



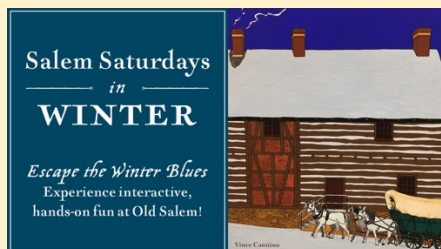
# Old Salem President's Update

1st Quarter 2019



1ST QTR 2019

## HOT TOPICS



→ **“Salem Saturdays in Winter”** continued our successful trial of creating special experiences on Saturdays to drive visitation on the weekend. Our **SALEM SATURDAYS IN WINTER** have produced a **47% increase in attendance on Saturdays 2019 as compared to the same in 2018**. It also seems to be having a “coat-tail effect” for **Sundays which are up 8% over 2018**.

- This pilot was started in the fall of 2018 with extremely good results. (50% overall increase in ticketed visitors on 2018 “Salem Saturdays” over 2017 of same time frame, with 80% of the 2018 “Salem Saturdays” dates surpassing 2017 Saturday attendance of same time frame).



→ A significant funding and program partnership was established with the **NC Dept. of Natural and Cultural Resources**. The state agency has awarded two grants to Old Salem: (1) To help fund the Hidden Town **“Sounds of Hidden Town”** Project, and (2) To help fund the expansion of NC folk musicians during our **“WINTER FAIR 2019.”**



## INCOME & EXPENSES AT A GLANCE

- The year has started off positive! We have seen an increase in attendance and net revenue.
- Our YTD revenue as of February 28<sup>th</sup> is 2.3% above budget and (4.3%) below the prior year. Expenses are (5.5%) below budget and (2.5%) below the prior year. YTD our net income is 10.1% above budget and 11.7% above the prior year.
- Attendance has also been strong in the district. At the end of February attendance was 29.5% above budget and 27.9% above the prior year.
- The President’s Office requested a **new weekly report unifying attendance, retail sales, and bakery sales for the previous week as compared to 2017/2018/2019**. This report is submitted every Monday by noon which allows for more analysis and quicker response changes than the previous monthly reporting.
- Tammy, Cheryl, and Ken have been reviewing our pension account with TIAA. **We are looking at investment options, returns, and fees**. We expect to have more information soon.



## DEVELOPMENT

### Revised Development Mission Statement

The Office of Development cultivates and maintains mutually beneficial relationships with donors, corporate supporters, volunteers, residents, staff, community members and friends to ensure that Old Salem Museums & Gardens remains a strong, sustainable and vibrant community resource.

The Office of Development shares a collective responsibility for creating partnerships and experiences that make Old Salem’s authentic view of the rich cultural history of early Southern life widely accessible to diverse audiences.



**NEW BENEFACTORS:** The **New Benefactors** began the year with a new organizational structure. Subcommittee chairs will lead newly-formed Social, Service, and New Traditions committees to better coordinate activities and engage the membership.

The membership gathered for its first Brews with Benefactors of the year at Krankies Coffee in February. This gathering brought new, young professional members to the group and stimulated conversation around potential future projects and partnerships.

**Martha Hartley**, Director of Moravian Research, led members on the first After Hours History Tour of the year. The group learned about Old Salem's Hidden Town Project by exploring St. Philips Heritage Center and St. Philips Brick Church and Graveyard.



For the Winter Service Project, members assisted the Educational Department in clearing the Carpenters' Yard. Bricks from the old, demolished kiln were moved to make way for new interpretive space behind the Single Brothers' House.

#### Confirmed Development Priorities for 2019

- a. Strengthen Operations
- b. Stewards Donors and Prospect Relations
- c. Rebuild Pillars Corporate Membership Program
- d. Assess ALL Membership Programs
- e. Engage Legacy Donors (1766 Society)
- f. Strengthen Grantsmanship

#### Strengthen Operations

- Hired Briana Graham as our permanent Development Associate. Briana has been with the team as a contract employee since December. We are delighted to have her onboard.

#### Steward Donor and Prospect Relations

- Hosted Two Successful Hearthsides Dinners -- January 28, March 4. Each session included 12-14 guests, including donors, corporate partners, community leaders, and friends. Monthly Hearthsides Dinners are scheduled through the end of 2019.
- Personal notes and phone calls to consistent donors -- to introduce myself, thank donors for their support, respond to questions, etc.
- Traveled with MESDA to Williamsburg for the Antiques Forum. Frank had the opportunity to engage with MESDA donors and prospects -- of the 300 Forum attendees, 120 (more than 1/3 of the attendees have active relationships with MESDA or have attended the Summer Institute in the past, making it one MESDA's largest donor gatherings of the year.
- We are in the early planning phase of collaboration on "MESDA JOURNEY: The Decorative Arts of Our Commanders in Chief." Special thanks to a member of the Development Committee who is co-sponsoring a reception for Frank and others to meet MESDA donors and prospects in the Washington, DC area. This event was a pre-scheduled reception; a perfect fit for the Development Committee's regional reception engagement strategy.

