

# A. Organization & Contact Information

**Case Id:** 14331  
**Name:** Reynolda House - 2022/23  
**Address:** \*No Address Assigned

Completed by morales@wfu.edu on 11/10/2021 11:12 AM

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## A. Organization & Contact Information

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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

Tourism and Marketing

### A.3. FY 2022-23 Funding Request Amount

\$35,000.00

### A.4. Agency's Total Operating Budget

\$3,848,554.00

### A.5. Mailing Address

2250 Reynolda Road Winston-Salem, NC 27106-5117

### A.6. Project/Program Location Address

2250 Reynolda Road Winston-Salem, NC 27106-5117

### A.7. Organization Website

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

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Allison Perkins

#### A.13. Email

perkinac@reynolda.org

#### A.14. Phone

(339) 758-3095

### CONTACT

#### A.15. Name, Title

Sara Morales

#### A.16. Email

morales@reynolda.org

#### A.17. Phone

(336) 758-5381

### BOARD CHAIR

#### A.18. Name

David Neill

#### A.19. Term Expiration

06/30/2022

#### A.20. Email

dneillmb@gmail.com.

#### A.21. Phone

(336) 922-0404

## B. Project Overview

Completed by morales@wfu.edu on 11/17/2021 11:32 AM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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### B. Project Overview

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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 \$35,000 to support marketing expenses in FY23 to attract more out-of-market visitors to the Museum and to the community. Funds requested for marketing costs including digital and social media ads, streaming ads, outdoor advertising, direct mail, printed brand materials, signage, and radio/television ads.

Over the last two years, Reynolda has decreased its marketing budget by 54%, in part due to budget cuts in Visit Winston-Salem's funds for local attraction marketing. In FY20 and FY21, Reynolda prioritized keeping full-time employees on the payroll and further decreased marketing dollars—all while Forsyth County citizens increased their use of Reynolda's popular and safe greenspaces during the ongoing challenges of COVID.

The Museum will not be able to reach and educate new audiences and maintain its previous visitor levels without a significant increase in marketing funding.

Outcomes will include:

Increased total visitation to Reynolda - funding for marketing, with a focus on outside regional markets, will result in increased total visitation from inside and outside of Forsyth County, with the goal of reaching and exceeding pre-pandemic visitation for Reynolda House

Increased earned revenue through paid admission and ticketed events

Increased online visitation and digital engagement

Diversification of Museum audience demographics

Increased tourism revenue at local accommodation partners and estate partners; an increase in out-of-market visitors will result in dollars being spent at local restaurants, shops, and hotels and lead to positive economic growth for the community.

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

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. Reynolda offers two major exhibitions each year in the Babcock Wing Gallery and several smaller exhibitions in the Historic 1917 house of Katharine and R.J. Reynolds. In a typical year, the Museum hosts approximately 200 events for a variety of audiences and ages, including educational early childhood programs, camps and workshops for school-age students, and programs for adults.

Reynolda offers free admission to the following groups:

All children under eighteen

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Students with College ID,  
Military personnel  
Employees of Wake Forest University and Wake Forest Baptist Medical Center.  
SNAP recipients  
Teachers (during specified summer months)  
Forsyth county residents may check out library passes for free admission from any Forsyth County public library branch

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.

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

Reynolda has demonstrated its success in welcoming visitors to its historic estate and its ability to drive tourism revenue in Forsyth County in its role as a leading attraction. A recent economic impact study conducted by the Wake Forest University school of business revealed that in 2019 Reynolda (House, Gardens, and Village) generated \$65 million in economic output, contributed to 4,000 jobs, \$1 million in local taxes, and 10,000 volunteer hours.

Each year Reynolda attracts visitors from all fifty states, with successful accommodation packages in partnership with the Graylyn estate, Kimpton Cardinal Hotel, and Historic Brookstown Inn. In a typical year, approximately 16% of visitors stay overnight.

Reynolda, along with other local cultural attractions and businesses, experienced a sharp decline in visitors during the COVID-19 pandemic. In 2020 and 2021, total visitation decreased by 48% from 2019, and paid, ticketed visitation has decreased 57% from 2019. Recent data from Visit NC shows that one in four residents are more interested in taking overnight trips within North Carolina than they were before COVID-19, and 77% of survey respondents indicated strong enthusiasm for leisure travel in the next twelve months (source: Visit NC Traveler Sentiment Study, Wave 3).

