



Old Salem President's Update

SECOND QTR 2018 HOT TOPICS

➔ **Bakery Move to Marketplace Mall:** The move into MPM and the transition is now complete. CFO **Ken Buchanan** is now taking the lead in forming a new Board of Trustees Committee dedicated to supporting **Chad Smith**, Executive Pastry Chef, in the facilitation of the new bakery.



➔ **Distribution Center:** The sale of the old bakery building is under contract (\$165,000). Closing is scheduled to be in 30 days. Ken Buchanan is overseeing the sale and negotiations with the buyer through our realtor. The buyers are interested in building residential condos on the site (which is a compatible choice for Old Salem).

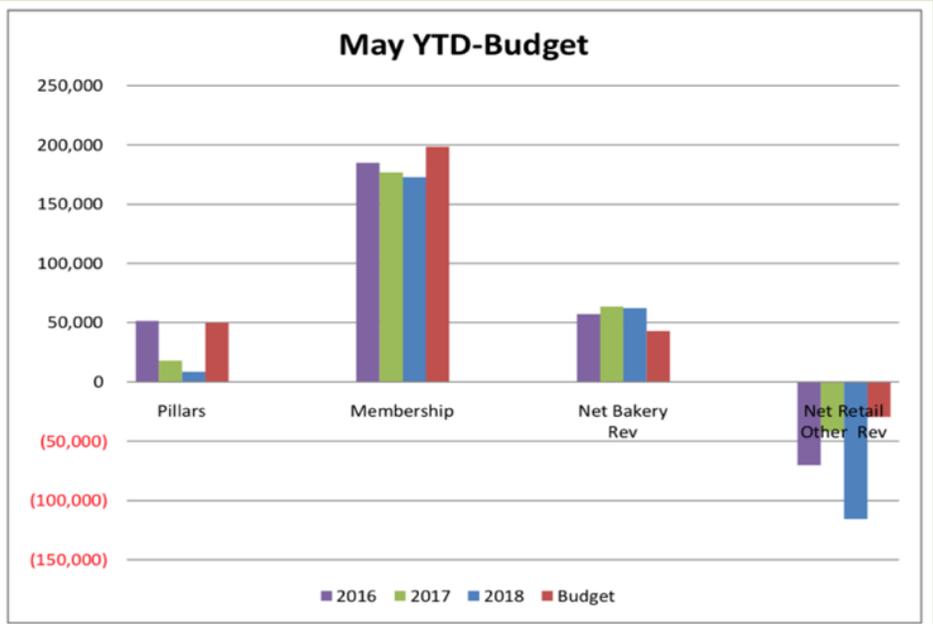
➔ **Development Prospect Research:** **Joe Logan** (BOT member & Chair of the Development Committee) has funded a full-time Davidson College student to assist our Development team in prospect research for foundations that would be interested in funding our main initiatives.

"I have been here 10 times for my school job, however this 10th was the best...Old Salem has had something of a makeover, and it's wonderful..."
Trip Advisor Review 2018

FINANCIALS AT A GLANCE

GRANTS:

- + The City of Winston Salem awarded **\$186,520** (thanks to CM John Larson for his assistance). Old Salem received front page press after President Frank showed up to the public hearing in full costume:
https://www.journalnow.com/news/local/speakers-ask-for-money-from-forsyth-county-during--/article_90217550-9167-5d09-bfc2-a13d56882190.html#comments
- + The City of Winston Salem infrastructure mitigation award **\$20,000**
- + Forsyth County awarded **\$50,000**
- + Forsyth Tourism & Development Authority awarded **\$16,000** (marketing)



Development Officer Search: The search for a new development officer continues with a Phase I of gathering information, seeking guidance from fundraising professionals, and re-examining the job description, as well as the overall development strategy. Meetings have occurred with **CapDev Consultants, Michelle Cook (Emerita Development Officer for WSSU) and Shinika McKeiver (Director of Corporate & Foundation Relations, NC A&T).** **Ken Buchanan** holds weekly meetings with the Devo staff. FDV has formed an ad-hoc Development Team (**FDV, KB, Cheryl Harry, and Robert Leath**) to review process. BOT member **Joe Logan**, has accepted the request to become the chair of the Development Committee.

Boys School opening took place on May 12. The opening occurred at the same time as the Cobblestone Market and a substantial crowd attended the ceremony. We allowed the public to enter free of charge all weekend. There was also considerable press aligned with this event.



