

Program Overview

Completed by mcook@oldsalem.org on 4/11/2022 8:32 AM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by mcook@oldsalem.org on 4/20/2022 9:14 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Old Salem, Inc.

A.2. Mailing Address

600 South Main Street Winston-Salem, NC 27101-5329

A.3. Organization Website

www.oldsalem.org

A.4. Year 501 (c)(3) Status Obtained

1,950

A.5. Organization/Agency Fiscal Year

1,231

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Franklin

A10. Last Name

Vagnone

A11. Title

President & CEO

A12. E-mail

fvagnone@oldsalem.org

A13. Phone Number

(336) 721-7346

BOARD CHAIR

A14. First Name

G. William

A15. Last Name

Joyner III

A16. E-Mail

wijoyner@kilpatrickstockton.com

A17. Phone Number

(336) 607-7342

A18. Term Expiration Date

06/30/2022

B. General Project Information

Completed by mcook@oldsalem.org on 4/24/2022 8:43 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Old Salem Museum & Gardens: Reopen Our Doors

B.2. Project Location/Address

600 South Main Street Winston-Salem, NC 27101-5239

PROJECT CONTACT/MANAGER

B3. First Name

Michelle

B4. Last Name

Cook

B5. Title

Senior Director of Development

B6. E-Mail

mcook@oldsalem.org

B7. Phone Number

(336) 721-7331

C. General Project Narrative

Completed by mcook@oldsalem.org on 4/24/2022 8:30 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

The COVID pandemic has had a profound impact on Old Salem Museum & Gardens, which was totally closed to the public from March 2020 until May 2021. Since then, Old Salem has operated under a responsible and carefully phased re-opening plan, with limited hours in order to save expenses for employee compensation and allowing some historic buildings to remain closed to minimize operating costs. Currently OSMG is open Wednesday through Saturday, 10 a.m. to 2 p.m., with about half of its facilities open: the Visitor Center, the Museum of Early Southern Decorative Arts (MESDA), two retail shops, the Boys' School, Miksch House and Gardens, Winkler Bakery and the Seed-Saving Lab.

Although Old Salem had fewer in-person visitors and school groups, its educational staff remained busy, pivoting to adapt our "place-based learning" to digital content. Thanks to these amazing efforts, teachers, students and any member of the public can now access ,through our website, dozens of videos appropriate for students in grades 2 through 8 on topics related to science, social studies, language arts and more. The videos have been very popular; recent student visitors expressed great enthusiasm for meeting staff member "stars" they have been watching.

Pre-COVID, Old Salem's staff size was 136. During the pandemic, 70 were laid off or furloughed. Our board of directors has asked us to expand our public hours to 10 a.m. to 4 p.m., Wednesday through Saturday, and to open more of our buildings, as of June 1, 2022. This will require hiring or rehiring a minimum of 24 positions and an increase in operating costs.

Most members of the public do not realize that "walk-up" tourist ticket sales provide only about 30 percent of our revenue. Visits from school groups, who generally come from within a two-hour driving radius, account for 70 percent. Thus, the struggles that public schools have had with their own re-openings, and their hesitancy to schedule field trips weeks and months in advance, has devastated our bottom line. We have been fortunate that some area private and charter schools have been able to visit this spring. Still, attendance in February and March 2022 was 37% of what it was pre-Covid in 2019. Although we expect an increase in visitation this fall, we are conservatively estimating that it will still be about 50% of pre-COVID levels. Our projections are that we will finish the year with just under \$408,000 in visitor revenues, total, compared with \$1.02 million in 2019.

Public school officials we have spoken with expect an increase in field trips in fall 2022 and a rebound to near pre-COVID levels by spring 2023. Old Salem's education staff is making a concerted effort to bring students from Title I schools to Old Salem, and the Moravian story is being expanded and diversified to include the long overlooked, but significant, contributions of enslaved people. The hiring/rehiring of the 24 positions will prepare us to handle the return of the students as well as the additional staffing demands from expanded hours and re-opening more facilities.