#### Rebuild Pillars Corporate Membership Program

- Continuing to follow up on Pillars renewals and reaching out to current and former Pillars members to introduce myself and share OSMG updates.
- Building a database of prospective Pillars members
- Revising, updating Pillars of Our Community brochures and other collateral
- New collateral will be ready for the May 9 Corporate Breakfast
- Planning for *Pillars & Friends* Corporate Breakfast
  - Thursday, May 9 -- 8:00 to 9:30 A.M.
  - Gray Auditorium, Old Salem Visitors Center
  - Invitees include all current and former Pillars members as well as prospective members
  - Board member and senior staff will serve as table hosts

#### Assess All Membership Programs

- Continuing to manage monthly renewals and related follow up.
- Completed comprehensive review of all membership programs and giving levels
- Working with staff regarding streamlining membership levels and benefits at each level
- Also working with finance on exploring tax deductibility issues associated with the new tax law.

#### Engage Legacy Donors (1766 Society)

- Gathering information on all 1766 Society members and their investments in OSMG. We will have a comprehensive database when once all the information has been gathered.
- Planning next steps to engage Frank and the board with 1766 Society members.
- Development Committee volunteered to host a small gathering of Society members with Frank and the board.

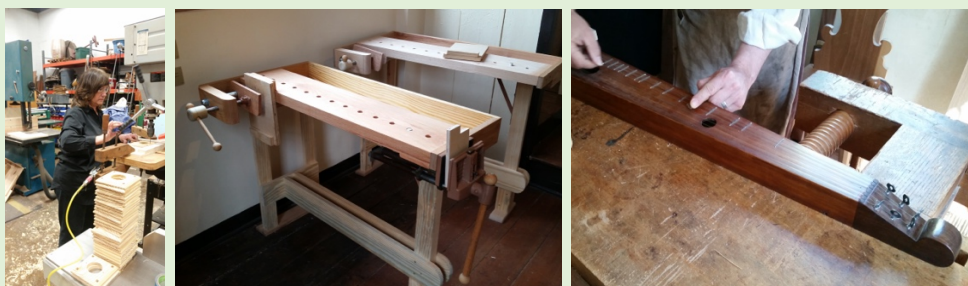
#### Strengthen Grantsmanship

##### Grants Submitted

- Jesse Ball DuPont Foundation -- Small but Great grant to support Access Saturday research gathering
- BB&T -- Charter Partnership to support annual operations over five years
- JW and AH Hanes Foundation -- requested \$50,000 to support Hidden Town Research

##### Grants to be Submitted:

- Visit Winston-Salem: March 29
- National Endowment for the Arts Challenge America Grant: Concept -- support for the Mobile Home of Dwelling Project; requires matching support (Capstone Foundation?) Due April 11
- Kaplan Fund J. M. K. Innovation Prize: April 30
- Cannon Foundation: Concept -- support for a planned capital improvement project (Cannon's focus) May 3







**ERIC JACKSON**, Head Gardener, and our team have produced the 2019 Garden and Landscape Plan. It outlines our goals and work objectives for the upcoming year. The document can be viewed online on our website at [www.oldsalem.org](http://www.oldsalem.org) (under "Horticulture").

**2019 GOALS**

1. Increase public awareness of Horticulture efforts
2. The Single Brothers Garden expansion and maintenance
3. Seasonal container plantings on Main Street
4. Flower/Plant arrangements at front desks
5. Historic Plant & Seed Collection
6. Seeds with Stories fundraising initiative (this includes the Sown & Grown Seed Swap)
7. Holiday-related decorations (Christmas)
8. Move Horticulture Lab to the Herbst House
9. Create Interpretive Media for SBG, web, Herbst/mobile kiosk
10. Production of a mobile interpretive kiosk dedicated to Old Salem Horticulture issues



Phase 2 of the re-branding & packaging of Old Salem's bakery goods is moving forward with the goal of updated items before the beginning of the 4<sup>th</sup> Qtr. Holiday season. We will be retaining the artisanal look of the kraft bags and now add colorful Old Salem branded labels. We will also be adding tins with printed, branded bands, and new cookie boxes that mimic the Winkler Bakery building.



**EDUCATION & INTERPRETATION**

Winter brings moments of quiet throughout Salem; however, the trade shops and other buildings carry on production regardless of the weather. The pottery has been developing new plaster molds, while the gunsmith shop delivered a custom rifle to the new owner and hosted two Saturday Blacksmithing classes. The joinery has been busy producing chairs and a copy of an instrument from our collection called a scheitholt which is very similar to a dulcimer. The weaving of linen cloth continued in the Single Brothers House, and the Winkler Bakery stayed busy all winter making tasty treats and adding hands-on activities.

The joiners shop located in the Blum house has also begun to transition one of the rooms into a classroom to accommodate more Saturday woodworking classes. Several workbenches have been constructed and several more will be added as the space is finished and more classes are offered.

Garden planning and early plantings have kept the gardeners at the Miksch house busy. The hotbed has been producing young plants at a prodigious rate that will be transferred to the larger garden beds in the coming weeks. The plants that are grown in the Miksch and Triebel gardens are used in our cooking demonstrations year-round and offer varieties of vegetables that would be difficult or impossible to find in a grocery store.

It is with sadness that after 18 years we must announce that Darlee Snyder has retired from Old Salem Museums & Gardens and moved with her family to the Seattle WA area where she is grew up. Darlee worked with school groups in the Single Brothers Workshop leading that program for many years with an energetic and positive spirit that is difficult to match. Most recently Darlee served as Co-Director of Interpretation and Educational Programming with Nat Norwood. Nat will assume responsibility for the Education Department in April.



