and other primary sources to lay bare the mystery in all its fascinating complexity. There is more than one way for a house to be haunted, and this story has hung over Reynolda for ninety years, at once the most tragic and infamous day in its history. Smith & Libby: Two Rings, Seven Months, One Bullet draws back the curtain on an event that shocked the world and echoed down the generations, still exciting speculation and curiosity in visitors of all ages today.

Imogen Cunningham: Seen and Unseen:

(February 22 – May 26, 2024)

Embracing the times in which she lived, Imogen Cunningham (1883–1976) created images that reflect crucial movements and developments in art and photography during her seventy-year long career. Her photographs are dynamic and inspired by a multitude of genres, including portraiture, family photographs, still lifes, and street photography. Cunningham was one of the most experimental photographers in her lifetime. In this exhibition, unusual and rare images are presented alongside iconic ones, revealing why this American artist is one of the most important pioneers of photography and demonstrating how the unseen for Imogen Cunningham was eternally as important as the familiar. This exhibit consists of silver gelatin prints from the Imogen Cunningham Trust.

Public programming is developed seasonally and promoted in the Museum's printed guide, on its website, and across social media. Marketing efforts occur concurrently with each special exhibition. Community input from individuals and organizations throughout Winston-Salem will help shape operational, marketing, and programming strategies throughout the fiscal year.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Reynolda House is an organization that is both steadfastly committed to its mission and nimbly responsible to unforeseen events. The Museum responded to the COVID-19 pandemic, for example, with flexibility and innovation. Staff transitioned to creating and delivering content virtually whenever possible. In FY20 and FY21, Reynolda House prioritized keeping full-time employees on the payroll and decreased marketing dollars, all while visitors increased their use of our popular and safe outdoor greenspaces during the ongoing challenges of the pandemic. The Museum continues to stay abreast of health concerns, implementing health and safety measures as appropriate for visitation

and events. Due to the pandemic, the Museum experienced decreased revenue from reduced admission, store sales, and canceled events and programs. Boosting Reynolda's marketing efforts will result in increased visitation, specifically from audiences outside of Winston-Salem, and will support our city's economic recovery. Investing in operations, regional advertising, digital marketing, and other effective strategies will position Reynolda House to take advantage of further increased interest in tourism and travel in the coming year.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

Reynolda House has committed itself to the principle of belonging, actively working to ensure that all those who experience it are inspired to learn, escape, imagine, and find meaning. We are defined by our values — exploration, open-mindedness, continuous improvement, community building, and passion. Putting these values into action, Reynolda House provides equitable access to all residents and visitors from the City of Winston-Salem and beyond. Indeed, one-third of all visitors to Reynolda House are admitted for free. The Museum offers free admission for all children under 18, college students, active or retired military personnel, and Wake Forest University and Atrium Health Wake Forest Baptist employees. Through its new participation in the national Museums for All initiative, Reynolda House invites low-income visitors to feel welcome through free admission for EBT cardholders and their guests. The partnership with Forsyth County Public Library empowers library cardholders to check out free admission passes, as well.

In FY21, Reynolda created an active new board committee focused specifically on diversity, equity, and inclusion. Reynolda's annual free Community Day offers local residents the opportunity to experience the Museum while enjoying games, refreshments, and art activities. Additional Reynolda on the House days occur several times over the course of the year during which visitors gain free admission. 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. Exhibition texts are written in both English and Spanish. Marketing and outreach efforts also include work with the Winston-Salem Chronicle and Que Pasa that expand our reach into diverse communities.

E. Cost Effectiveness

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

Completed by chris@reynolda.org on 11/18/2022 4:05 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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$3,447,830.00	\$3,449,586.00	\$3,625,925.00
Fundraising	\$429,971.00	\$430,190.00	\$452,181.00
Management and General	\$545,241.00	\$545,518.00	\$573,405.00
Total Expenditures by Program	\$4,423,042.00	\$4,425,294.00	\$4,651,511.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$2,253,161.00	\$2,211,047.00	\$2,303,389.00
Employee Benefits	\$574,652.00	\$562,692.00	\$588,917.00
Facility Rent and Utilities	\$284,044.00	\$345,412.00	\$365,976.00
Training and Conference Registration	\$12,995.00	\$12,995.00	\$13,385.00
Membership and Dues	\$22,018.00	\$22,018.00	\$22,679.00
Travel and Transportation	\$92,882.00	\$92,882.00	\$95,668.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$63,200.00	\$63,200.00	\$66,044.00
Other Contracted Services	\$219,883.00	\$263,457.00	\$226,479.00
Other Operating Expenditures	\$933,511.00	\$905,180.00	\$986,049.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$4,456,346.00	\$4,478,883.00	\$4,668,586.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$0.00	\$0.00	\$50,000.00
Forsyth County	\$0.00	\$25,000.00	\$25,000.00
State of North Carolina	\$0.00	\$7,500.00	\$7,500.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$451,072.00	\$443,617.00	\$456,926.00

Memberships	\$353,843.00	\$354,024.00	\$372,121.00
Donations	\$834,250.00	\$807,173.00	\$891,262.00
Foundation Grants	\$190,191.00	\$190,288.00	\$200,015.00
Interest and Investment Income	\$0.00	\$4,008.00	\$10,000.00
Parent Organization	\$743,356.00	\$743,356.00	\$743,356.00
Other	\$1,850,329.00	\$1,850,329.00	\$1,895,331.00
Total Revenues by Category	\$4,423,041.00	\$4,425,295.00	\$4,651,511.00

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

Other operating expenditures includes items such as event expenses, participation and loan fees, maintenance repairs, etc., outside the scope of the other categories. Other revenues represents the Museum's endowment draw. Reynolda House is working towards a goal of reducing its overall endowment draw.

