

A. Organization & Contact Information

Case Id: 10771
Name: Kaleideum 20-21 - 2020/21
Address: *No Address Assigned

Completed by emarsh@kaleideum.org on 11/21/2019 10:33 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Kaleideum

A.2. Project/Program

Access to Information Education for Economic Vitality

A.3. FY 2020-21 Funding Request Amount

\$225,000.00

A.4. Agency's Total Operating Budget

\$2,338,100.00

A.5. Mailing Address

400 West Hanes Mill Road Winston-Salem, NC 27105

A.6. Project/Program Location Address

400 West Hanes Mill Road Winston-Salem, NC 27105

A.7. Organization Website

www.kaleideum.org

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

1964

A.9. Organization Fiscal Year

July 1, 2019 - June 30, 2020

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Elizabeth Dampier, Executive Director

A.13. Email

edampier@kaleideum.org

A.14. Phone

(336) 723-9111

CONTACT

A.15. Name, Title

Elizabeth Marsh, VP of Philanthropy

A.16. Email

emarsh@kaleideum.org

A.17. Phone

(336) 723-9111

BOARD CHAIR

A.18. Name

Margaret Pike

A.19. Term Expiration

06/30/2022

A.20. Email

smpike@outlook.com

A.21. Phone

(336) 416-4761

B. Project Overview

Completed by emarsh@kaleideum.org on 11/22/2019 4:06 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The goal of the operating fund is to support and grow the Museum to best fulfill its mission: to inspire wonder, curiosity, and lifelong learning in our children and community through interactive play and discovery. This can be seen through an increase in attendance, private donations, marketing exposure, membership numbers, school participation, etc. City funding is leveraged extensively. \$225,000 from the City helps the Museum to raise a further \$750,000 from the community at large in annual fund support, or 3.4 dollars from the community for every dollar received from the City. These funds are vital to making Kaleideum accessible to every child in Winston-Salem.

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

These funds support the areas of greatest need including sponsoring Title I school visits, enhancing pedagogically-sound programming, and designing or updating engaging, new exhibit space.

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

552.3 is the average number of visitors per day at the Museum.

1,100 is the maximum capacity for both locations combined at any one time.

200,877 total visitors last fiscal year.

NEED (7 POINTS)

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

As stated in our mission, we focus on children and our community.

Last year we served:

200,877 visitors from 85 NC counties, all 50 states, Puerto Rico, and four countries: Canada, UK, Ireland, and Germany

79,855 visitors were from Winston-Salem

- of those visitors 62,761 (59.4%) are from low-income zip codes

20,516 students hosted on field trips

- 11,183 students in Forsyth County and 7,294 (65.22%) attend a Title I school

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

According to data from the Poverty Thought Force in Winston-Salem, nearly a quarter of our city population lives in poverty. For those under 18, the number is 32.6%. For those in poverty, almost 50% have a high school diploma or less.

The kind of educational experiences Kaleideum offers must be accessible for this population. It is important for children

to know what is possible and to help broaden their worldview to help them understand they have unlimited possibilities. Structured, non-school science programs stimulate the science-specific interests of children (and adults), positively influence academic achievement for students, and expand participants' sense of future science career options (National Research Council, 2009). By providing opportunities to develop scientific learning skills in an informal environment, Kaleideum helps even the youngest students, who might otherwise start school at a disadvantage, establish foundations for more advanced structured, science learning. For some, Kaleideum is the first introduction to creative career options, including STEM careers.

Further, early childhood is a time of tremendous growth and learning, and early positive and enriching experiences at Kaleideum are poised to have a significant impact on long-term cognitive potential. The National Association for the Education of Young Children strongly asserts that earlier, rather than later, interventions are most effective at impacting child development and learning and report that “[c]hanging young children’s experiences can substantially affect their development and learning, especially when intervention starts early in life and is not an isolated action but a broad gauge set of strategies”.

By opening up new possibilities to children, Kaleideum will contribute toward a stronger community, benefiting society at-large. But, this kind of access begins with cost. In order to maintain a viable business operation, the Museum must cover the cost of that lost revenue (over \$500,000 last year). Funding from the City allows us to simultaneously remain accessible and sustainable.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

All of the partnerships listed below either help us increase access to the Museum for families of diverse backgrounds or they help increase the awareness of our facility and programs to those audiences.