The Winston-Salem street construction work has begun. There was a groundbreaking for the city infrastructure work where Old Salem hosted Mayor Joines, CMs John Larson, Jeff MacIntosh, and Derwin Montgomery. At this point in the work, there has been no adverse effects from the process on Old Salem's operations. The City of WS has also hired an archaeologist to oversee the project.

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



EDUCATION & INTERPRETATION

The re-organization of the Education & Interpretation division (headed by **Darlee Snyder & Nat Norwood**) is complete. Each historic site now has a Lead and an Assistant Lead Interpreter. As an alternative to the traditional Old Salem Summer Camp (which was extensively discussed in the organizational Program Analysis Committee), we have produced three types of new hands-on **Summer Workshops**. Almost all of the workshops have sold out. In addition, we have introduced two new special holiday tickets (Mother's and Father's Day). These marketing efforts capitalize on existing labor and activities without adding extra cost and seem to bring in some additional attendance. This division was the last to be moved over to the PAYCOM payroll system (facilitated by **Elizabeth Bragg**, Payroll Manager). Because of the unique job tasks, there were considerable issues that needed to be resolved. Most of these logistical issues have been resolved. As the Fall & Winter Holiday season approaches we are conscious of the need for an adequate team to facilitate the candlelight tours and evening events.



MESDA

MESDA has had a robust second quarter. The MESDA Design Seminar on May 4-5 featured three highly recognized figures in the national world of architecture and interior design: **P. Allen Smith, Gil Schaefer, and James Carter**. It drew a broad audience of more than 140 people from New York to Texas, and the program, led by moderator **Tom Savage, Director of Museum Affairs at Winterthur**, netted a profit of more than \$16,000. Plans are underway to for new MESDA programs, initiatives, and efficiencies that will continue to collaborate with the living history side of the organization's mission.

We have also received several important new acquisitions, including two gifts and bequests:

- +a **mahogany armchair** made in 1797 by John Shaw of Annapolis as part of the original furnishings for the Maryland Senate Chamber (bequest of former MESDA Advisory Board member **Andy Williams** of Alexandria, Virginia).
- +a **collection of furniture, papers, and quilts** that descended in the Wood family of Randolph County, North Carolina. These include a highly inlaid walnut table, 1815-1820, with the initials "JW" for Jane Wood as well as a quilt stitched by her with her full name prominently displayed (gifts of **Dawn Cook** of Clinton, North Carolina).
- +a **portrait of Dr. Joseph Dill** of Edisto Island, South Carolina, signed in 1822 by Robert Hanna, a Virginia-born artist whose career as an itinerant painter working in South Carolina, North Carolina, Georgia, Tennessee, and Kentucky is documented in a surviving journal (MESDA Purchase-Fund).

Gary Albert has wrapped up the 2017 issue of *The MESDA Journal* with two articles on Quaker cabinetmaking in Piedmont North Carolina and the Shenandoah Valley respectively. Articles for the 2018 issue will begin to appear this fall. On June 17, the MESDA Summer Institute convened with a class of ten students representing UVA, UNC-Chapel Hill, William and Mary, the University of Delaware, and the University of Chicago.



→ **High-volume days** were hot and heavy this quarter. We have about 100 staff now in costume and/or new green "Ask Me A Question" aprons.



→ **NC First Lady Kristin Cooper** accepted an invitation to visit Old Salem and have coffee with President Frank & Johnny at the Fourth House. The day included an informal tour of the new interpretive models as well as lunch at the Tavern Restaurant. Following lunch, the group joined **Darlee Snyder & Cindy Kepley** in the Historic Tavern to make dessert.



→ Public speaking consultant, **Jen Brown (The Engaging Educator)**, held two workshops for all of the educators and interpreters. The goal was to address issues of speaking clearly and confidently to large groups of people. Issues related to communicating the narrative of the enslaved became a focus.



ARCHAEOLOGY

The Archaeology program is now under the RESEARCH Division and managed by **Robert Leath**, VP of Collections, Research, and Archaeology.