**MESDA ENGAGEMENT**

The beginning of the year held several travel opportunities for MESDA staff to connect with friends, colleagues, and partner institutions. New York's Americana Week in January is a significant attraction to collectors, dealers, and scholars of southern decorative arts. MESDA was pleased to connect with many friends and have a presence at events, including the Winter Show.

In February, MESDA hosted its annual reception at the Colonial Williamsburg Antiques Forum for MESDA members and graduates of the Summer Institute. The reception also provided the opportunity to celebrate three graduates of the 2018 Summer Institute, Allie Cade, Kate Hughes, and Tiffany Momon, who presented their original research as the Carolyn and Mike McNamara Young Scholar Lectures, sponsored by the Decorative Arts Trust.

MESDA's biannual Furniture Seminar (held the weekend of March 15-16) celebrated the influence of cabinetmaker Thomas Chippendale and how his designs filtered from Great Britain to New England and into the South. The sold-out program was attended by collectors, woodworkers, scholars, and enthusiasts from 18 states and two international countries. Two days of lectures and demonstrations preceded an opportunity to wander through the MESDA galleries, allowing for time to closely examine Chippendale-related objects in the collection. The program's net profitability exceeded \$27,000.00.

MESDA's next program will be the annual Design Seminar on May 3-4, "Inspired by Heritage: An International Point of View." With support from the North Carolina Chapter of the Institute of Classical Architecture and Art and Wells Fargo Community Giving, this event will bring together three legendary designers to offer a distinct international view on what's chic in interior, architectural, garden, and landscape design. Speakers include English interior designer and decorator Lady Henrietta Spencer-Churchill, Cuban-born architect Hermes Mallea, and landscape architect Ben Page of Nashville, Tennessee.



**RESTORATION & INTERPRETED ENVIRONMENTS**

Spring has sprung! With it, so has a bit of **Spring cleaning in Salem**. The opportunity of good weather saw pressure washing of the Tavern Restaurant & Museum, the Horton Center, and T. Bagge. In addition, T. Bagge benefited from exterior painting, as did the adjacent Vogler House. More sprucing up is planned, such as exterior painting of Horton and the Tavern Museum, freshening up the Square Pump, cleaning and painting of Winkler Bakery, and returning the Builders' House exhibit back to a clean white.

Good fences make good neighbors...in the spirit of that well-known adage, Old Salem has used fencing to bring us even closer to one of our closest neighbors. Volunteers from **Salem Academy & College have lent a hand in painting**



➡ **The Hidden Town Project** continues to pursue research subjects. As we gain further knowledge of particular enslaved individuals and dwelling places of the enslaved, we are introducing text panels throughout the district to better explain the initiative. So far, we have researched (using over 13 primary source materials) over 20 Salem lots with associated biographical information. These biographies are now being revealed as part of a larger social media effort to engage the public in the Hidden Town Project. Shown is the phase 2 of the “Tavern Room of Reflection” stair with text panel.



➡ Old Salem held an annual update meeting with **Visit Winston-Salem Tourism Organization**. 2018 research shows “history” as the #1 reason for someone to visit Winston-Salem. VWS is helpful in marketing Old Salem and has provided funding for advertising (print and digital media) of 4<sup>th</sup> Qtr. Events and holiday activities. Our partnership is becoming more fruitful as Old Salem’s “Salem Saturdays” is bringing in tourists from outside of WS who are staying in overnight in hotels, eating at WS restaurants, and visiting other cultural sites.

**the Square fence.** Over a series of afternoons, students have donned their best Tom Sawyer hats, picked up a brush, and freshened up one of Salem’s iconic features. This collaboration looks to continue with even more painting of the fence and other features in the District.

After several years of productive work, the **archaeological dig on Lot 38** has been closed with appropriate infill and documentation. The site of the potter’s kiln along the north section of Main Street, further scholarly pursuits will now focus in the lab. The result is a site that is now clean, seeded and sown. As a compliment to a cleared site, educational panels will be created that will allow visitors to understand and appreciate what they might not be able to see, but that resonates in Salem none the less.

Old Salem hosted a tour of the Boys’ School with representatives of **Beeck Mineral Paints**, the company that supplied the special mineral paint for the interior walls. Mineral paint is a naturally based paint combining pure plant-based formulas with natural silicate. The result is a paint best suited for historic structures, which would have originally used similar formulas or a chalk paint equivalent. Interestingly, Beeck products are sourced from Germany, in the spirit of all things Moravian. The company, however, is locally based. We are currently working with Beeck to provide a linseed-based paint for the exterior of the Shoe Shop.

Work to realize the potential of **901 Marshall** continues, as staff meets and plan for future use. Work with the architect and with a complement of local inspectors is narrowing the focus on this once blurry project. Design concepts are in process, as well as determining how the historic character of the building will be integrated. Collaborations with several local donors are being explored to provide the funding needed to bring 901 to fruition.

Let there be light! The **Fourth House will soon boast a lantern light** at the front entrance. The Historic Resources Commission approved the after careful examination of type and installation. The copper lantern is locally produced, handcrafted, and styled to suit the half-timbered house. Illumination in the District has always been at a premium and fixtures such as this may help to address the need for greater lighting, while still maintaining the character of Salem.