The cost of filling the positions is estimated to be just over \$435,000. In addition, because school visits and overall visitation did not rebound as predicted for 2022, we are projecting a revenue shortfall of \$631,058 this year, for a total deficit of \$1.06 million. This is despite our best efforts to save expenses by waiting as long as possible to fill vacant

positions and re-open buildings. We are requesting assistance from the City ARPA application process for \$731,813.

We are currently in the process of interviewing for a number of these positions. There have been some challenges in finding good candidates due to the unusually competitive labor market. At the same time, we are having to replace the positions of several key team members who left for higher-paying jobs. Pre-COVID, our median hourly rate for full-time staff members was \$11; staff had also not received a cost-of-living increase in some time. We have taken steps to raise salaries throughout the organization to improve our recruitment and retention. Our current median hourly rate is \$13.00, with new staff starting at \$11.18 per hour. The increased sophistication of our educational offerings and lesson plans also necessitated the hiring of more experienced teachers.

In addition, Old Salem has made a firm commitment to ensuring empathy, equity and inclusion in all facets of its organization, including programming content, access to all of its resources, the hiring of staff and leadership positions, and appointments to the board of directors. Our statement of equity and inclusion is available upon request.

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

Old Salem is a key player in attracting tourists to Winston-Salem and in leaving them with a favorable impression of our city. It is important that OSMG increase its operating hours and number of opened facilities to pre-COVID levels. It is estimated that Old Salem attracted as many as 400,000 visitors each year before the pandemic.

A 2018 survey funded by Visit Winston-Salem found that 76% of the 2,600 adults surveyed cited “historic” as their primary description of Winston-Salem as a whole. This was consistent among all age groups, from Generation Y through the Greatest Generation. “Mix of old and new” was the second highest descriptor, cited by 53 percent.

Old Salem is an incredible educational resource. While it has long presented a vivid picture of the traditional Moravian experience, the stories of the enslaved individuals who made important contributions to the town's success were neglected. Old Salem's Hidden Town Project seeks to greatly expand and diversify the Old Salem story, and thus, the Winston-Salem story. Since 2018, 28 interns and researchers from Salem College, Wake Forest University, Winston-Salem State University, the Savannah College of Art and Design and UNCG have helped excavate 35 lots believed to have been "slave dwellings," enumerating possibly 135 enslaved people in the town of Salem. A Cherokee Advisory Committee has been formed to begin exploring how the lives of Native American residents of Salem can be shared. Our digital content also pays homage to this diversity, and it will continue to expand in the future.

Moreover, Old Salem serves as an important year-round “urban park” for residents of Winston-Salem and Forsyth County. On any good weather day, local residents can be seen walking dogs, exercising, and picnicking in the green spaces and public areas. Old Salem is a prime destination for residents who entertain out-of-town guests by bringing them to the area to walk, see the beautiful historic buildings and gardens, and shop at the bakery and gift shops. Old Salem has also become a regular destination for local residents for art exhibits, concerts by local music groups, and seasonal activities such as our free trick-or-treating event at Halloween, which has drawn as many as 10,000 participants.

Old Salem has made very intentional efforts to evolve and develop new programming and events that are specifically tailored to visitors' needs. Our Salem Saturdays events are ideal for weekend visitors who can take in a day at Old Salem while spending a hotel night and enjoying other restaurants and recreation that Winston-Salem has to offer. Holiday programming has been expanded to not only include events leading up to Christmas day, but also Winter Fair days between Christmas and New Year's Day. We continue to offer more hands-on experiences, such as allowing visitors to bake bread and make candles. Given all of this, it is important that Old Salem increase its operations to hours and

facilities more comparable to pre-COVID levels.

Old Salem intends to spend the money awarded from City ARPA funds within the first 12 months of receiving the grant.

C.3 Total estimated number of unique participants to be served annually

200,000

C.4. Will program beneficiaries be only residents of Winston-Salem?

No

Describe the other areas (counties) that will benefit

Pre-COVID, Old Salem was a primary destination for Winston-Salem Forsyth County Schools. Other school groups generally come from within a two-hour drive of Winston-Salem.

