

OLD SALEM WINTER Fair

DECEMBER
26-29



Old Salem President's Update

4th Quarter 2018

FOURTH QTR 2018

HOT TOPICS



“Salem Saturdays in Autumn” & “Salem Saturdays at Christmas” Pilot

Old Salem began a pilot project of marketing Saturdays as special days of visitation and experiences. The pilot ran from September 22, 2019, through December 29, 2018. In comparing “Salem Saturdays” 2018 to the Saturdays of 2017 during the same time period, we found the following:

- **50% overall increase in ticketed visitors** on 2018 “Salem Saturdays over 2017 of same time frame.
- **80% of the 2018 “Salem Saturdays” dates surpassed 2017 Saturday attendance** of same time frame.
- **3.5% decrease in retail sales** on 2018 Saturdays vs. 2017.



AAA Go Magazine
Members Choice
Awards

Old Salem Museums & Gardens
voted
**BEST ATTRACTION
IN NORTH CAROLINA**



2018 PROGRAMS ANALYSIS

- **37 Public Programs**
- **100% of the programs** were revenue producing and covered internal costs.
- **34% higher-than-projected revenue** for 2018 Public Programs (**2018 Net Revenue of \$155K vs. \$117K projected**).
- Out of 65 programs submitted for review, 38% of the submitted programs projected a loss of \$33,000 and thus were removed from the 2018 schedule.
- This Assessment EXCLUDES “Salem Saturdays in Autumn” and “Salem Saturdays at Christmas” (see details elsewhere in this update).

INCOME & EXPENSES AT A GLANCE

- Comparing the prior year's net income, we trail 2017 by 14%; **however, we are exceeding 2016 and 2015 by 14% and 32% respectively.**
- **We have lowered our expenses YTD by 10%** compared to budget and 2017.
- **Expenses are down by 18% compared to 2016, and 23% compared to 2015.**
- **OSMG YTD as of November 30th** net income is lagging behind the approved 2018 budget by 33%.

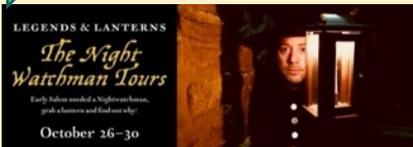
Halloween 2018



Halloween Trick or Treating

The 2018 Halloween Trick or Treat Night in Old Salem, a free event for the community, took on renewed life as we asked the residents to become full partners. We also invited them to decorate for the holiday event. Recent changes included: expanding the trick or treat zone to encompass all of Main Street; turning the Butner Hat Shop into "Command Central;" and partnering with Salem College to provide student volunteers to assist with crowd issues. Also, we added firepits along the center of Main Street to create a more festive atmosphere. Thanks to Berkshire Hathaway HomeServices and the Old Salem Residents, an estimated 7,500 visitors turned out for this great event.

Halloween Night Watchman Tours



This year, Darlee Snyder & Nat Norwood (Directors of Education & Interpretation), took our previous Halloween "Legends & Lanterns" Tour and transformed it into a tour that was tied directly to our mission-centric work. The tours were founded in the documented history of the Salem Night Watchman and the issues and circumstances that he encountered.

- 500 tickets purchased, doubled from 2017, resulting in each night being SOLD OUT
- Priced at \$40.00 each (increased from \$35.00 in 2017)
- Fundraising Results in \$20,000 gross; \$15,625 net

PRELIMINARY 2018 DEVELOPMENT RESULTS

Overall Development NET 2018 compared to four-year average: (-6%)

Overall Development Expense 2018: (Reduced expenses by 29% from 2017)

Pillars Corporate memberships: 24% increase in gross revenue from 2017

OSMG Individual Donations: 13% increase in gross individual donations over normal 2017 contribution cycle. (137% increase over the four-year average of \$35,133)

2014: \$20,700

2015: \$26,570

2016: \$19,435

2017: \$73,827* (* excludes a \$100,000 bequest, \$ 61,335 Special President's Fund for Storm Closing)

2018: \$83,414

Overall Development Revenue 2018: -22% decrease in gross revenue

Overall Membership Revenue 2018: - 5.5% decrease in gross revenue from 2017

Unrestricted Operating accounts	Actual This Year 12/31/2014	Actual This Year 12/31/2015	Actual This Year 12/31/2016	Actual This Year 12/31/2017	Actual This Year 12/31/2018
Total Revenues	\$1,015,683.85	\$1,078,882.22	\$1,224,286.97	\$1,094,250.36	\$791,153.23
Total Expenses	\$721,533.03	\$710,850.65	\$649,108.27	\$450,270.01	\$318,512.95
Total Transfers	(\$89,072.99)	(\$72,097.55)	(\$1,000.00)	\$10,250.95	(\$3,891.83)
NET SURPLUS/(DEFICIT)	\$383,223.81	\$440,129.12	\$576,178.70	\$633,729.40	\$476,532.11