1. Forsyth County Public Library System - Each branch in the county has two Museum family memberships that can be checked out to anyone. over 3,922 people were granted free admission through this pass last year.
2. Museums for All - Anyone who presents an EBT can enter the Museum for \$3 (vs \$10) per person. 4,947 individuals visited using this program.
3. Winston-Salem Forsyth County Schools - We provide free admission for all Title I students on field trips and reduced price programming. We also offer teacher workshops at no cost. We host the Countdown to Kindergarten program, which helps visitors understand the need to register and prepare for kindergarten early. We also host the WS/FCS Elementary Division Science fair, and recruit judges for the elementary and secondary science fairs. Lastly, we attend STEM/family nights and career days at various schools throughout the year.
4. HeadStart - We perform a special theatre piece at the facility in the winter that encourages motor development and language in young children and equips caregivers with tools and ideas to engage at home.

C. Strategy and Performance

Completed by emarsh@kaleideum.org on 11/21/2019 2:41 PM

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

Performance measures are currently in place to measure

1. Attendance (including all subgroups within attendance)
2. Membership
3. Fundraising
4. The number of educational programs and number of people that take advantage of them.

These items are measured monthly and reported to the Board of Directors. If goals are not met in a month, steps are taken to make adjustments for the next month/event. This includes a board sub-committee meeting with the appropriate group, and a meeting with the Executive Director to determine how the item can be improved.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

We use Blackbaud's ALTRU to track attendance, membership, fundraising and programs. Each month, we produce a report that gives both visitor numbers and revenue for each.

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

- Include at least three goals and performance measures.

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

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Curate pedagogically sound, engaging collections and exhibits (both permanent and temporary).	Maintain current exhibits, enhance current exhibits, bring in new exhibits.	Maintained all exhibits. (3) New exhibits: Speedway to Healthy, 2nd otter, Molecules and You. Designs complete for 2 new exhibits. Hired Facilities and Exhibits Director.	Enhance current exhibits. Evaluate exhibits for effectiveness and score for move. Maintain all exhibits.	Enhance current exhibits. Evaluate exhibits for effectiveness and score for move. Maintain all exhibits.
Execute Public Programs and Special Events that attract visitors and increase museum exposure.	Host quarterly 21 & Up events, Offer reduced price admission days, offer event to diverse/ unconventional audiences.	6 21+ events: 609 guests 13 Reduced Price Nights: 1,567 visitors 10 Diverse-audience Events: 2,428 guests	3 21&up events Host reduced price days every 3rd Thursday 12, and 3 other reduced-price nights. 6 sensory-friendly nights. Host 10 public programs.	3 21&up events Host reduced price days every 3rd Thursday 12, and 3 other reduced-price nights. 6 sensory-friendly programs. Host 10 public programs. 2 Theatre Shows
Increase attendance numbers, including those from a variety of locations and of diverse audiences.	Track visitors using zip codes to determine diversity of geography. Track visitors using discounted admissions to determine efficacy of access programs.	200,877 visitors from 85 NC counties, all 50 states, Puerto Rico, and four countries: Canada, UK, Ireland, and Germany 79,855 visitors were from Winston-Salem - of those visitors 62,761 (78.6%) are from low-income zip codes 20,516 students hosted on field trips - 11,183 students in	68% of visitors from diverse zip codes Further develop pricing guidelines to attract low SES visitors.	75% of Winston-Salem visitors from low-income zip codes. Host 200,000+ visitors 12,000 visits using discount programs

		Forsyth County and 7,294 (65.22%) attend a Title I school		
Host schools for educational programs that align with classroom (and state-determined) needs.	Involve teachers in educational program offering, offer free admission for all Title I schools, increase participation from schools.	Classes Hosted: 610 WSFCS: 146 Title I: 97	More than 25% of schools served are Title I School visit or outreach to 75% of WSFCS elementary schools and 50% of middle schools	Host 150 WSFC Classrooms. Host 100 Title I Classrooms. Host 650 Total Classrooms.
Offer opportunities for further educational enrichment through museum classes, camps, and volunteer opportunities.	Increase participation in Camp Programs, Scout Camp-In program, increase volunteer, community service and intern hours.	679 Campers at 45 Camps 462 Camp-In Participants 6218 Volunteer Hours Completed	10% increase in Kaleideum campers Over 7,500 volunteer hours logged	10% Increase in Kaleideum campers over FY20 6,000 Volunteer Hours Completed