In recent years before COVID, Old Salem attracted about 400,000 visitors annually. Due to the unpredictable nature of travel recovery in the wake of the pandemic, along with an increase in gas prices, etc., we are giving a conservative estimate of "number of unique participants" in C3 but hope to exceed that number.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

40.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$731,813.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

N/A

C.8 Operating Spending Timeframe

2022-2023

D. Project Budget Categories

Completed by mcook@oldsalem.org on 4/24/2022 8:33 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Education and Interpretation	\$861,590.00
Collections, Old Salem Research and Archaeology	\$672,005.00
Development	\$309,103.00
Maintenance, Preservation and Restoration	\$594,265.00
Administration and Overhead	\$1,509,041.00
Retail Operations	\$946,222.00
	\$4,892,226.00

Capital Costs	Total
No capital costs	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
Admissions	\$407,990.00
Classes and Special Events	\$198,390.00
Annual unrestricted memberships, contributions, donations	\$919,498.00
Retail revenues	\$1,142,719.00
Rental property income	\$85,744.00
Other income	\$5,875.00
MESDA unrestricted endowmen draw	\$938,243.00
Town of Salem unrestricted endowmen draw	\$461,955.00
Deficit in revenue vs expenses, requested from City ARPA	\$731,812.00
	\$4,892,226.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
No capital expenditures	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

Case Id: 15158
Name: COOK, MICHELLE - 2022
Address: *No Address Assigned

Completed by mcook@oldsalem.org on 4/20/2022 9:11 PM

E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

25.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by rbarron@oldsalem.org on 4/20/2022 3:45 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 2

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

As we have stated, the primary goal of this request is to hire/rehire 24 positions that are necessary for us to effectively serve the increased demand from more visitors, longer operating hours and the re-opening of more facilities. Old Salem, and particularly MESDA (the Museum of Early Southern Decorative Arts) is also the beneficiary of a number of private donations and foundation grants that support arts funding, including the Winston-Salem Arts Council, N.C. Humanities Council CARES, and N.C. CARES for the Arts.

G. Collaboration

Completed by rbarron@oldsalem.org on 4/20/2022 3:45 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

As mentioned earlier, we are a popular destination for Winston-Salem Forsyth County Schools' student field trips, and we maintain relationships with other schools and districts within an approximately two-hour driving distance.

Our partnerships with Salem College, Winston-Salem State University and Wake Forest University have so far brought 28 students and interns to OSMG to learn about historic preservation, museum curating and archaeological research. Since 2018, much of their work has centered on the Hidden Towns Project, expanding the story of Old Salem to include the enslaved residents.

Old Salem will also continue using our gardening and baking resources to help those in our community who are experiencing food insecurity. All gardens previously used only for educational purposes are growing vegetables, with over 6,500 pounds of produce donated so far to the Second Harvest Food Bank and Helping Our People Eat (H.O.P.E.). Our baking operations have so far produced 25,292 loaves of bread and bags of cookies for these organizations.

H. Administration/Reporting

Completed by rbarron@oldsalem.org on 4/21/2022 11:46 AM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	24 new/rehired employees; up to 8 additional opened buildings in the Old Salem district
Effectiveness/Outcome	Increase in visitors and school field trip groups, increase in revenues

H.2. Does the project/program use evidence-based interventions?

No

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

Risk Assessment final.xlsx

I. Capacity

Completed by rbarron@oldsalem.org on 4/20/2022 3:46 PM

Case Id: 15158
Name: COOK, MICHELLE - 2022
Address: *No Address Assigned

I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Old Salem Museums & Gardens shares the rich, authentic, and diverse cultural history of the early South—with special emphasis on the Moravians in North Carolina, enslaved and free people of African descent, and Indigenous peoples of the Southern Woodland, through the preservation and interpretation of material culture, architecture, and cultural landscapes. As an organization, Old Salem considers its mission to provide content and assistance in ways that fill community needs.