Archaeological work (facilitated by **Geoff Hughes**) on Lot 38 is proceeding on schedule. We currently **have six part-time volunteers** who work in the field, as well as clean and process artifacts in the laboratory. We are almost done exploring the large, 15 ft. long kiln located in the northwest corner of lot 38. To date, we have uncovered several significant architectural features associated with this kiln. These include: a brick-lined floor leading from the kiln's opening to the ware chamber; an intact section of the kiln's arch associated with a tunnel leading into the ware chamber; and the remains of a bag-wall located where the brick-lined floor, tunnel and ware chamber meet (see attached photograph).

We are almost finished excavating the west half of the kiln's ware chamber, including a deposit of kiln furniture and waster fragments that were deposited at the bottom of the ware chamber.

While we complete our work on the large kiln, we are resuming our investigation of a smaller kiln to the south. Our current hypothesis is that this more deeply buried kiln is, in fact, the 1793 faience kiln described in church records. The excavation of this kiln is already underway. We expect to complete the fieldwork on both kilns this summer and will begin analyzing artifacts in the fall.



HIDDEN TOWN PROJECT

Led by **Martha Hartley**, Director of Moravian Research, building research files for slave dwelling locations in Salem continued through the work of two Salem College interns for the Spring Semester. *Research files have been created for the following lots: Lot 14 Girls Boarding School; Lot 15 Single Sisters House; Lot 22 Traugott Leinbach; Lot 24 Ebert-Reich (Jacob Reich); Lot 29 Inspector's House; Lot 32 Butner; Lot 67 Blum; Lot 96 Voltz; Lot 35-36 Belo; and Lot 98 Timothy Vogler*

Martha Hartley held conversations with Salem College as they requested a joint meeting with their History Committee to discuss Hidden Town and the interpretation of Anna Maria Samuel in the Single Sisters House museum, and with **Eric Elliott**, Archivist, Moravian Archives.

With the goal of forming a Descendants group, Martha Hartley continued nurturing a relationship with the North Carolina Afro-American Historical and Genealogical Society. MH gave a Hidden Town presentation at the April 21 membership meeting of the Piedmont Triad Chapter in Greensboro. **Cheryl Harry** accompanied her and discussed the hope to re-invigorate the Winston-Salem chapter and the need for their support. Old Salem will host the Piedmont Triad Chapter membership for a Saturday visit in September. Plans are underway for Old Salem to host the statewide 2019 **Black History Month Genealogy Conference** on Feb. 2, 2019.

The **Walkertown High School** Slave Dwelling Project in Old Salem brought 22 students and 11 chaperones for an overnight visit on May 4, which included a tour, garden gathering, and fireside conversation with **Joe McGill** of the Slave Dwelling Project. During the school day prior to the overnight, **Leo Rucker and Martha Hartley** presented Hidden Town lectures to eight social studies classes at Walkertown High School.

OSMG hosted **Middle Tennessee State University's** Digital Public History class for 10 days in May -- eight PhD students and history professor **Dr. Molly Taylor-Poleskey**. UNCSA provided housing for the class who spent May 16-25 in Winston-Salem immersing themselves in local history, research, and photography in Old Salem for their project, "Hidden Town in 3D." A

➡ **Nicole Moore** (*Interpreting Slave Life* <http://www.interpretingslavelife.com/who-am-i/>) facilitated two workshops for the Old Salem interpreters concentrating on discussions about communicating the narrative of the enslaved (Hidden Town Project). Funding for this series comes from **Z. Smith Reynolds Foundation**.



➡ **President Frank**, in collaboration with **Karen Walter** (President's Office liaison) and film production volunteer **Sam Walter**, created a short video presentation that outlined three of Old Salem's strategic initiatives. This video was sent to all City and County elected officials, as well as other stakeholders. <https://www.youtube.com/watch?v=R-fECeENp5Y&feature=youtu.be>



➡ **Social Media Video Production:** **Daniel Ackermann, June Lucas, Martha Hartley, Geoff Hughes, and Frank Vagnone** collaborated on producing short videos that described Old Salem and MESDA's research capabilities and current projects.

Martha Hartley (Hidden Town): <https://www.facebook.com/OldSalemInc/videos/10155420743485009/>

June Lucas (MESDA Research Library): <https://www.facebook.com/OldSalemInc/videos/10155418028235009/>

Geoff Hughes (Archaeology site lot 38 find): <https://www.facebook.com/OldSalemInc/videos/10155396064555009/>

Geoff Hughes (Archaeology site lot 38 find): <https://www.facebook.com/OldSalemInc/videos/10155299397830009/>

Eric Jackson (showing greenhouse repairs): <https://www.facebook.com/OldSalemInc/videos/10155338741425009/>



public lecture was presented in the Gray Auditorium on May 25 as part of Historic Preservation Month.