C.6. FY 18-19 Program Accomplishments

1. Created and Approved a Diversity Statement and Core Values.
2. Built on Museums for All program with a Kaleideum card option to alleviate social pressure at front desk.
3. Built a new kaleideum.org website that streamlined information formerly found on the website for each location.
4. Held two successful fundraising events: Truck & Treat and the Kaleidoscope Ball
5. Increased camp revenue by 20% - a record for the Museum!

C.7. FY 20-21 Key Objectives

1. Increase teacher relationships through advisory group, direct marketing, educational philosophy, and other cultivation tactics.
2. Continuously improve internal culture through an Onboarding Plan and customer service-oriented culture-building
3. Identify, fund, and complete diversity training for staff
4. Strengthen the volunteer program
5. Create new visitor experiences on the floor through staff-led programming
6. Integrate STEM-focused programming

D. Organizational Capacity

Completed by emarsh@kaleideum.org on 11/21/2019 12:55 PM

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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?

Inspiring wonder, curiosity, and lifelong learning in our children and community through interactive play and discovery. We achieve this through the overlapping lenses of literacy, the arts, and STEM.

We believe in developing a community of kaleidoscopic thinkers who — through practice and experience — are equipped to make positive change in themselves and their world.

Kaleideum was formed by the merger of The Children's Museum of Winston-Salem and SciWorks on July 1, 2016. Kaleideum Downtown (formerly The Children's Museum) was founded by the Junior League of Winston-Salem and opened its doors on November 20, 2004. Kaleideum North (formerly SciWorks) was founded by the Junior League of Winston-Salem and opened its doors as the Nature Science Center in 1964. Kaleideum is composed of two campuses featuring a planetarium, an environmental park, a library, a makerspace, home-grown and nationally touring exhibits, interactive climbing structures, and Peppercorn Theatre at Kaleideum.

Funding from the City helps us to bring more people in, many of whom would not be able to without your support, to experience the wonder of Kaleideum each year.

FUNCTION (5 POINTS)

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

Since 1964. Kaleideum as a merged organization began in 2016.

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

With a move to a new building downtown, Kaleideum will be a family-focused destination in a decade-long revitalization effort and will be a connector for the arts and innovation. The Museum will challenge the existing perception that audiences “outgrow” children’s museums and science centers. By designing a museum to serve an audience ranging from pre-K through mid-teen, and by engaging families and community members in new ways, the organization works to establish itself as a community “hub” and a strong partner with schools and families. The museum plans to transform the visitor experience by focusing on experiential learning that readies future generations for innovation and jobs that do not exist yet.

The current economic impact of the museum is over \$6.8Million, with \$750,000 in government revenue, and 213 Full-Time Equivalents. The anticipated economic impact of the new museum is more than \$10.6Million, with \$1.3Million in government revenue and 324 FTEs.

Furthermore, Winston-Salem bills itself as the “City of the Arts and Innovation”. Kaleideum helps Winston-Salem achieve this goal by providing the following services:

1. Provides children and their families with an opportunity to practice the skills of innovation that will be required by every member of the Winston-Salem community. The Museum provides informal learning opportunities that give children a chance to be creative and collaborative. Kaleideum offers a safe environment where students can take appropriate risks, with the opportunity to fail, try again, and persevere until they succeed. These skills are indispensable as the children of Winston-Salem imagine and create their future here.
2. The Museum partners with WS/FCS to provide curriculum related to literacy and STEM learning opportunities to all students in the public school system. Title I students can participate in Museum programming for free or greatly discounted price, and have a chance to experience the wonders of the world and their imagination in a different setting.
3. Kaleideum provides outreach opportunities to the entire Winston-Salem community. By reaching out to the larger, more diverse community of Winston-Salem, the Museum empowers children and families that might not normally choose to visit a museum to make these institutions their own.
4. The Museum helps bring business and qualified employees to the city. Working together with Winston-Salem Business Inc. and diverse employers, the organization recognizes that a strong, vibrant museum and educational center is a vital amenity that the educated, high-tech workers moving to Winston-Salem expect.
5. As Downtown Winston-Salem continues to grow and thrive, there is a need to provide activities that are cross-generational. Moving the new Museum downtown will open the first truly family destination in the downtown core, creating an entirely new reason to bring all the generations of a family into the city and really make downtown revitalization vibrant and successful.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Board of Directors Management, community partnerships, all internal and external affairs	60	10.00 %
VP of Finance	Finance, Accounting, HR, Operations	60	10.00 %
VP of Philanthropy	Annual Fund and Capital Campaign Fundraising	60	10.00 %
VP of Education	Education programs, Exhibits, Facilities	60	10.00 %
VP of Marketing	Digital, Print, Web Marketing and Strategy	60	10.00 %

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
Elizabeth Dampier	Executive Director	\$78,609.00	10.00 %
Mary Jo Morgan	VP of Finance	\$55,000.00	10.00 %
Elizabeth Marsh	VP of Philanthropy	\$75,414.00	10.00 %

Marcus Harshaw	VP of Education	\$58,000.00	10.00 %
Leigh Ann Woodruff	VP of Marketing	\$55,000.00	10.00 %
Traci Connor	VP of Exhibit Planning	\$51,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Kaleideum Org Chart 20190705 (3).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.

Please see the Kaleideum Employee Handbook.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		4	1	
Professionals	3	1		6	2	
Technicians						
Office/Clerical	1			2		
Laborers/Service Workers	2					

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers	4	4	1	19	7	2

D.8.

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

FY20 Board of Director list for Grants w compensation.pdf

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

6

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

ABILITY (5 POINTS)

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

Kaleideum's two locations have been in operation for more than 60 years combined and have successfully run each museum with a small staff. Each department sets goals for the upcoming year to improve past performance while capitalizing on lessons learned in the previous fiscal year. Staff successes are measured on the completion of the goals. We established an annual plan based off of a 7-year strategic plan to set these goals.

In order for us to fully accomplish of our mission of reaching everyone in our community, we remain dependent on our funding partners. About 25% of our budget is supplied by the local and state government and about 25% is dependent on community support. We have recently hired a full-time Director of Annual Giving to support these efforts.

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

Please see the Kaleideum Employee Handbook.

E. Cost Effectiveness

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Completed by emarsh@kaleideum.org on 11/22/2019 4:04 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$637,356.00	\$534,200.00	\$530,247.00
Fundraising	\$144,350.00	\$146,704.19	\$147,000.00
Management and General	\$1,524,704.00	\$1,459,688.80	\$1,447,346.00
	\$2,306,410.00	\$2,140,592.99	\$2,124,593.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$1,405,019.00	\$1,323,312.40	\$1,313,387.55
Employee Benefits	\$122,411.12	\$120,865.05	\$119,958.56
Facility Rent and Utilities	\$125,650.00	\$143,523.21	\$142,446.78
Training and Conference Registration	\$15,973.88	\$18,692.73	\$18,552.53
Membership and Dues	\$8,235.00	\$8,831.78	\$8,765.54
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$21,200.00	\$11,673.00	\$11,585.45
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$607,921.00	\$513,695.00	\$509,896.28
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$2,306,410.00	\$2,140,593.17	\$2,124,592.69

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$225,000.00	\$172,360.00	\$225,000.00
Forsyth County	\$275,000.00	\$275,000.00	\$275,000.00
State of North Carolina	\$32,000.00	\$30,930.60	\$30,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$1,211,700.00	\$1,108,214.69	\$1,051,641.00
Memberships	\$279,000.00	\$272,843.86	\$275,000.00

Donations	\$222,351.00	\$224,277.45	\$220,000.00
Foundation Grants	\$25,000.00	\$20,000.00	\$17,500.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$36,359.00	\$36,966.56	\$30,452.00
	\$2,306,410.00	\$2,140,593.16	\$2,124,593.00