Additional marketing support this year would enable Reynolda to more effectively reach tourist markets outside of Forsyth County, bolstering the economic recovery of both the Museum and other local businesses in the community.

**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?**

Reynolda House regularly collaborates with local businesses and organizations.

Accommodation and Marketing partners include:

Kimpton Cardinal Hotel  
Graylyn Estate  
Historic Brookstown Inn  
WFDD  
Winston Salem Journal  
The Winston-Salem Chronicle  
Triad City Beat  
WSNC 90.5 - WSSU radio

Programming partners include:

Delta Arts Center

A/perture Cinema

Wake Forest University

UNCSA

The Hispanic League

Community partners include:

Forsyth County Public Library

Museums for All

The Arts Council of Winston-Salem/Forsyth County

Bookmarks

Twin City Fashion Week

## C. Strategy and Performance

Completed by morales@wfu.edu on 11/17/2021 1:54 PM

Case Id: 14331

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## C. Strategy and Performance

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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 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 as well as visitor preferences for communications and marketing. This year Reynolda is working with a team of students from the Wake Forest University Master of Science in Business Analytics program to obtain additional data on brand perceptions that will help better prioritize marketing efforts.

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, as well as Trip Advisor, Google, and Yelp 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.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 evaluations bi-annually.

Individual 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 virtual visitor demographics and adjust content and strategy as needed. For example, we now have new demographic information on our website visitors and we are looking into ways to further this information, described below:

Our lead age group of visitors to the website is visitors ages 25-34 (20% of total); visitors ages 55-64 are the second highest group of visitors to the site (18% of total visitors)

We have discovered that 30% of visitors to the website are male (our average reported in-person percentage of male visitors is 8%)

The most popular page on the website after the homepage is the Visit page, followed by the Village page

Link clicks on Facebook went up by 562% for September compared to past six months (due to reynolda.org direct links and social ads) and engagements (likes, shares, comments) increased by 226% for September compared to past six months

**Attach participant/program data sample report**



**Participant/Program Data Sample Report \*Required**

09.2021 sales by revenue.xlsx

Zip Code September 2021.xlsx

**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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Increase total visitation to Museum	Launch marketing campaigns inside and outside Forsyth County	16,568 total visitors	20,500 total visitors	30,000 total visitors
Increase online visitation and digital engagement	Paid social and digital advertisements linking to RH social channels and website	Total website users: 96,232 Social acquisition: 7,172	Total website users: 58,443 *due to transition to reynolda.org and how cookies were enabled  Social acquisition: 4,209	Total website users: 200,000  Social acquisition: 14,000
Increase tourism revenue at local accommodation partners	Promote estate and accommodation packages during key seasons: exhibition openings and holidays	73 total accommodation packages	224 est. total accommodation packages	500 total accommodation packages

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	16,568	16,568
FY 21-22 Current Year Projected Results	20,500	20,500
FY 22-23 Next Year Anticipated Results	30,000	30,000

### C.6. FY 20-21 Program Accomplishments

FY21 Exhibitions:

Tiffany Glass: Painting with Color and Light (Fall 2020)

After a seven-month closure due to COVID-19, Reynolda re-opened to the public with its rescheduled exhibition focused on the works of Louis C. Tiffany. The first exhibition of its kind at Reynolda, the show featured five windows, twenty-four lamps, and several displays showing how Tiffany glass was manufactured, how his lamps were assembled, and featuring information on the female designers who worked at Tiffany Studios.

Cross Pollination: Heade, Cole, Church, and Our Contemporary Moment (Spring 2021)

The exhibition explored the pollination in nature and ecology, cultural and artistic influence and exchange, and the interconnection between art and science from the nineteenth century to the twenty first.

Reynolda commenced the rehabilitation of its iconic 104-year-old green roof in July 2021, with expected completion by December 2021. The fundraising campaign has achieved 99% of its goal to date. Visitors continue to enjoy the Museum despite the construction work. The project was awarded the NC Preservation Consortium's Robert James Award for Preservation Excellence in November of 2021.

Reynolda's DEAI work with consultant Dina Bailey concluded in June 2021 with a set of institutional goals including exploration, empathy, community building, open-mindedness, and passion and a framework for promoting racial equity in the workplace.