*Note 2018 has not been reviewed or closed

PRELIMINARY 2018 RETAIL RESULTS

Year	Total Retail Square Footage	Total Retail Payroll	Expenses Less P/R	Total Expenses	Total Gross Sales	Total Net
2014	12665	775,639	1,906,897	2,682,536	2,798,402	115,866
2015	9265	700,487	1,615,246	2,315,733	2,543,125	227,392
2016	6065	543,677	1,478,423	2,022,100	2,418,132	396,032
2017	5775	538,629	1,369,002	1,907,631	2,298,454	390,823
2018	6255	557,644	1,121,979	1,679,623	1,753,151	73,528

*Note 2018 has not been reviewed or closed



DEVELOPMENT

OPERATIONS:

- Michelle Cook, Sr. Director of Development (pictured above), was hired in the Fourth Quarter to re-energize Old Salem's development efforts. She quickly compiled the following team:
 - Expanded the role of existing MESDA Development Associate Catharine Carlisle taking on New Benefactors.
 - Expanded the portfolio of Susan Brittain, our contract grant writer. Susan will oversee our grantsmanship as we search for a new Coordinator of Grants.
 - Welcomed two full-time employees in December. Bettie Clay has joined us to oversee Membership processing, and Briana Graham is responsible for our Gift Processing and Donor Stewardship functions.

INVESTMENTS:

- Development revenue for November totaled \$66,245 - above budget of \$65,400.
- Robust response to our year-end appeals and membership renewals with contributions (unaudited) totaling approximately \$180,000.

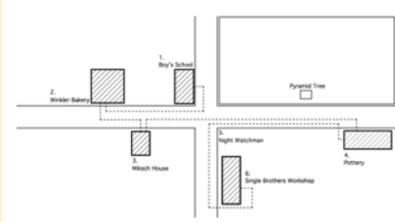
PILLARS:

- Received Kilpatrick Townsend Stockton and Reynolds American Pillars renewals.
- Welcomed a new Pillars member at the \$10,000 level.
- 2018 Pillars' memberships exceeded the \$59,750 total for 2017; however, we project that we will fall short of our \$109,500 goal.
- Confirmed HanesBrands Historian-level (\$5,000) renewal. Thanks to Mike Ernst and Howard Upchurch for renewing conversations with Hanes Brands.

GRANTSMANSHIP:

- Confirmed \$40,000 Arts Council grant for 2018-2019.
- Submitted \$250,000 2019-2020 funding request to City of Winston-Salem. This request is a 34% increase over the 2018-2019 City grant.
- Processed Forsyth County quarterly grant payment of \$12,500.

Christmas Candlelight Tours



The theme for this year's SOLD OUT Christmas Candlelight Tours was, "A Baking We Go!" Visitors encountered hands-on experiences in Winkler Bakery, Miksch House, The Pottery, ending in a Christmas party in the Single Brothers Workshop Kitchen. Post-tour surveys have shown us that our guests were quite pleased with the experience and plan on coming back next year. Darlee Snyder & Nat Norwood (Directors of Education & Interpretation) facilitated these extensive tours.

- 647 tickets (SOLD OUT, added more tickets to accommodate groups)
- \$50.00 each
- \$32,350 gross, \$19,186 net

St. Nick in the Hat Shop



For the 2018 Christmas season, we introduced St. Nick into the historic district as a ticketed venue. Each "Salem Saturday at Christmas" featured St. Nick stationed at the Butner Hat

CULTIVATION:

- Met with BB&T to discuss funding opportunities. Trustee Rob Greene facilitated the meeting and joined us for the conversation. Expect to submit a formal proposal in the 1st quarter of 2019.

OTHER FUNDING REQUESTS SUBMITTED:

- Submitted proposal to an individual funder for multi-year funding of an Access Fund at Old Salem.
- Submitted a multi-year request to current Pillars of Our Community corporate partner for funding of Title I school visits to Old Salem.

STEWARDSHIP:

- Hosted the first of our "reimagined" Hearthside Dinners. The goal of our planned monthly gatherings is the cultivation and stewardship of friends – and potential friends – of Old Salem Museums & Gardens. The next Hearthside Dinner is scheduled for January 28.



EDUCATION & INTERPRETATION

WINKLER BAKERY: A new interpretation model at the Winkler Bakery was established with current and new interpretation staff members being trained to offer a hands-on focus. Young and old are having a great time rolling out cookies and kneading dough.

HOLIDAY TOURS: Special Holiday Evening tours were very successful this year. Using the Boys School as the check-in location for all evening tours highlighted the wonderful capabilities of that space for evening use.

- Legends and Lanterns tours expanded to five nights with nine tours each night and proved very popular with each night sold out and visitors enjoying their haunting visit to Old Salem.
- Christmas Candlelight tours sold out early in the season. Participants visited the Winkler Bakery, Miksch House, Pottery and finished with baked treats by the glowing fire at the Single Brothers' Workshop. All post-visit surveys had very positive responses from visitors that enjoyed the tours.