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

Other Operating Expenditures FY19-20 Projected Proposed

Maintenance 179,831 151,958 150,836

Insurance 61,230 51,740 51,357

Events & Advertising 194,350 164,226 163,010

Supplies & Professional Exp 172,510 145,772 144,693

TOTAL 607,921 513,695 509,896

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
2019	City of Winston-Salem	\$175,000.00
2018	City of Winston-Salem	\$222,360.00
2017	City of Winston-Salem	\$222,360.00
2016	City of Winston-Salem	\$222,360.00
2015	City of Winston-Salem	\$172,360.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Program Services	\$190,000.00	\$1,630,200.00	Forsyth County, State of NC, Donations, Membership & Admission
Management & General	\$35,000.00	\$415,540.00	Admission and Memberships
	\$225,000.00	\$2,045,740.00	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

This application is the same. We continue to request the same amount of funding; they are effective in helping us accomplish our mission to inspire wonder, curiosity and lifelong learning in our children and community through

interactive play and discovery.

SUSTAINABILITY (7 POINTS)

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

City funds will be used for General Operating Support. Items supported include development and execution of educational programming, exhibit maintenance, access for Title 1 classrooms to attend the Museums when they cannot otherwise afford to do so, and funding other events and opportunities for our community to learn in a fun way.

We are able to remain a viable business and critical educational partner for our city thanks to the City's funding. City funds make up about 10% of our budget and those funds allow us to leverage other revenue resources. We can use it to generate earned revenue by offering a regionally competitive but fair admission and membership price structure. We also earn revenue from school field trips, which would diminish if we were not able to offer the types of educational programs (funded in part by the City) that meet state requirements. We are able to offer camp-ins, summer camps, and other paid programming because we have learning opportunities that our community wants and needs. With our ability to offer unique programming and informal learning experiences, we are also able to leverage the impact we can - and do - make on future generations with other unearned revenue funding partners. The City's gift remains critical because it demonstrates public and community support that allows us to garner other community funds.

BARRIERS (3 POINTS)

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

When Kaleideum completed the merger of the Children’s Museum of Winston-Salem and SciWorks in July 2016, the goal was to realize as many efficiencies as possible over the course of three years while maintaining two locations until the staff moved into one downtown Winston-Salem building in the fall of 2019. With several unforeseen delays, that timeframe has lengthened to early 2023. Thus, the Museum is feeling the strain on resources through managing programming, exhibits and maintenance at two facilities while simultaneously achieving and growing its programmatic mission. Kaleideum remains committed to serving our community with excellence as we scrutinize our revenue and expenses to create a balanced budget.

AVERAGE COST (5 POINTS)

E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$225,000
Number proposed to be served for the year:	200,000
Average City funds per beneficiary:	\$1.125
Proposed funds from all sources:	\$2,
Number proposed to be served for the year:	200,000
Average total funds per beneficiary:	11.70

F. Required Documents

Completed by emarsh@kaleideum.org on 11/22/2019 4:07 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation



Code of Conduct/Conflict of Interest Policy *Required

2019-2020 Board Handbook.pdf



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

2017US 990.pdf



Organization By-Laws *Required

2019-2020 Board Handbook.pdf



Articles of Incorporation *Required

Merger Articles of Inforporation.pdf



Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

Employee_Handbook_0818.pdf



IRS 501(c)3 Designation Letter *Required

IRS Determination Letter for Kaleideum 501c3.pdf

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

Audit 2019.draft.pdf

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

***Required**

NCSecofState Current Status 2019.pdf

Other

***No files uploaded*

G. Community Development Only

Completed by emarsh@kaleideum.org on 11/22/2019 4:07 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

G. Community Development Only

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

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

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

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

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

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

H. Construction/Rehab Only

Completed by emarsh@kaleideum.org on 11/22/2019 4:07 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

H. Construction/Rehab Only

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

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

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

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

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

Completed by emarsh@kaleideum.org on 11/22/2019 4:07 PM

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 emarsh@kaleideum.org on 11/22/2019 4:07 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

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

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by emarsh@kaleideum.org on 11/22/2019 4:07 PM

Case Id: 10771

Name: Kaleideum 20-21 - 2020/21

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Elizabeth Marsh

Electronically signed by emarsh@kaleideum.org on 11/22/2019 4:07 PM