Reynolda launched a new website in fall 2021 that combines the Historic Estate (House, Gardens, Village), into one comprehensive digital portal. Additional features include a new collections database, a rich presentation of multimedia resources including lesson plans educational videos, an interactive map of the Reynolda Historic District, informative content, and new accessibility features. The website launch was a \$150,000 investment made on behalf of the estate by Reynolda House in 2021.

In August of 2021, the Kenan Catalyst Fellow for Art and Community Engagement began a sixth-month fellowship with the Museum. Photographer and visual artist Owens Daniels has joined the staff in this position dedicated to connecting people throughout the community with Reynolda's learning resources. He will work to define new audiences, develop partnerships, and expand the Museum's volunteer base.

### **C.7. FY 22-23 Key Objectives**

Host two dynamic exhibitions (Chrome Dreams in fall 2022 and Stephen Towns in spring 2023, detailed in section D.11

Utilize the new reynolda.org to drive digital and in-person engagement and provide new insights into our audiences

Draw broad audiences to visit Reynolda and Winston-Salem through engaging exhibitions, programs, and events

Continue Reynolda's commitment to DEAI internally and externally

### **Attach participant/program data sample report**

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### **Documentation**

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#### **Participant/Program Data Sample Report**

09.2021 sales by revenue.xlsx

Zip Code September 2021.xlsx

## D. Organizational Capacity

Completed by morales@wfu.edu on 11/17/2021 2:07 PM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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### D. Organizational Capacity

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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?**

The mission of Reynolda House is to preserve and interpret 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.

Major Activities and Programs: 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.

Reynolda's attendance is driven largely by its rotating exhibition program and events. Marketing in the coming year will build on Reynolda's brand and leverage unique opportunities inspired by our changing exhibitions to develop target audiences, specifically in the Charlotte and Raleigh markets. These efforts coincide with Reynolda's new website, launched in August 2021, which centralizes information across all three historic Reynolda entities (House, Gardens, and Village) and promotes the estate as a leading travel destination, improving search engine optimization efforts to increase Reynolda's digital audience base and providing a strong and more user-friendly experience for prospective visitors.

#### FUNCTION (5 POINTS)

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

56 years

**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 unique to the region. Two, by serving as an economic drive for the city.

Educational programs have benefited Winston-Salem 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

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symposia, lectures, tours, courses, and other educational opportunities open to Museum members and the diverse population of the Piedmont Triad. The Museum collaborates with local organizations to present nationally recognized historians, curators, and critics to a general audience, enriching the cultural life and civic consciousness of the region's Citizens. Reynolda House serves as an economic driver for Winston-Salem. Through targeted advertising and strategic community partnerships, Reynolda House draws tourists to Winston-Salem who stay overnight, shop, and dine in our city. The Museum works with accommodation partners across the city to offer seasonal packages for overnight visitors. Reynolda House is the #2 Things to Do in Visitor Favorites on Tripadvisor.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel 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 & Communications	Develop and implementing marketing strategy for Reynolda House; place strategic advertisement buys in key feeder markets; oversee brand alignment across all digital and print platforms	35	0.00 %
Marketing & Communications Coordinator	Implement digital and social media marketing strategies; maintain up-to-date website content; track and measure digital and social analytics	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	\$244,724.00	0.00 %
Phil Archer	Deputy Director	\$92,250.00	0.00 %
Stephan Dragisic	Director of Advancement	\$87,125.00	0.00 %
Kim Hampton	Director of Finance and Operations	\$108,214.00	0.00 %
Kaci Baez	Director of Marketing & Communications	\$66,625.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organizational Chart.docx

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

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

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, 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	1	1	1	15	1	1
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, 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						

**D.8.**



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

FY22 Reynolda House Board of Directors.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.**

Reynolda's rotating exhibition program is a key driver of visitation. In FY23 Reynolda House will present two dynamic

exhibitions, and will launch targeted marketing campaigns across the region to draw new visitors to Reynolda and to Winston-Salem.

Chrome Dreams and Infinite Reflections: Forty Years of Photorealism

July 15-December 31, 2022.

Curated by RHMAA curator Allison Slaby

Drawn from public and private collections, this exhibition will examine the fascinating and sometimes misunderstood movement of Photorealism of the 1960s and '70s.

Marketing and promotional advertising will launch in May 2022 and will continue throughout the season.

Stephen Towns: Declaration & Resistance

Feb. 3 - April 30, 2023.

The exhibition examines the American dream through the lives of Black Americans from the late 18th century to the present time. Towns is creating 38 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. The exhibition is organized by the Westmoreland Museum of American Art with guest curator Kilolo Luckett.