SALEM SATURDAYS: Salem Saturday in Autumn and Christmas with new hands-on museum classes and Learning in Place hands-on activities increased visitation and engagement.

WINTER FAIR: Winter Fair brought increased visitors and many hands-on learning opportunities through classes and Learning in Place activities such as pewter spoon making, candle dipping, corn husk dolls, pottery, organ concerts, Winkler bakery classes and many more. Concerts featuring folk/traditional music and roving musicians delighted visitors. The tavern barn hosted chainsaw artist Mountain Mike who made chainsaw sculptures, including one of our ceramic squirrel bottles.



INTERPRETED ENVIRONMENTS

Winter Fair featured expertise and skills across Old Salem's departments. Restoration & Facilities Staff lent their voices, with a variety of tours & lectures. Included in these were tours featuring the Geothermal System at the Boy's School, as well as a popular view into the lesser known and seen spaces in Salem. Offerings like these prove the point that there is more to Salem than meets the eye. Equally proven was the thirst the public has for all things Salem, including attics and crawl spaces!

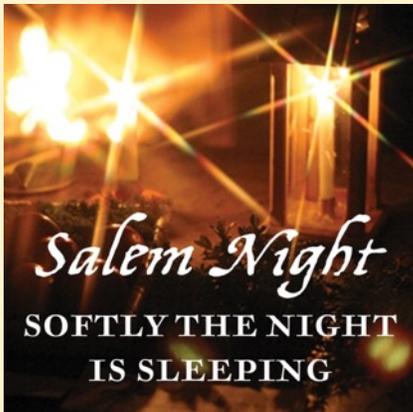
TAVERN MUSEUM YARD: The Tavern Museum Yard has a new look from a past era. Recent additions to the yard have brought renewed life to this important piece of the Tavern story. Included are the charm of a reproduction wagon, the functional allure of a clothesline system, additional zig-zag fencing to corral traffic as only a good fence can, and the relocation of the granite carriage stone to a more historically appropriate location. Standing sentry on all these improvements is a gated fence that beckons our ticketed visitors.

901 MARSHALL: 901 Marshall is now more than a street number and is on track to becoming the future home of our many collection items. Years in coming, the design for the project was recently awarded to an architect and various design and planning meetings are in progress as we focus a keener eye on how the space will look, work, and feel. Once completed, 901 will be an added stop for visitors wishing to have a closer look at our collections and processes. Included in the project will also be an assembly space that allows school groups a place of respite during inclement weather. Stay tuned as this project "collects" steam.

CHRISTMAS DECORATIONS IN INTERPRETED SPACES: While the North Pole is St. Nick's home base, he shared his time with Salem in a new location at the Hat Shop on Main St. His new space was outfitted in typically festive fashion with garland, presents, trees, and just enough twinkly lights to match his cherry cheeks. Elsewhere, the holiday season was

Shop. After making this change and completing our Christmas season, visitor counts demonstrate that between **50-70% of all visitors on "Salem Saturdays at Christmas" visited St. Nick.** This result supports our belief that we could continue to offer the St. Nick experience without increasing our operational costs while adding value to our basic visitor experience. **Robbie King, Director of Interpreted Environments & Restoration**, staged the interior and creatively introduced a temporary new Santa-hat sign (much to the delight of our visitors). **Elizabeth and Tony Bragg (Payroll Manager and Caretakers)** volunteered to be St. Nick's helpers and facilitated visitor experiences. A special thank you to **Dale Metz** who volunteered his services as St. Nick on 5 of the 6 Salem Saturdays at Christmas and to **Keith Wheeler** who volunteered as St. Nick when Dale couldn't be here.

Salem Night Candlelight Evening



The highly anticipated evening candlelight program was planned for the evening of December 22nd. We piloted opening at 1:00pm and closing at 7:00pm which removed the need to pay overtime. In addition, we significantly reduced all extra costs for the evening through maximizing our inherent experiences.

In 2018 Salem Night had a

- **26% increase in visitors - 736 visitors**
- **Net Revenue of \$25,700.**
- **Retail revenue exceeded the previous year \$30,777.** (In 2017 this evening brought in 586 visitors with a net revenue of \$7,100)

Winter Fair



spared no wrappings. Every building had halls decked, including the introduction of a large festooned pyramid in the SBH; a smaller, but equally garlanded pyramid at the Boys School; additional exterior garlands and door sprays; and, the drama of the monumental pyramid on Main St with a whole new display of nativity, greenery, and star. All of these brought together formed an expanded presentation that cheered visitors and staff alike.

FACILITIES: Facilities & Grounds Staff have had a busy few months, tackling all manner of maintenance and improvements. Clearing of the record snow was not the least of their endeavors. Leaf collection throughout the period was a steady task with blowers and trucks readily used. HVAC systems throughout the District have been witnessing several overhauls and targeted replacements. Everyday maintenance and preparations intensified over the Fall and holiday seasons, as more guests computed to greater demand on our infrastructure. Throughout all of this, staff have been committed and consistent, contributing to the visitor experience in often unseen ways.