**FACILITIES:**

This past quarter has been a busy one and consisted of quite a few challenges both foreseen and unforeseen. Along with our routine maintenance we had some projects that were very much needed and one project that was actually fun, thanks to Salem College and a group of their students.

About 20 Salem College student volunteers and staff gave their time and energy to paint a section of the fence at the Square. The fence section looks much better thanks to them.

Another project that we had to complete was upgrading the Fire and Security system at the Tavern Museum. This particular system was extremely outdated and no longer functioned properly and was malfunctioning on an almost daily bases sending false alarms.

We also worked on backfilling in the archeology dig site at Lot 38. We very carefully filled in the site where the old Kiln was excavated to preserve it and cleaned up the site, returning it to its natural state. We will backfill in the rest of the site very soon and grade the terrain. We will then plant grass to make the site tidy and aesthetically pleasing to the eye.

One of our unforeseen projects that we completed was the repair of the fire sprinkler system at MESDA. There was a leak that occurred in the ceiling of one of the collection rooms downstairs at MESDA. This was due to a poor design and installation of the system. We had a piece of the pipe removed and replaced at a junction where it was leaking. We also had a drain installed to eliminate the faulty design and allow all the water to be drained from the system going forward.



**COLLECTION, RESEARCH, & ARCHAEOLOGY**

**Old Salem Collections**

During the first quarter of 2019, Old Salem acquired a number of historic objects from Salem College and Academy that had been previously loan to the museum for several decades. These included important textiles such as an embroidered pin cushion from the Pepper family, and a circa 1850 trombone stool, a unique furniture form that seems to have been particular to the Moravians.





## Old Salem is becoming *new again!*

Over the next months, infrastructure improvements are taking shape:

- Waterworks Replacements
- Expanded Brick Sidewalks
- Additional Trees & Lighting

By 2020, Salem's streets will be restored... thanks to the City of Winston Salem and Councilman John Larson



➔ **The Main & Church Street infrastructure work continues.** The most obvious difference can be seen in the newly constructed brick sidewalks. We were getting many complaints and comments concerning the street work. In response, Old Salem created information signs that explain to our visitors why parts of the historic district are in disarray. These signs were placed throughout the affected areas so our guests would better understand the process and how these efforts will sustain the area long term. These worked wonderfully by bringing the guest into the process of restoration. We thanked the **City of WS as well as Council Member John Larson** for their efforts in funding the work. These signs had to be removed because the Historic Resources Commission sent us a violation notice for their use.

Another major project has been the reorganization of collections spaces to make room for additional storage and to cull unneeded office furniture, equipment, and duplicate/obsolete materials. This project included an inventory and reorganization of textile storage with updated cataloging on many significant objects.

For Hidden Town, Johanna Brown and Jessie Harris have collaborated with Martha Hartley to write and create interpretive text panels for the Blum House, Tavern Meditation Room, Single Brothers House, and the Doctors House, as well as biographies of the enslaved people who lived and worked in early Salem.

### Lot 38 Archaeology

Geoff Hughes has completed excavations at Lot 38, the Salem town site that was devoted to ceramic production throughout much of the late 18<sup>th</sup> and early 19<sup>th</sup> centuries. After finding evidence for three different kilns built in 1793, 1806, and 1811, the excavated trenches have been filled for safety. Geoff is working with Johanna Brown to create interpretive signage for installation later this Spring.

### MESDA Collections

In early 2019, we greatly strengthened our collection of Georgia decorative arts with the acquisition of six pieces of Georgia hollowware representing silversmiths who worked in Savannah, Augusta, and Atlanta, and one of the most iconic examples of Georgia Piedmont furniture—the elaborately paint-decorated and dated blanket chest that was made for sixteen-year-old Mary Cronic of Walton County, GA, in 1839.

To make our collections more accessible to greater numbers, Jenny Garwood recently added a “closer look” table to the Horton Center Rotunda to immediately engage visitors with seasonally-inspired objects. For Valentine’s Day, the special focus was on “Hearts in Decorative Arts.”

### MESDA Summer Institute

This year we had one of the strongest applicant pools in MESDA Summer Institute history. This summer we will be joined by students coming from the Metropolitan Museum of Art, Maryland Historical Society, Winterthur, the University of Wisconsin at Madison, William and Mary, Old Salem Museums & Gardens, and elsewhere. The focus of this summer’s graduate-level course will be the decorative arts and material culture of the Cotton South with an emphasis on Piedmont South Carolina and Georgia.

### Gray Library and MESDA Research Center

The library staff spent the first quarter performing a thorough, shelf-by-shelf inventory of over 20,000 books with subsequent cataloging updates. This process affected some major shelf reorganization and improvements in overall space usage. Congratulations to June Lucas, Margaret Krause, and their entire team for a monumental job well done! The MESDA Research Associates continue reading primary documents to discover Southern artisans who can be added to the MESDA Craftsman Database. Presently, they are focused on Pickens County, SC; Augusta County, VA; and Knox County, TN.

### Digital Research

MESDA and Old Salem participated in a momentous gathering at the Winterthur Museum in January to discuss current online furniture projects and the future of digital studies in the decorative arts. Gary Albert, MESDA’s Director of Digital Scholarship, and Robert Leath, Chief Curator and VP of Collections, Research, and Archaeology, were invited to represent Old Salem at the workshop, which included a dozen other cultural institutions from around the country and Britain that are on the vanguard of online furniture studies.