Marketing and promotional advertising will launch in January, 2023 and will continue throughout the season.

All marketing efforts are overseen by Kaci Baez, Reynolda's Director of Marketing and Communications. Digital marketing efforts are led by Alexis Castanos, Marketing and Communications Coordinator.

**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 responded to the unprecedented events of 2020 and 2021 with flexibility and innovation. Staff transitioned to creating and delivering content virtually whenever possible. FY20 and FY21, Reynolda prioritized keeping full-time employees on the payroll and further decreased marketing dollars--all while visitors increased their use of Reynolda's popular and safe outdoor greenspaces during the ongoing challenges of COVID.

The Museum continues to stay abreast of health concerns, implementing health and safety measures for visitation and events. The Museum continues to experience decreased revenue from reduced admission, store sales, and cancelled events - a decrease of 58% from 2019.

Boosting Reynolda's marketing efforts will result in increased visitation, specifically from audiences outside of Forsyth County, and will support our county's economic recovery. Investing in regional advertising, digital marketing, local accommodation partnerships will position Reynolda to take advantage of 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)?**

Thirty percent of all visitors to Reynolda are admitted for free. 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. This program provides free admission to approximately

700 adults each year. New this year, Reynolda is participating in the Museums for All initiative by offering free admission to anyone receiving SNAP benefits. In FY21 Reynolda created a new board committee focused on diversity, equity and inclusion.

Reynolda's annual 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 receive 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.

## E. Cost Effectiveness

Case Id: 14331

Name: Reynolda House - 2022/23

Completed by morales@wfu.edu on 11/18/2021 10:30 AM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$2,905,125.00	\$2,843,722.00	\$3,155,132.00
Fundraising	\$510,360.00	\$499,573.00	\$554,280.00
Management and General	\$510,360.00	\$499,573.00	\$554,280.00
<b>Total Expenditures by Program</b>	<b>\$3,925,845.00</b>	<b>\$3,842,868.00</b>	<b>\$4,263,692.00</b>

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$2,115,979.00	\$2,060,022.00	\$2,179,804.00
Employee Benefits	\$535,013.00	\$521,493.00	\$564,532.00
Facility Rent and Utilities	\$245,899.00	\$265,899.00	\$287,161.00
Training and Conference Registration	\$15,311.00	\$15,728.00	\$15,617.00
Membership and Dues	\$21,200.00	\$20,782.00	\$21,836.00
Travel and Transportation	\$91,080.00	\$69,080.00	\$92,901.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$58,103.00	\$58,103.00	\$60,717.00
Other Contracted Services	\$186,478.00	\$189,778.00	\$200,472.00
Other Operating Expenditures	\$656,784.00	\$641,984.00	\$840,653.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$3,925,847.00</b>	<b>\$3,842,869.00</b>	<b>\$4,263,693.00</b>

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$0.00	\$0.00	\$35,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$7,500.00	\$0.00
Federal Government	\$0.00	\$198,367.00	\$0.00
Admissions/Program Revenues/Sales	\$316,374.00	\$316,374.00	\$325,865.00

Memberships	\$314,068.00	\$314,068.00	\$348,615.00
Donations	\$814,410.00	\$641,977.00	\$814,004.00
Foundation Grants	\$168,811.00	\$165,243.00	\$183,339.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$534,000.00	\$534,000.00	\$673,356.00
Other	\$1,729,037.00	\$1,729,037.00	\$1,843,086.00
<b>Total Revenues by Category</b>	<b>\$3,876,700.00</b>	<b>\$3,906,566.00</b>	<b>\$4,223,265.00</b>

**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%. Federal funds: Reynolda received \$198,366 from the Shuttered Venue Operators Grant in FY22. This grant was used to fund salaries.

**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 & Culture	\$75,000.00

**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
Marketing personnel	\$0.00	\$66,625.00	Forsyth Count ARPA pending request
Digital/Social; Broadcast; Print Ads; Accommodation package marketing	\$35,000.00	\$95,900.00	Forsyth County ARPA pending request
	\$35,000.00	\$162,525.00	

**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.**

Digital and social media advertising, including geo-targeted native mobile advertising, search engine optimization, and Google ads: \$9,000

Media outlets: Facebook, Instagram, Google, native ads on mobile phones, as well as digital ads on Visit North Carolina and Our State magazine. Digital ads will also appear on many of the print media outlets' digital properties we purchase media through as part of our ad buy.