- The A/C was repaired at the 2nd floor collections room at the Coke Plant
- Horton Center roof over the main exhibit rooms was replaced
- Began refurbishment of T. Bagge retail space
- Replaced the A/C unit at St. Phillips (log church)
- Assisted with events at Visitors Center in Gray Auditorium



COLLECTION, RESEARCH, & ARCHAEOLOGY

NEW ACQUISITIONS:

In recent months, Old Salem and MESDA have benefited from important additions to our ceramics, silver, needlework, and long rifle collections:

- One of only two known portraits of Salem's master potter Rudolph Christ and a panther mold that descended directly in his family, part of a collection of Christ family artifacts. Gift of Claire Blackwell.
- A silver pitcher made by P.L. Krider of Philadelphia, retailed and engraved by John B. Akin of Danville, KY. It was presented as a premium in 1852 by the Kentucky State Agricultural Society. Gift of Steve Sharp.
- Three needle works that descended in the Lindsay, Bowman, and Gray families. The earliest was completed in 1808 by Elizabeth Dick Lindsay while she attended the Salem Girls Boarding School. The other two were completed by her daughters, including one by Mary Eliza Lindsay, who attended the Greensboro Female Academy and later married Wyatt Bowman, the founder of the Wachovia Bank. Anonymous Gift.
- One of Davidson County, NC, gunsmith Henry Ledford's most ornately decorated works. Silver ornaments cover the butt and forestock of this example, including the unique "Man in the Moon" motif on the cheek rest. James H. Willcox Silver Purchase Fund.

ONGOING CONSERVATION: Keeping a properly conserved collection is one of the curatorial staff's most important jobs. Recently completed conservation projects include:

- Cleaning and repairing minor tears in the canvases of two important portraits by the artist Samuel Taylor of Piedmont Virginia. The portraits depict Colonel Samuel Baldwin and his wife, Mary Ann Womack, of Buckingham County, VA, and descended for multiple generations in their family. Gift of Mrs. Sue Baldwin.
- Cleaning the finish and line inlay on a table made by Anthony Chamness of Randolph County, NC, for Jane Wood. The table drawer prominently features sulfur inlay with her initials "JW." Gift of Dawn Cook in honor of the Wood, Coe, McCulloch, and Coble families.

SUCCESSFUL PROGRAMS: Despite Hurricane Florence, MESDA completed two successful programs this fall. The paintings seminar, originally scheduled for September, was held the weekend of November 9-10 and brought together more than 80 experts and enthusiasts from around the country. Going on the road, MESDA's biennial conference convened in Nashville, TN, the weekend of October 19-20. The conference included field trips to historic sites and museums across Middle Tennessee, lectures, and a unique opportunity to tour the newly opened Tennessee State Museum in downtown Nashville.

MESDA CRAFTSMAN DATABASE: With an online database of over 90,000 early southern craftsmen, the MESDA Research Center continues its monumental work. Currently, the research associates are surveying early court records and newspapers in Augusta County, VA, Edgefield County, SC, and Knox County, TN, to identify previously unknown craftsmen who will be added to the database, which is available free-of-charge to students and scholars and around the world at <https://mesda.org/research/craftsman-database/>.

MESDA FIELD RESEARCH: With funding from the MARPAT Foundation, MESDA also continues its award-winning field research program. This fall, the field research team of Gary Albert, June Lucas, and Kim May headed to Kingsport, TN, to document one of that state's most important private collections, including furniture, ceramics, and needlework from southwest Virginia and East Tennessee. Next year's two research trips will focus on Wytheville, Virginia, and Edenton, NC.

NEW LIBRARIAN: The Anne P. and Thomas A. Gray Library at Old Salem welcomes its new librarian, Margaret Krause. A graduate of William & Mary with an MLS degree from the University of Maryland, Margaret worked for many years at the Georgetown University Law Library. After she and her husband retired, they moved from Washington, DC to Lewisville, and Margaret now brings her expert skills organizing and operating a library to Old Salem. Welcome, Margaret.

Old Salem's first 4-Day Winter Fair (December 26-29) resulted in it becoming the #1 ticketed fundraising event in 2018. This extensive program was facilitated by the President's Office, (Karen Walter, Manager of "Learning in Place Initiative"), and a wide spectrum of Old Salem staff.

- 137% increase in paid attendance (1878)
- 106% increase in Net Revenue (\$27,896)
- 6.3% increase in Retail Revenue (\$39,883) (as compared to same days 2017)



Old Salem has been chosen as only the 2nd site in the US to start a Preservation Work Camp by REMPART. This international organization has been in existence since 1966 and has brought enthused volunteers together to preserve over 800 structures worldwide. The representatives visited Old Salem and reviewed the Shultz Shoe Shop. It was chosen as the first project of this new partnership. The restoration of the shoe shop will take place in 2019 and include both interior and exterior work.