On May 21 **Frank Vagnone, Cheryl Harry and Martha Hartley** met with members of the Oliver Family to share Old Salem's findings and new interpretation related to their significant ancestor Peter Oliver. We asked them to consider being our lead Descendants family.

Hidden Town convened a volunteer meeting on June 28 for those who have expressed interest. Also, the **Moravian Advisory Committee** met on June 28 (following the first meeting in February).



HORTICULTURE & LANDSCAPE

This Spring the Horticulture Department assembled container plants for museum and retail buildings on Main Street, as well as MESDA and the Visitor Center. We are grateful for all the staff help watering all of these containers!

We also completed the new permanent planting in the MESDA bed with native shrubs and flowers. In April we had a successful plant sale that found homes for all of the remaining heritage perennial flowers and herbs previously grown for the garden shop. In the PEI lot below Salt Street from the Taverns, the 27 native shrubs planted last fall in the PEI have all seemed to take root and are now flourishing.

In the gardens we have been focusing our energies on the Single Brothers Garden. Along with planting, weeding, and watering we are working to transition the 6 main garden squares into themed gardens.

We have signs soon to be installed that give information about each square: *Flowers; Seeds; Tree Nursery & Perennial Vegetables; and Agricultural Crops from America, Africa, and Europe*. As always, we are also growing out select heritage varieties in the Brothers garden for the historic plant seed collection.

The landscape maintenance crew has been busy keeping the grass, shrubs and trees all around the district looking good. In some strategic areas we are experimenting with not mowing to give a more natural look.

At the greenhouse and nursery, we have installed an irrigation system along with replacing a faulty hydrant. This will save us time with weekend watering. We also installed a new inflation blower fan which will keep the greenhouse insulated, thus more energy efficient.



➡ **Garden Club meeting:** President Frank, Eric Jackson, Robert Leath, Robbie King, and Mike Ernst (BOT Chair) met with 15 members of OS Garden Club and The Garden Club Council of WS/FC. They had a list of concerns regarding Old Salem's 2018 horticulture plan. We discussed the list and provided answers that addressed concerns.



➡ **Candlelight & Christmas Tours 2018:** We are busy designing our typically-sold-out-\$50 holiday tours. This year the Christmas Tours will be themed, "A Baking We Will Go!" Every stop will be a hands-on baking experience. At the end of the tour each visitor will be given a reproduction chocolate cup (original shown) as a gift from Old Salem.



➡ **Paula Locklair's appreciation party** took place in the Single Brothers Workshop building on May 11. PL's last day at Old Salem was June 30, 2018. We will miss her guidance and intelligence.

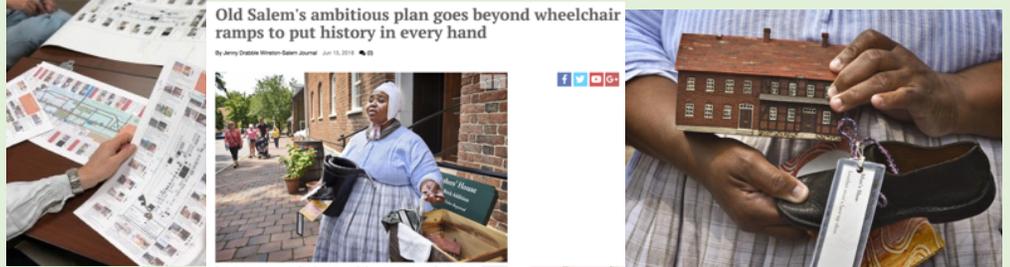


UNIVERSAL ACCESS PROJECT

Jenny Garwood, Chair of the UA Committee, and her team met with the *WS Journal* which led to a front-page article on the initiative and widespread PR on this project.

https://www.journalnow.com/news/local/old-salem-s-ambitious-plan-goes-beyond-wheelchair-ramps-to/article_3307b4d6-2915-5174-9125-3f2119f3d12c.html

Robbie King, Director of Interpreted Environments & Restoration, has met with the Historic Resources Commission staff to discuss the Dr.'s House ADA ramp. We continue to review the draft UA map which will become a part of every visitor's map guide (JG, Terry Taylor, Daniel Ackerman, and Capture).