Throughout the workshop, MESDA was cited by fellow participants as a leader in the field. The *MESDA Object Database* and *Craftsman Database*, in particular, featured prominently in group discussions that focused on sharing best practices, brainstorming solutions for common problems, and exploring collaborative projects. The workshop concluded with a consensus to form a consortium of digital resources that will meet regularly. MESDA has agreed to host the next meeting in 2020 here at Old Salem.



### HIDDEN TOWN PROJECT

#### Research

**Research Files:** Work continues with 21 historic lot files completed or in process; focus remains identifying houses of enslaved people on Salem landscape.

**Biographies:** Focus also directed to building research files on enslaved (and free) individuals and family connections; biographies developed for Facebook posts.

**Wake Forest University Interns:** Directing four undergraduate students from Wake Forest University Department of History as research interns for spring semester (Jan.-May), one is a continuation from the fall semester; immersion in primary source documentation.

**Salem Academy and College Intern:** Directing a History Department Service-Learning student who is preparing individual people files.

**Volunteers:** Directing two volunteers who continue lot and individual research.

**Savannah College of Art and Design:** Facilitating student’s work on master’s thesis.

#### Collaborations

**Afro-American Historical and Genealogical Society:** Facilitated/hosted their 2019 Black History Month Genealogy Conference at Old Salem on Feb. 2 (attendance 204).

**Southern Garden History Society and Wake Forest University:** planning/facilitating Sept. 26-28, 2019 Landscape Conference “Landscape, Race, and Culture: Shaping a World of Color in the American South.”

**Moravian Studies Collaborative:** Attend regular meetings convened by Moravian Archives and Wake Forest University.

**Forsyth Creek Week** (March 23-31, 2019): represent Old Salem on Creek Week Committee throughout the year (multiple municipal and nonprofit groups).

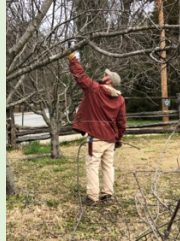




**ACTIVATE MAIN STREET** Initiative continues as we paint our Main Street buildings. This quarter we repainted one of our most visited buildings, T. Bagge Merchants. We painted the trim, doors, windows and shutters. MESDA, The Tavern Restaurant, and the Historic Tavern all were pressure washed. In addition, we re-painted the MESDA entrance doors.

**Outreach**

**Hosted visits to Archaeology Lab** for Youth from Home Moravian Church (Jan. 9)  
**Facilitated meetings for Liberian Organization of the Piedmont** with Salem College and Moravian Archives (Jan. 24).  
**Escorted WXII Anchor Wanda Starke** for her Black History Month story gathering (Jan. 24).  
**Keynote Speaker, 2019 Black History Month Genealogy Conference** at Old Salem (Feb. 2).  
**Speaker, Forsyth County Genealogical Society** monthly meeting (Feb. 5).  
**Speaker, Salemtowne**, part of February series “The Spirituals and the Blues” (Feb. 11); facilitated their visit to Old Salem on Feb.12.  
**Speaker, Home Moravian Church** Wednesday Night Fellowship (Feb. 21).  
**Hidden Town Committee Meeting**, update and discussion (Feb. 28).  
**Salem Creek Tour: History and Nature**, presented with MO Hartley for Forsyth Creek Week, annually since 2014; Old Salem is a participating organization (Mar 23).  
**our for the New Benefactors** at St. Philips with Hidden Town discussion (Mar. 28).



**HORTICULTURE & LANDSCAPE**

During the first quarter of 2019, the Horticulture department has been busy planning and preparing for the year. We have planned the gardens for the year. We have put in seed orders and cleaned saved seed grown in the gardens last year. We’ve cleaned our tools and sharpened edges. We’ve done necessary maintenance on our mechanical equipment, including the tractor, golf carts, riding mowers, and string trimmers. The weather has been far wetter than usual, but we were able to get out into the landscape for much-needed pruning of landscape and orchard trees. We’ve also been able to deal with lots of problem areas around the historic district by removing invasive vines and weed trees. Ongoing leaf, brush, and trash collection is a consistent effort. We put out winter flower containers all along Main Street for the MESDA furniture conference and are propagating plants in the greenhouse for the street containers later this year. Snow and ice weren’t much of a problem during the winter months as most of our winter weather happened last December. In the Single Brothers garden, there were lots of weeds to pull because of the wet weather. Here we have prepared garden beds with leaf compost and tilled the field crop squares. Early spring plantings of peas, arugula, carrots, cress, and miner’s lettuce were all sown and are now growing. Fig cuttings from the Doctor’s House fig shrub are now taking root in the tree nursery as are grape cuttings. American plum trees were dug from the tree nursery and planted out in the district. The annual seed swap, now known as “Sown and Grown” was held in February. Lots of community partners and volunteers all coalesced around this long-time favorite winter gardening event. For the first time, we asked for a \$5 donation which was not only well received but allowed the seed swap to recoup all Old Salem’s internal costs of organizing and hosting this event. We also held a Salem Saturday’s hands-on workshop on “Garden Planning & Seed Saving” for a small but enthusiastic attendance. Progress was made on reworking and rewriting the “Heirloom Plants of Old Salem” video into a new “Seeds with Stories” video. The Dogwood Garden Club donated funds toward this video and the Little Greens Garden Club donated funding toward an information panel in the Single Brothers garden as well as for orchard trees. Garden staff visited the Moravian archives to see the “Language of Flowers in Wachovia” exhibit. We also met with the archivist there to explore potential avenues of horticultural related research. Two Salem College students are volunteering with us as part of an environmental studies service-learning project. They are continuing work on the historic plant collection database. One of the most exciting endeavors is that the garden staff is planning for moving to the Horticulture lab and offices to the Herbst house! Here the gardens will have a presence on Main Street, as well as dedicated space for workshops, presentations, and more!