A new interpretation model at the Winkler Bakery was established with current and new interpretation staff members being trained to offer a hands-on focus. Young and old are having a great time rolling out cookies and kneading dough.



HIDDEN TOWN PROJECT

RESEARCH:

- **Research Files:** Work continues with 17 historic lot files completed or in process; focus remains on identifying houses of enslaved people on Salem landscape, as well as biographies of enslaved individuals and family connections; intern and volunteer support.
- **Wake Forest University Interns:** Engaged three undergraduate students from Wake Forest University Department of History as research interns for fall semester (Sept.-Dec.); immersion in primary source documentation.
- **Volunteers:** engaged three volunteers (Aug.-Dec.) in research and one volunteer for event support (Aug.-Dec.).
- **NCSU Department of Marine, Earth and Atmospheric Sciences:** Facilitated two additional sessions of Ground Penetrating Radar and Electromagnetic Induction on historic lots 38 and 67 (Oct. 14, 21); preliminary step to identifying archaeological potential.
- **Belview/Waughtown Historic African American Community:** Meeting with local historian Spencer McCall; Belview/Waughtown is related to Salem story; convened by Cheryl Harry (Oct. 4).

COLLABORATIONS:

- **Wake Forest University and Montpelier:** Facilitated reception and public lecture in Gray Auditorium "Interpreting Difficult History at James Madison's Montpelier" (Oct. 18) by Elizabeth Chew, Vice-President for Museum Programs at Montpelier; in conjunction with Wake Forest University Department of History.
- **Middle Tennessee State University:** Presented Hidden Town Project lecture at the 5th Annual Slave Dwelling Project Conference (Oct. 25-26) at Middle Tennessee State University (MTSU); session in conjunction with MTSU Department of History's project: "Hidden Town in 3D."
- **Southern Garden History Society and Wake Forest University:** Commenced planning 2019 Conference - African American Landscape theme; Committee formed with Robert Leath, chair; continuing longtime partnership with Southern Garden History Society; welcomed Wake Forest University Department of History as a new partner.
- **Provincial Elders Conference Racial Reconciliation Team, St. Philips Moravian Church, Home Moravian Church, Moravian Archives:** Facilitated Racism Awareness public program with Moravian entities; film screening and panel discussion of "A Class Divided" held at historic St. Philips Church (Nov. 15); film loan by Salem College.
- **Liberian Organization of the Piedmont (LOP):** Hosted LOP President, Board Chair, and visiting Liberian delegation for roundtable discussion of opportunities, with Frank Vagnone (Dec. 13).
- **Afro-American Historical and Genealogical Society (AAHGS):** Planning/Facilitating continues for Old Salem hosting of Feb. 2, 2019 Black History Month Genealogy Conference "African American Experience in Old Salem," sponsored by NC Chapters AAHGS.

OUTREACH:

- **North Carolina Museums Council newsletter:** Prepared and submitted article on the Hidden Town Project for the *MEWS.NEWS* Fall 2018 (published late Oct.).
- **Our State:** Assisted the magazine with feature story for December 2018 issue on Moravian Christmas Lovefeasts and the St. Philips commemorative service.
- **Wake Forest University History Class:** Hosted "Making History: The Theory and Practice of History" class for Hidden Town Project lecture following their site visit to St. Philips (Nov. 6).
- **REMPART:** Presented Salem history and the Hidden Town Project to the French restoration organization preparing to work on Shultz Shoe Shop in Summer (Nov. 3).
- **Winter Fair:** Presented lecture on the Hidden Town Project (Dec. 27).



HORTICULTURE & LANDSCAPE

GARDENS: In the Single Brothers Garden fall crops of heirloom garlic and onion were planted while other fall crops like beets, cabbage, yellow cabbage collards, carrots, and lettuce continued to grow and mature. Seed was harvested from many heirloom flowers as well as 'Dwarf Green' okra, 'Red Indian' lima beans, 'Seminole' squash, 'Benne' sesame, and 'Luther Family' Pole Beans. Peppers, broomcorn, and okra pods were harvest for Christmas decorations. Plant material from summer planting was removed and composted.

LANDSCAPE: On top of regular duties of mowing, trimming, brush removal, and trash collection, the landscape maintenance team has been busy continually collecting leaves from around the district and adding them to our leaf piles



Leo Rucker & Bill Cook held an informal thank-you holiday gathering for Doug & Jayne Williams. The Williams have been significantly engaged in the repair and maintenance of St. Phillips African American Heritage Center.



Kelly Beeson, Primary Interpreter at the Vogler House and member of the Salem Access Committee, represented Old Salem at the 2018 Community Access Award ceremony. Kelly accepted the Award from the Mayor's Council for People with Disabilities in recognition of our new "Access Salem" Initiative.