Old Salem occupies a critical and necessary role in Winston-Salem and North Carolina as a primary tourist destination, an educational experience, and a recreational green space. It is the tangible connection to Winston-Salem's beginnings, the city's unique character, and identity and the values that have come to be associated with much of our community.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

Old Salem is perhaps the only organization in Winston-Salem with a long track record of welcoming hundreds of thousands of youth and adult visitors each year. Before COVID, Old Salem had made great strides in increasing revenues and decreasing expenses. This was accomplished despite the considerable cost of maintaining historic facilities. Few admirers of Old Salem realize how much it costs to operate and maintain a lively and relevant historic district in the 21st Century. Ticket sales of \$20 per adult and \$12 per student do not begin to cover these costs, but Old Salem strives to keep tickets affordable as a public service. Colonial Williamsburg -- with which Old Salem is often compared -- charges \$46.99 for a single-day adult ticket and \$25.99 per youth ages 6 to 12. Compared to actual operating costs, Old Salem is subsidizing every visitor at an average of \$92.52. Even when our yearly endowment draw is figured into this estimate, the subsidy is \$31.91.

Since the arrival of Frank Vagnone as President and CEO in early 2017, Old Salem has focused intently on controlling expenses, including "right-sizing" its staff. In the past, for example, as many as 1,000 school students would visit in a single day, diminishing the quality of the overall experience not only for the students, but for other visitors. At the same time, staffing was kept at a level to accommodate the heaviest days, despite the fact that visitation could be very low on other days.

Focused efforts to host school groups more days per year, but no more than 300 students per day, have led to a better overall experience (as expressed by teachers) and a more efficient and effective staffing model.

At the same time, OSMG also greatly increased its focus on creating diverse, inclusive programming, filling staff and leadership positions to better represent Winston-Salem's diversity, targeted marketing of OSGM as a tourist destination, and a more strategic approach to fundraising. These efforts led to visible and tangible successes. Between 2018 and 2019, group tour attendance increased by 8.2%, walk-in visitation by 2.3%, overall revenue by 13%, and fundraising and

development by 19%.

With the return to a more "normal" operating capacity, OSMG looks forward to matching and exceeding these successes in the future.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

Our projections for the next year are contingent upon school group visits returning to 50% of their pre-COVID level in fall 2022 and a full recovery in spring 2023. Of course, Old Salem has no control over factors such as whether another wave of COVID could once again negatively impact schools. We will continue -- and grow -- our robust marketing and fundraising efforts to help offset future crises.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

Old Salem regularly collects data on number of visitors and school groups (and individual students). Our leadership team continually tracks revenues and expenditures year round. This information will certainly be shared with the city.

J. Impact/Community Need

Completed by mcook@oldsalem.org on 4/24/2022 8:36 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

Nearly everyone involved with public schools -- and particularly Title I schools -- would agree that overall education and grade-level skills, including the learning opportunities that a field trip to Old Salem provides, have suffered greatly because of the COVID pandemic. In addition, Old Salem has made important strides in making its educational programs diverse, inclusive, and truly representative of the many individuals who lived in the town of Salem. A visit to Old Salem leaves a lasting impression that extends far beyond what students can discern from reading a book or hearing a classroom lecture. (While we are very focused on reopening fully, we will continue to produce solid digital educational content as well.)

In addition, the time has come for Old Salem to fully reopen in order to fulfill its mission as one of Winston-Salem's primary tourism destinations.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

We will in the short term be adding 24 paid positions to the local economy. We estimate that by spring 2023, school visits will return to pre-COVID levels, providing a strong educational experience for the students while allowing us to regain our previous levels of revenue. While being partially open allowed us to save money in operations and staffing, we must staff up in advance of the visitation rebound in order to give visitors a satisfying experience, and in order to resume marketing ourselves aggressively as being fully open. We will also be returning to pre-COVID levels in the number of conferences and symposia that we have been hosting, such as the "Cartography & Culture: Mapping the Early American South" conference, now scheduled for October 2022 after being postponed twice, and "Design Seminar: Designing for Dining," which is to be held May 6 and is sold out.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

The long-term impact will be that students and adult visitors will have the opportunity to experience the rich history of Salem and to learn about the contribution of ALL of its diverse residents. They will have a positive experience visiting Winston-Salem, helping the city's overall efforts to recover pre-COVID levels of tourism. Before the pandemic, travel and tourism had become a major factor in the Winston-Salem economy. A return to normalcy for Old Salem will play an important role in helping Winston-Salem's hotels and restaurants -- as well as city tourism revenues -- recover to pre-COVID levels.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

Old Salem's results are tangible and measurable year-round. Data is collected on an ongoing basis on the number of

school groups and students, number of overall visitors, increases in retail sales, greater numbers of conferences and symposia and attendees of those events.