Broadcast, streaming television, and radio advertising: \$9,000

Media outlets: Fox 8 WGHP or WXII, Hulu, WFDD, WDAV, and WSSU 90.3

Print advertising: \$7,000

Media outlets: Our State, Visit NC, Travel and Leisure, Walter Magazine, Triad City Beat, Southpark Magazine,

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Out-of-home advertising: \$5,000 (billboards, bus transit ads)

Accommodation package marketing across print and digital media: \$5,000 (ads across Our State magazine, Visit NC, geo targeted native mobile and social media ads, as well as Google search ads)

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

**E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

In a typical year Reynolda House receives marketing funding from the Forsyth County Tourism Development Authority. Due to the pandemic, those funds are not available. Funds from the City of Winston-Salem will support marketing efforts during FY23 as Reynolda seeks to recover from the last two years of decreased revenue and COVID-related marketing funding cuts. Without this funding, Reynolda would not be able to support its economic impact 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's goal is to meet pre-pandemic visitation numbers, in the short term, and ultimately exceed these goals. Marketing funding will draw new and returning visitors to Reynolda, resulting in a broadened and diversified base of returning visitors to support future exhibitions and programs at the Museum and in our region. Reynolda House has a pending request to the Forsyth County ARPA program for marketing funds and staffing costs for the planned opening of the new Reynolda Welcome Center, funded by the State of North Carolina.

Additionally, Reynolda House received a \$10,000 grant from the Twin City Development Foundation for out of market advertising in FY22, which will strongly position Reynolda to strategically build on these efforts in the following fiscal year utilizing funds from the City of Winston-Salem.

#### **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 is to diversify our audience. The new reynolda.org provides opportunities for obtaining higher quality demographic data, which will provide new insights into our digital audiences. Marketing efforts will focus on bringing in new, in-person visitors Reynolda will utilize all available tools, partnerships, and programmatic opportunities to appeal to broader, regional audiences.

**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 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:	35000
Number proposed to be served for the year:	30000
Average City funds per beneficiary:	1.16
Proposed funds from all sources:	197525
Number proposed to be served for the year:	30000
Average total funds per beneficiary:	6.58

## F. Required Documents

Completed by morales@wfu.edu on 11/10/2021 11:46 AM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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**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**

2020 Reynolda House 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**

23688\_Reynolda House Policies.pdf

**IRS 501(c)3 Designation Letter \*Required**

Reynolda House 501c3 letter.pdf

**Audited Financial statements or third-party review from 2019 and 2020. \*Required**

FY19 Audited FS\_ReynoldaHouseInc\_issued 11.6.2019.pdf

Printed By: Rene Williams on 1/28/2022

**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

**Participant/Program Data Sample Report \*Required**

09.2021 sales by revenue.xlsx

Zip Code September 2021.xlsx

**Other**

**\*\*No files uploaded**

## G. Income Based Projects/Services Only

Case Id: 14331  
Name: Reynolda House - 2022/23  
Address: \*No Address Assigned

Completed by morales@wfu.edu on 11/18/2021 10:30 AM

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### G. Income Based Projects/Services Only

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\*\* 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 11/18/2021 3:06 PM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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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. **\*Required**

We are not applying for this type of funding.pdf

**Participant/program data sample report \*Required**

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

# I. Emergency Shelter Only

Completed by morales@wfu.edu on 11/18/2021 3:06 PM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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 11/18/2021 3:06 PM

Case Id: 14331

Name: Reynolda House - 2022/23

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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

## K. HOPWA

*Completed by morales@wfu.edu on 11/18/2021 10:31 AM*

**Case Id:** 14331

**Name:** Reynolda House - 2022/23

**Address:** \*No Address Assigned

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## K. HOPWA

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Please provide the following information.

**Are requesting funds for a HOPWA project?**

## Submit

Completed by morales@wfu.edu on 11/18/2021 3:07 PM

**Case Id:** 14331

**Name:** Reynolda House - 2022/23

**Address:** \*No Address Assigned

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## Submit

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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.

morales@wfu.edu Sara Morales

Electronically signed by morales@wfu.edu on 11/18/2021 3:07 PM

# IDIS Setup

No data saved

**Case Id:** 14331

**Name:** Reynolda House - 2022/23

**Address:** \*No Address Assigned

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## IDIS Setup

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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**