Preservation efforts as part of our Activate Main Street Initiative continue as we paint buildings. Erik Skarzynski, our new Manager of Facilities, employs our heaviest equipment to clean gutters along Main Street. This invaluable lift is actively used for the high roof lines of Salem to clean gutters, change far-reaching light bulbs, perform repairs to eaves and windows. Robbie King, Director of Interpreted Environments & Restorations, has been facilitating the painting & cleaning of Moravian Book & Gift and the Tavern Restaurant.

which become compost for the gardens in coming years. Ongoing removal of weed trees and vines all around the district particularly English ivy everywhere and kudzu from the visitor's center parking area.

MAIN STREET: On Main Street, the container plantings of heirloom geraniums, lantanas, pomegranate, and peppers were brought in to be overwintered.

GREENHOUSE We have winterized the greenhouse and brought tender plants inside. In the nursery area, we bedded down some plants to overwinter in protected spots.

INTERNS: Service-learning students from the Salem College Environmental Studies class were helpful from weeding and harvesting seed from the gardens, helping remove invasive vines from the landscape, cleaning seed for saving and getting us nearer to completion of our plant database.

CHRISTMAS DECORATIONS: Christmas swags were created with elements from the gardens and landscape and hung on doorways and entrances around Old Salem for the holiday season. Faux reusable garland was hung around lampposts. Container pots were filled with evergreen cuttings and holly berries to add extra Christmas ambiance. Live garland was donated and hung all around the district by some residents of Old Salem.

SNOW REMOVAL Mid-December brought an unusually early and heavy snowfall. The Horticulture team, along with the Maintenance team, worked long hard hours shoveling snow, putting down ice melt, and clearing pathways.

SEEDS WITH STORIES INITIATIVE we continued to develop and plan how to promote the Seeds with Stories initiative. The 8th annual Seed Swap at Old Salem, now known as Sown & Grown, to be held on February 9th, 2019 has been in the planning phase in partnership with Beta Verde and other community collaborators.

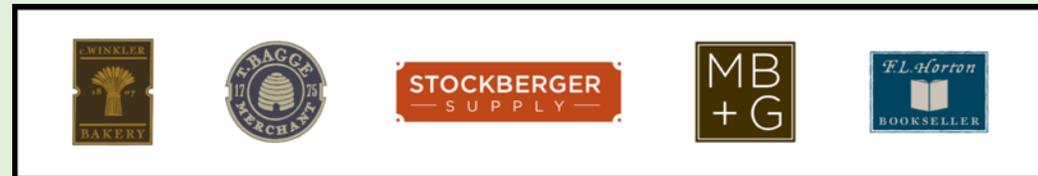
WINTER FAIR: The Horticulture Department hosted a walking tour to the Horticulture Lab and presented a lecture on preserving seeds for the Winter Fair.



LEARNING IN PLACE

Learning in Place, our educational initiative, engaged new learners with our 4th quarter programming while initiating academic partnerships that will continue in 2019. Learning in Place 4th quarter highlights include:

- Partnering with **Wake Forest University** on the Hidden Town Project, including the **Elizabeth Chew Lectures** (10/18/2018 and 11/9/2018) and other activities.
- Hidden Town Collaborations with **Wake Forest University**.
- Visits by the 2nd, 3rd, and 4th grades from the **Appalachian State University Academy at Middle Fork** (10/2018 – 11/2018).
- Partnership Discussion with Susan Jaffee, Dean of School of Dance, UNCSA (11/27/2018).
- **REMPART French Preservationist** visit to plan for Shoe Shop Restoration in Summer 2019 (12/1/2018 – 12/4/2018).
- Meetings with potential donors and grant submissions in support of funding visits for Title 1 schools (11/2018 – 12/2018).
- **Collaboration with the Appalachian State University Academy at Middle Fork** to hold a Lovefeast for the 2nd Grade, including a learning component where students explored the history of the Lovefeast, its elements, and then compared their findings to meaningful events and traditions in their own lives (12/18/2019).
- **Meeting with UNC Board of Governors Lab School Sub-Committee** to discuss OSMG's partnership in curriculum development for the Appalachian State University Academy at Middle Fork, as well as other ways that OSMG can partner with lab schools across the state (12/19/2018).
- **Winter Fair** "Behind the Scenes" tours and hands-on activities, as well as music and scholarly presentations (12/26/2018 – 12/29/2018).



RETAIL HIGHLIGHTS

The Old Salem shops saw many school kids and holiday shoppers in the 4th quarter. Our holiday merchandise moved quickly, and little remained after Christmas.

DEMONSTRATIONS: In December, we had three Saturdays and a Friday in which craftspeople and food vendors conducted demonstrations and food tastings at Moravian Book & Gift Shop and T Bagge.