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	General Fund	\$75,000.00
2012	General Fund	\$12,500.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Utilities	\$25,000.00	\$0.00	
Marketing	\$25,000.00	\$0.00	
	\$50,000.00	\$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.

Reynolda House proposes allocating City resources equally between utilities costs and marketing expenses for the organization. Both internal operations and external promotional efforts are critical to the success of Reynolda House as a site for tourism, culture, education, and historic preservation.

The stewardship and long-term preservation of both the collections and the historic house are critical priorities embodying the institution's mission. Reynolda House seeks to maintain a stable environment for the art collections and a comfortable space for visitors. The historic house serves as the Museum's main display space for its permanent collections of American art and historic furnishings, and the building itself is considered the largest "object" within the institution's collections, all of which inspire tens of thousands of visitors each year to learn and find meaning through educational programs and exhibitions. The 105-year-old building that houses and displays these collections presents a unique set of maintenance needs and challenges. As utility costs rise, Reynolda House seeks support for these vital expenses that ensure the Museum's doors remain open for visitors from across the city and beyond.

In addition, marketing, promotion, and outreach efforts are critical to Reynolda House as it maintains and expands its audience reach. Comprehensive strategies include digital and social media advertising, search engine optimization, and Google ads, as well as paid television, radio, and print advertising. With support from the City of Winston-Salem, Reynolda House will enhance its marketing efforts in ways that reach diverse audiences at home and attract out-of-

market visitors to the community.

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.

For many years, Reynolda House received arts and event marketing assistance from Visit Winston-Salem. Due to the pandemic, those funds are not available. Funds from the City of Winston-Salem will support marketing efforts during FY24 as Reynolda House seeks to recover from several years of decreased revenue and COVID-related marketing funding cuts. Without this funding for operations and marketing, Reynolda House would not be able to as effectively maximize its economic impact and potential for our community.

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 will sustain its programs into the future. The Museum plans and approves an annual budget that strives to balance expected expenses with anticipated revenues. The organization regularly seeks support from individual donors, foundations, corporations, and public sources for its exhibitions, programming, and other special projects. While Reynolda House seeks to continually diversify its funding sources, public funding is an important part of the Museum's ability to achieve its mission.

For example, in FY23, Forsyth County approved a \$25,000 grant to support the marketing efforts of Reynolda House as it presents exhibitions and programming throughout the year. The State of North Carolina, through the Department of Natural & Cultural Resources and the Office of State Budget & Management, has invested in both operating support and vital capital projects. And the federal government, through the National Endowment for the Arts, National Endowment for the Humanities, and Institute for Museum and Library Services, has in recent years contributed to special projects including the Reynolda House roof rehabilitation, development of the free Reynolda Revealed app, and public programs around the exhibition Still I Rise: The Black Experience at Reynolda. Support from the City of Winston-Salem will meaningfully demonstrate the local community's commitment to arts, culture, and tourism, and empower Reynolda House to garner additional support and collaborations from local partners.

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.

A continued challenge for Reynolda House is the further diversification of our board, staff, and audience. The new reynolda.org and audience surveys provide opportunities for obtaining demographic data, which will provide new insights into our audiences. Marketing efforts will focus on attracting new, in-person visitors. Reynolda House will utilize all available resources, partnerships, and programmatic opportunities to appeal to broader, regional audiences. To advance diversity, equity, accessibility, and inclusion within the institution, Reynolda House has partnered with the Winston-Salem Foundation to offer a lecture and series of workshops on these principles. These experiences are part of a constellation of trainings and conversations for Reynolda House stakeholders that support the Museum's commitment to belonging. The organization's newly adopted strategic plan, included in this application, includes many goals inspired by DEAI workshops and stakeholder feedback.

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 House, 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. These shifts include 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 the last two years 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:	\$50,000
Number proposed to be served for the year:	40,000
Average City funds per beneficiary:	\$1.25
Proposed funds from all sources:	\$50,000
Number proposed to be served for the year:	40,000
Average total funds per beneficiary:	\$1.25

F. Required Documents

Completed by chris@reynolda.org on 11/18/2022 4:05 PM

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Reynolda House - Conflict of Interest.pdf

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

Reynolda House 2020 Final 990.pdf

Organization By-Laws *Required

ReynoldaHouseByLaws.pdf

Articles of Incorporation *Required

ArticlesIncorporation_1964.pdf

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 third-party review from 2020 and 2021 *Required

FY20 Audited Financial Report_ReynoldaHouse.pdf

Printed By: Tanya Banner on 1/19/2023

FY21 Audited Financial Report_ReynoldaHouse.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_Reynolda House.pdf

Other

Reynolda Vision Plan FY23-25.pdf

G. Income Based Projects/Services Only

Case Id: 16243
Name: Reynolda House - 2023/24 - 2023/24
Address: *No Address Assigned

Completed by chris@reynolda.org on 11/16/2022 10:58 AM

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 chris@reynolda.org on 11/16/2022 10:59 AM

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

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 and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

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

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by chris@reynolda.org on 11/16/2022 10:59 AM

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

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 chris@reynolda.org on 11/16/2022 10:59 AM

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

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 chris@reynolda.org on 11/18/2022 4:31 PM

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

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.

Chris Scudder

Electronically signed by chris@reynolda.org on 11/18/2022 4:31 PM

IDIS Setup

No data saved

Case Id: 16243

Name: Reynolda House - 2023/24 - 2023/24

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