K. Funding Stability

Completed by mcook@oldsalem.org on 4/24/2022 8:38 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

No

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

10.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

15.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

Fees from school trips make up 70% of our revenues, which have been badly impacted by the pandemic. The recovery of the school program will greatly help close this gap.

Reorganizing and reinventing Old Salem Museum & Gardens has been a top priority of President and CEO Frank Vagnone, and considerable progress had been made through 2019.

Between 2018 and 2019, group tour attendance increased by 8.2%, walk-in visitation by 2.3%, overall revenue by 13%, and fundraising and development by 19%.

OSMG had continued in its efforts to right-size the organization through thoughtful staff reductions, programmatic re-focusing, extensive expense/maintenance, and property analysis, resulting in a decrease in expenses and staff size.

These changes resulted in a 32% reduction in the overall operating budget, from a high of \$8.9 million in 2008 to \$5.9 million in 2019, the last full year before COVID.

We have completed Phase 1 and Phase 2 of a four-year financial plan that took all endowment draws down to 5% by the approved 2022 operating budget. Overall, Old Salem realized a 40+% reduction in endowment draws and reliance on the endowment since 2008.

In summary, before the pandemic, Old Salem was on track to realize substantial increases in revenues, decreases in expenses, and long-term financial stability with limited reliance on endowment draws. A return to a more normal operating environment with increased hours, staffing and school visitation will allow us to resume, and continue to improve upon, this track record of success.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.

Commitment Letters

***No files uploaded*

L. Representation

Completed by rbarron@oldsalem.org on 4/20/2022 3:46 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Eugene W. Adcock	White	Not Hispanic or Latino	Male
Cheryl Black	White	Not Hispanic or Latino	Female
Christopher P Caracci	White	Not Hispanic or Latino	Male
Cheryl D Harry	Black	African-American	Female
Edward G Hill, Jr.	White	Not Hispanic or Latino	Male
G William Joyner, III	White	Not Hispanic or Latino	Male
Molly A Leight	White	Not Hispanic or Latino	Female
June Lucas	White	Not Hispanic or Latino	Female
William Mariner	White	Not Hispanic or Latino	Male
James E Martin	White	Not Hispanic or Latino	Male
Mary Elizabeth Mercier	White	Not Hispanic or Latino	Female
Margaret Pritchard	White	Not Hispanic or Latino	Female
Deborah Ryan	White	Not Hispanic or Latino	Female
Thomas Sears	White	Not Hispanic or Latino	Male
David W Shore	White	Not Hispanic or Latino	Male
Brent Waddell	White	Not Hispanic or Latino	Male
David Wharton	White	Not Hispanic or Latino	Male
Fletcher P Wilson	White	Not Hispanic or Latino	Male

M. Required Documents

Completed by mcook@oldsalem.org on 4/14/2022 12:14 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy and Annual Statement 2021.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

Amended 2020 Public Inspection 990 OLD SALEM, INC..pdf
OSMG 2020 990 Signature Page.pdf

Organization By-Laws *Required

OSMG AMENDED AND RESTATED BYLAWS November 2020 FINAL.pdf

Articles of Incorporation *Required

OS Articles of Incorporation-Formation Document.pdf

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

Old Salem Handbook Excerpt APRIL 2022.pdf

IRS 501(c)3 Designation Letter *Required

Old Salem IRS Determination Letter 1994.pdf

Most recent audited financial statements or a third-party review *Required

Old Salem 2020 Year-End Regular Audit.pdf

North Carolina Secretary of State - Current and Active Status *Required

NC License Certificate 2021-2022.pdf

N. Submit

Completed by mcook@oldsalem.org on 4/24/2022 8:56 PM

Case Id: 15158

Name: COOK, MICHELLE - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Michelle M Cook

Electronically signed by mcook@oldsalem.org on 4/24/2022 8:56 PM

04/24/2022