**LEARNING IN PLACE**

Learning in Place continues to move forward in its partnerships with K-12 schools, colleges, and universities. Frank Vagnone, Karen Walter (President’s Office Liaison/Manager, Learning in Place), and Johnny Yeagley toured Summit School and met with school leaders to discuss OSMG’s commitment to education and accessibility for all students in grades K-12. Daniel Ackermann (MESDA), Scott Carpenter (Education/Music Director), Cheryl Harry (HR/Hidden Town Co-Chair), Martha Hartley (Director of Moravian Research/Hidden Town Co-Chair), Eric Jackson (Head Gardener), and Karen



# This little shop has a BIG FUTURE!

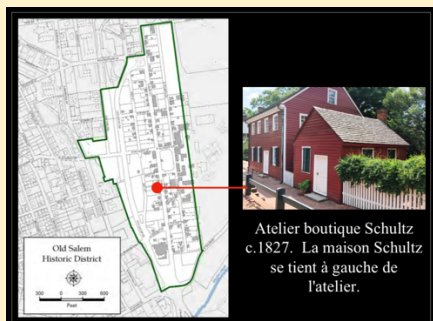
The 1827 Schultz Shoe Shop needs a bit of reheeling and a good spit shine. In the coming months, more than a shoebox full of craftsmen, preservationists, and volunteers will address a variety of restoration needs.

Historically, the shoe shop was the trades house that kept Salem shodden\* (both residents and visitors alike) for over 50 years. Samuel Schultz, the proprietor, lived conveniently next door.

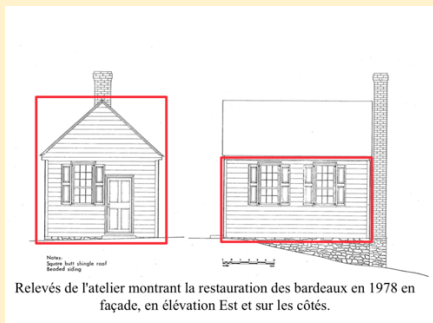
During your next visits, step in and witness our progress... you might even lend a hand!

As an integral part of the project, Old Salem has the distinction of working with REMPART to provide the volunteer energy. REMPART is an international organization in existence since 1966 and has brought volunteers together to preserve over 800 structures worldwide. Old Salem will be the second site in the country to host REMPART's program.

\*Shodden (shid'n) is a quirky, old fashioned term that refers to providing for or wearing of shoes... just another takeaway from your time visiting us!



Atelier boutique Schultz c.1827. La maison Schultz se tient à gauche de l'atelier.



Relevés de l'atelier montrant la restauration des bardeaux en 1978 en façade, en élévation Est et sur les côtés.

➔ Robbie King, Director of Interpreted and Restored Environments, continues the planning for the **restoration of the Shoe Shop**. We are organizing our international preservation partnership with **REMPART** (The French Preservation Volunteer Organization). Volunteers and preservation experts will visit Old Salem in the Fall 2019 and work alongside our team to work on the restoration of the tiny shoe shop. It is our hope that as part of this cultural exchange, some of our trades and restoration team will travel to France to work on a site that country.

Walter collaborated with Winston-Salem State University and Winston-Salem/Forsyth County Schools on a proposal to the National Endowment for the Humanities: Landmarks of American History and Culture grant.

Salem College's Graduate Teacher Education program began a review of OSMG's educational tour materials for alignment with current North Carolina Essential Standards for K-12 instruction. Demonstrating program alignment with current K-12 essential standards is necessary when educators seek school administrative approval to bring students to Old Salem.

Representatives from the Reich College of Education at Appalachian State University joined Frank Vagnone and guests for a Hearthside Dinner on March 4.

Students from Salem College provided valuable volunteer aid in our Horticulture program, as well with our Facilities department.

Research for The Hidden Town Project continued thanks to the work of interns from Salem Academy & College and Wake Forest University.

OSMG staff members provided supervision of college students engaged in academic research and internships, with Martha Hartley overseeing a graduate student's work on master's thesis, and Ben Masterson (Historic Trades) working closely with an intern from Wake Forest University.

Planning continued for "Landscape, Race, and Culture: Shaping a World of Color in the American South," the landscape conference offered in partnership with Wake Forest University.

Work continued on the "Sounds of Hidden Town" visual and audio experiences project, with initial audio and video recordings made at St. Philips and other locations of Salem's enslaved people.

OSMG submitted a draft proposal to the North Carolina Department of Cultural Resources for funding support of "Sounds of Hidden Town" and Winter Fair musical education.