- **Ken Manuel** making paper Moravian Stars
- **Sara Hiatt** demonstrating book origami
- **John Wald** demonstrating basket making



NEW BENEFACTORS: 2018 was a year of transition for the New Benefactors, including setting a more focused, mission-centric direction for the group. While the Fall Service Project to assist the Old Salem horticulture team was canceled due to bad weather, the group continued to gather regularly for Brews with Benefactors to socialize and recruit new members. The culmination of 2018 was introducing a new end-of-year fundraiser to support the Access Salem initiative, involve the New Benefactors membership, create relationships with local businesses, and enhance the holiday spirit and experience at the Visitor Center.

In its first year, New Traditions in Old Salem:

- Raised more than **\$3,000.00** to offset the cost of an accessibility ramp at the Doctor's House
- Involved the participation of seven local businesses and organizations
- Decorated the concourse of the Visitor Center, which was seen by more than 11K ticketed visitors during November and December.

MESDA PROGRAMS:



Charleston art dealer Rob Hicklin gives attendees of MESDA's Fall Seminar an up-close lesson on how to assess paintings before making a purchase.

- **Cynthia McGuinness** from Black Mountain Chocolate handing out tasty morsels of chocolate
- **Dave Bettendorf** from Still Shine Sauce tempting visitors with his wonderful BBQ.

BAKERY:

- As always in November and December, the Annex Bake Shop was super busy baking goods for Winkler Bakery, but they also filled many orders for church lovefeasts and Candle Tea.
- In November, there were 23 church orders for a total of 398 dozen buns (4,776 individual buns). In December, there were 53 church orders for a total of 1,792 dozen buns (21,504 individual buns). Home Moravian Church ordered 1,240 Sugar Cake squares for Candle Tea.
- The Annex staff also supplied all the dough and sample cookies used during our Holiday Candlelight Tours.

STAFFING:

- December 31 was the last day of employment for **Phil Duddy** as Manager of Moravian Book & Gift Shop and T Bagge. Phil has moved on to full-time duties as a pastor.
- In January 2019, **Marsha Fowler** assumes the role of Manager in these two locations. Marsha has been with Old Salem for over eight years and has served as Assistant Manager of MBG.



VISITOR SERVICES

DECORATIONS: Christmas Trees on the Visitor Center Concourse: For the first time the New Benefactors and their employers decorated Christmas trees on the Visitor Center Concourse for a donation of \$500 each. A total of \$3,500 was raised for the seven trees decorated. The money will go toward a new special needs access ramp at The Doctor's House. Many thanks to Catherine Carlisle for coordinating this project.

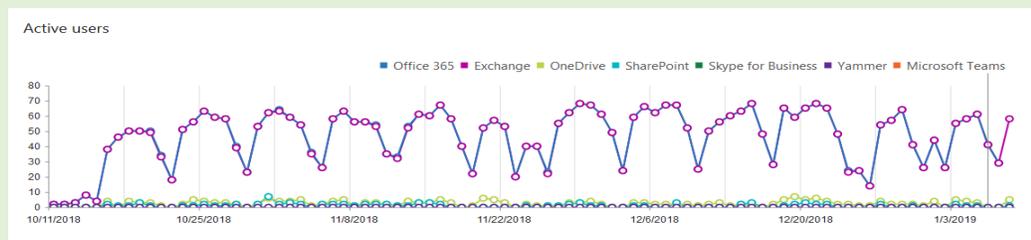
SIGNAGE: New Heritage Bridge Signage: The Heritage Bridge lighted with Moravian stars is one of the most photographed locations in Winston-Salem. Each year droves of people come just to make their picture under the stars; however, most of these visitors do not purchase admission tickets. This year signs were posted at each end of the bridge asking for a modest donation towards continuing this tradition.

EVENTS: Salem Night: Softly the Night is Sleeping: This year new Christmas programming had us open from 1:00 p.m. to 7:00 p.m. on Saturday, December 22nd. The weather was perfect. Guests enjoyed seeing the historic district by candlelight after the sun went down.

VISITORS: During the 4th Quarter, the Visitor Center welcomed 16K ticketed guests. Almost 8K of these guests were students on school field trips.

STAFF: The Visitor Center welcomed Giovanna Madrid Ruiz and Corey Hommel to the guest services/ticket desk staff. The addition of a bilingual person has been great for our Spanish-speaking visitors.

PROMOTIONAL EFFORT: Community Partner Mast General Store, Community Partners are valuable to Old Salem, and one of our favorites is the Mast General Store (www.mastgeneralstore.com). We began a joint project called "A Long Time Ago is Just a Mile Away." Promotional cards are at each location that include a map of how to get to community partner sites. The Mast Store has coupons offering \$3.00 off an Old Salem All-in-One General Admission ticket for two guests and coupons at the Old Salem Visitor Center offer 15% off a single, regularly priced item at The Mast Store.