## RETAIL HIGHLIGHTS

In February, we began the push to redesign our cookie and cheese stars packaging. The decision was made to keep the large and small kraft paper bags currently in use but to have the bags professionally printed. We will also be adding a rectangular tin and a small box. We look to have this new packaging on the shelves by the start of the 4<sup>th</sup> quarter.

**At Winkler Bakery** we are now featuring 3 to 4 new items every month. We're getting a great customer response to these new baked goods and some, like Cheese Bread and Chocolate Chip Gingerbread, will become part of the permanent selection, replacing some items that are not as popular.

We've added a **Handcrafted Salem 1766** section to the Visitor Center. This will expand as more pottery is produced by our staff potters.

We've **expanded our Garden area** at Moravian Book & Gift Shop, bringing the items front and center in the store. Items include heirloom seeds, garden-related books and locally-made birdhouses. This is a category that has always been popular with our shoppers.



## VISITOR SERVICES

**New Signage** – Have you ever been near the Visitor Center during prom season? If you have you know that our Heritage Bridge is one of the most popular sites in town for prom pictures. This season we're asking prom-goers for a modest donation for using our property and have new permanent signage at each end of the bridge.

**Events** – During February's **Black History Month**, the Visitor Center had a special retail section of Black History books and painted gourds by local artist and Lead Interpreter at St. Philips, Leo Rucker.

**Plans are underway for the September 18-22, 2019 NC/SC/VA Regional Motor Coach Association Meeting** that Winston-Salem is hosting. Some 300 visitors are expected. Visit Winston-Salem and Old Salem are partnering together to host the opening night event in the Old Salem Visitor Center. Plans are to have trade demonstrations in the Visitor Center and a brief concert on the 1800 Tannenberg Organ.



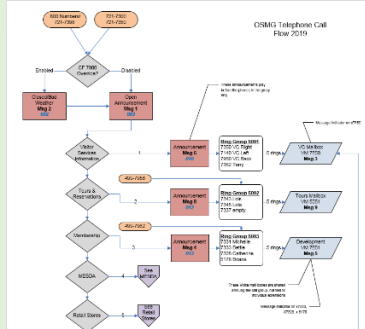
→ The entire interpretive and educational team participated in a hands-on workshop in which President Frank presented the basics of the “Anarchist’s Guide to Historic House Museums” concepts and discussed issues relating to the engagement of our visitors. We were lucky to host two members of the Colonial Williamsburg team to join us: Ken Ryalls and Nathan Treese. As a continuation of the meeting, we held individual follow-up meetings to pursue issues brought up in the group discussion. Thank you to all involved.

**Visitation** – During the first quarter of 2019, the Visitor Center welcomed just over 9K visitors. Of that number, just over 5K (55%) were students visiting us on field trips.

**Welcoming New Staff** – During the first quarter, the Visitor Center welcomed two new staff members to the ticket desk. They are Jennifer Williams and Zoe Baccus. Jennifer is an alumna of Salem College, so she knows the area well. Zoe is a current college student at Forsyth Tech.

**Group Tours Update & New Marketing Efforts** – Lola Culler will retire from Old Salem in June 2019. She will be greatly missed but we wish her well as she begins her retirement years. As difficult as it will be to replace Lola, we are excited to announce the addition of Shelia Harrell-Roye to Group Tours. Shelia comes to us with museum experience having worked at Drayton Hall in Charleston, SC and also on The Slave Dwelling Project in Charleston. She also has experience using our ticketing software, ALTRU. We are also excited about expanding the Group Tours role to include specific and targeted marketing efforts for local Winston-Salem/Forsyth County Schools and surrounding counties.

**Area Visitor Association & Forsyth County Tourism Alliance** – Terry Taylor, Director of Visitor Engagement, represents Old Salem at meetings of the Area Visitor Association (AVA) and Forsyth County Tourism Alliance (FCTA). The AVA consists of representatives from Visit Winston-Salem and local tourist attractions and meets monthly. The FCTA consists mainly of local hotel representatives. Recently the AVA group decided to allow local hotel front-desk staff members to visit the member attractions for free. With first-hand knowledge of the local sites, local hotel front-desk staff are better equipped when referring hotel guests to Old Salem.



**ORGANIZATIONAL INFORMATION TECHNOLOGIES**

During the first quarter of 2019, the IT department worked with several other departments within Old Salem to restructure the phone system menus for incoming calls to the museums. The existing phone menu was developed over eight years ago and didn’t fit well with our current structure. Terry Taylor at the Visitor Center proposed a new layout last fall and we met with stakeholders such as Development, Retail, Horton Center and the Admin offices to discuss the proposed concepts and voice prompt wording. As a team, we developed a flow chart detailing how calls entering our main number, the visitor center number, and Horton Center would ring various phone and progress through our organization. We also worked to develop clear voice mail menus, so visitors could easily make an informed decision when calling in.

We worked with our local Mitel dealer to implement the programming of the new flow charts and after a period of testing and review with staff members, put the new call flows into production. Within the first week, we’ve heard positive responses from visitors calling us that they can now reach the correct location. We now have the ability to update the menus if adjustments need to be made and the ability to easily turn on or off a special message about closings at the museum due to weather.