ORGANIZATIONAL INFORMATION TECHNOLOGIES

On October 13th Old Salem made the switch from our on-premise mail server to Office 365. With no disruption in mail delivery, staff members were up and running the following Monday morning. Since the cutover, we have seen great success with Office 365 and already have users adopting the collaborative cloud-based features of the packages. Users have been able to set up their mobile phones to access email, and folks with workstations have been enjoying the larger email attachment sizes and new features in Word and Excel. This was a long time coming for Old Salem and the highlight of 2018 for the Information Systems department at Old Salem. We are already planning to implement new features of Office 365 and hopefully replace our Intranet with the Sharepoint application.

Information Technology has also helped leverage the power of the Altru software to manage, organize and analyze the data during Decembers Winter Fair event. **During this signature 4-day event, Altru processed over 1400 ticket sales and 75 workshop registrations online.**

In 4th Qtr 2018, Altru processed over 3200 online transactions for tickets, workshops evening tours, and special events, netting over \$120,000 in sales.



Center and bottom images:
The 2018 MESDA Conference took registrants on behind-the-scenes tours of public and private historic properties throughout Middle Tennessee.



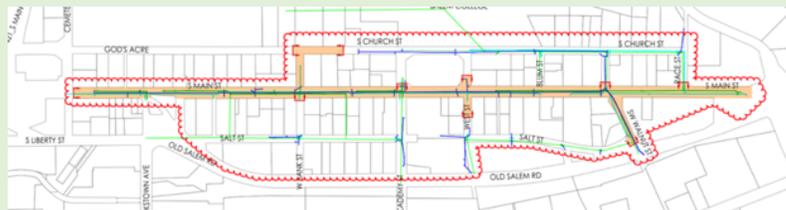
ORGANIZATIONAL & HUMAN RESOURCES
APPLICANT TRACKING/ACQUISITION

Total of 125 employment applications received for eight open positions.

TRAINING: Attended an Employment Law Conference offered by human resource consulting company, Capital Associated Industries (CAI) on November 1.

COMPENSATION REVIEWS: (Equity Initiative): Board member, Ann Johnston assisted with a museum salary comparative analysis for OS utilizing the 2017 National Museum Salary survey. We benchmarked salaries of our current middle and upper-level management employees against regional and national norms. As a result, we did see positions where salaries needed to be raised; however, we are within the median range for our region for most positions. For the 26 comparable positions, 11 were above the median, 12 were below the median, and 3 came within range of the median.

HOLIDAY EMPLOYEE BREAKFAST and SERVICE: Eighty staff and volunteers attended the recognition breakfast. We had several honorees that had achieved milestone anniversaries: 5 - Five years; 6 - Ten years; 2-Fifteen years; 2 - Twenty years; 1- Twenty-five years; 1 - Thirty years.



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 pop up. 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

Jackie Alexander NCBRC (10/1); HRC Public Hearing (10/2); descendant Advisory Committee for Hidden Town w/ Spencer McCall (10/5); MAST General community engagement (10/5); Randy Sprinkle (10/8); BOT Update call (10/8); Amy North & Shon Gilmore (10/9); Gail Broadright MARS Chocolate (10/9); Bethlehem Moravian Music & History Conference (10/10-13); Jeffrey Sherrill (10/15); Will Joiner & Steve Berlin KT&S (10/16); Elizabeth Chew Lecture (10/18); Sarah Bryan - NC Folklife Institute (10/19); Moramus Choral Concert & S Carpenter Award (10/21); Old Salem Residents Meeting (10/21); BOT Update call (10/22); OSMG Development Committee (10/26); Meghan Parsons & Matthew Troy - Piedmont Wind Symphony (10/26); Halloween Trick or Treat (10/28); Residents Advisory Committee (10/29); S. Keolsch Capital Bank (10/31); BOT Finance & Investment (11/1); T. Atala (11/5); BOT Gov & Nominating Committee (11/6); BOT Exec. Committee (11/8); MESDA Advisory meeting (11/9); Urology Conference (Dr. Atala) (11/10); BOT Update call (11/12); Leadership WS (11/14); BOT Research, Collections, & Archaeology Committee (11/15); BOT Meeting (11/15); 901 review (11/18); Sullivan House Commemoration (11/3); Jon Prown Chipstone Foundation (11/25-26); BOT Update Call (11/26); Sandy Doran Rotary (11/27); Susan Jaffee UNCSA (11/27); REMPART Visit (12/1-12/3); Greg Sigmon New Benefactors (12/3); Sandy Doran (12/5); Rob Greene/Michelle Cook (12/5); Chipstone Foundation (12/6)



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North Carolina

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Reviewed 6 days ago via mobile

Hands on and fun

Went to Old Salem as a work trip. I walk through all the time but hadn't been inside since the 90s. I was so happy to try my hand at turning wood, quilting at the table, and choosing the right herbs to "save lives" at the apothecary. It really is worth a visit as an adult or a kid. It's educational, fun, and there is so much to squeeze into a single visit. Don't let elementary school memories stop you from visiting again as an adult!
[Show less](#)

Date of experience: September 2018