During the first quarter, IT negotiated a new endpoint security solution for all the computers at the museum. Endpoint security is the virus scanning software and firewall rules that run on each computer. Previously we used a product called Trend Micro Office Scan which offered these abilities. We had a 1-year maintenance contract on this software and by switching to our new solution called Webroot, we have saved 42% annually on the maintenance cost. By the end of March, we have installed WebRoot on 106 computers within the museum which is 99% of our total machines. The really good news to report is no virus or threats have been discovered by our new security software. We also receive weekly reports summarizing any activity and get immediate email alerts should a workstation be compromised.

Old Salem has a layered defense system when it comes to combating security threats. We employ a spam filtering/threat detection service that scans and removes any suspect email before it arrives at our users’ desktops. Our firewall continually monitors website and internet traffic, blocking harmful sites along with another email scan as it passes into our organization. The Webroot software acts as the final defense layer protecting each workstation and server from threats.

IT has also been working on server consolidation and updating. We are working to decommission some older servers that are no longer supported by Microsoft. Work on this will continue through the year. Several of the older systems are embedded in our daily operations and transitioning to newer software takes time so we do not disrupt daily operations. One of the more complex transitions we will make this year is upgrading and combining our SQL servers. This system houses the retail database, the accounting database, and the collection database.





➔ We continued on to the next phase of the Winkler Bakery transformation with the hire of a full-time bakery interpreter, Jeffery Sherrill. We also began our pilot “Brick Oven Bake Classes” which will take place in Winkler Bakery itself. The Second Quarter of 2019 we will begin the interior upfit to accommodate more bakery products, allow for even more visitor engagement with the actual baking process, and the further integration of the retail and interpretive elements of the bakery.



## ORGANIZATIONAL & HUMAN RESOURCES

### **Staff Turnover**

Eleven new employees were hired this quarter- three in Marketing, two in Customer Care, six in Education, and one in Retail. There continues to be turnover in the Education Department due to a large number of part-time employees. There were 11 separations.

The Paycom Self On-boarding process was implemented which enables us to streamline the new hire process. A majority of the paper forms have been eliminated. New employees can access a portal to enter their personal information prior to the office visit.

### **Employee Handbook Revision**

With input and a review by Capital Associates, Inc., the final draft of the revised handbook has been completed. Updates were made in the following areas: Pay Advances, Technology, Paid Time Off (PTO), Resignation/Separation, and General Work Rules. A Whistle Blower Policy was added.

**Review of Job Classifications and Job Descriptions**— Company-wide, we have begun to update job descriptions. Many descriptions are being rewritten when posting job vacancies.

Several positions were reviewed to ensure FLSA exemption compliance. Of the seven exempt job description, four were reclassified as non-exempt.

### **Volunteers**

We added a combination of ten volunteers and interns. One volunteer was hired as a part-time interpreter.



**WINSTON-SALEM STREET CONSTRUCTION:** Communication has been excellent with the construction company, as well as the city project manager and staff. We continue to work collaboratively on any issues that arise. For any information regarding the infrastructure and street work by the City of Winston-Salem, please follow:

<http://www.cityofws.org/Departments/Transportation/Old-Salem-Infrastructure-Improvements>

## **RESIDENTS' ISSUES**

Monthly meetings of the Residents Advisory Committee continue over coffee at the Fourth House. **Members of this committee are Linda Hobbs, Bob & Marilyn Little (Co-Chairs), Joe Madaras, and Jerry & Kathleen Keyser.**

### **Franklin Vagnone Meetings and Gatherings of Note**

HRC Public Hearing (1/1); Lina Ewen-Chief of Staff NC First Lady (1/8); Barbra Roole-Jessie Ball duPont Fdn (1/9); WSFC Career Development Coordinators (1/9); Tommy Walls (1/11); Ragan Folan (1/14); Bill Mariner (1/18); OSMG Startegic Steps Mtg (1/21); M. Farmer (1/23); Hidden Town/Salem College mtg (1/24); Judy & Jay Lester (1/27); Jeanne Sayers & Summit School (1/29); George Edwards (1/31); Rob Greene (2.1); BOT update call (2/4); HRC mtg (2/6); Seed Swap (2/9); Michael Ryden (2/11); Brent Wadell & Cantey Alexander (2/12); Visit WS (2/15); Gene Adcock & Tom Sears (2/20); Tom Frank WF Class (2/20); Bill Mariner (2/20); Colonial Williamsburg Antiques Forum (2/22-27); Betsy Davidson (2/24); David Zhao WF (2/28); Hidden Town Committee (2/28); Fox8 Interview (3/1); Clare Fader (3/4); Tiffany Momon (3/5); Patrick Cobbs (3/6); Dr. Kevin Cherry NCDCHR (3/6); WFDD (3/6); Samantha Reckford (3/7); Smanatha Smith (3/8); Jamie Bennett Artplace America (3/8); Miles Abernathy (3/12); Dr. Kyle Hughes (3/12); MESDA Furniture Seminar (3/15-16); 4th House Cocktail Party (3/16); UVA (3/18); Jeffrey Sherrill (3/22); FDV annual review (3/25); Laura Holby (3/26); Nathan Ryalls & Ken Treese (3/27); Peggy Dodson (3/27); Jamaal Saahir (3/28); Carol Amweg (3/29); Lee Davis (3/29); Alyssa and Brett Eaton (3/29); London Royal College of London Hidden Town Presentation (3/30).