RESTORATION & INTERPRETED ENVIRONMENTS

Robbie King is managing several large projects throughout the district. The summer season has brought a variety of projects and accomplishments in Old Salem, notably the recent installation of 10 exterior trestle tables in points throughout the district. The tables are designed to be more historically accurate than standard picnic tables and they complement several locations, including the recently restored Boys School, the courtyard between T. Bagge and Moravian Book & Gift, the front porch of the Tavern Museum, and the southern meadow of the Horton Museum. As an addition to the tables, appropriately designed and planted flower pots and additional barrels have been added along our streets, further strengthening our Activate Main Street initiative.

Forward movement has been made on the ADA ramp for the Doctor's House. The architect and structural engineer are both completing detail specifications that will allow final preparations for construction of the ramp by Spring 2019. This ramp will serve as the model for similar points of access in Salem and will place Old Salem at the forefront of like museums.

As a means of providing for increased revenues, progress continues to convert available spaces for rental use. The 1821 Herbst House, in particular, is in process of being transformed to residential rental, offering an enviable location for living in and enjoying the charm of Salem.

On a lighter note, we are working with two Salem residents to introduce heritage chickens into our landscape. We consistently strive to work with Salem residents in navigating any alterations through the approval process with the Historic Resource Commission. In this instance, we are researching historically appropriate chicken houses that will provide precedent for this once prominent feature in Salem.

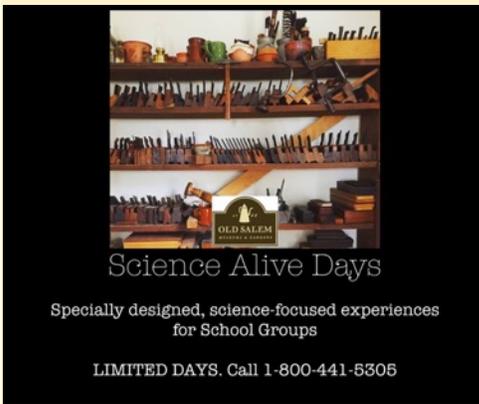
Though some months away, Candle Tea planning is in full swing. This important collaboration between Old Salem and the Moravian Church has become a decades' old tradition that spans generations of families. Old Salem staff have begun meeting with Candle Tea Committee members to plan this season's cooperative presentation.



➔ **June Lucas**, Director of MESDA's Library & Research Center, began the process of gathering materials (books, binders, files) from all over the district so that the Single Brothers House Library would once again act as a central spot for institutional information, research and collaboration for the Old Salem Interpretive team.



➔ In a strategic move, we have doubled the number of **SCIENCE ALIVE & ARTS ALIVE** school tour days so that we can capitalize on their previous success. We are concentrating on marketing efforts for activities and days where we have the greatest activation. We are experimenting with **Homeschool Days and Summer Workshops** to see if this specialized market can sustain the cost. Many of the \$50 per person Summer Workshops are sold out while others are slower to fill up.



➔ **IT Update**

* Completed migration of critical servers and storage from the old storage server that failed Old Salem in December to a new device with automatic cloud-based backup. We have also increased performance of the new storage server to better serve our users. Additionally, the new storage server has doubled our internal storage capacity to 18Tb. Our old server was at 98% capacity.

ORGANIZATIONAL & HUMAN RESOURCES

Since January **Cheryl Harry**, Manager of Human Resources, and the payroll team have been re-writing job descriptions and placing our employees onto the Paycom system.

Staffing Activities: 1 Position Open: Landscape Maintenance Technician (8 applicants); Six staff members moved onto other employment.

Administrative Activities: Personnel Action Form (PAF), Corrective Action Form, Updated Return Checklist Form uploaded to the intranet for easier access; participated in US Bureau of Labor Statistics survey by submitting a task list/job description for five positions along with the normal work schedule (in hours per day, hours per week, and weeks per year), as well as if any of the jobs are paid by incentive (i.e. per piece); scheduled and held conference calls with appropriate BLS department heads.

Meetings Activities:

- Met with prospective interim Director of Development to assist with fundraising and rewriting of the job description.
- Met to clarify job titles, "manager" vs "director." A manager is tasked with day-to-day concerns, i.e., involved in overseeing employees and supervising the implementation of company-wide initiatives. A director, however, is focused not simply on today's implementation of corporate initiatives, but also formulates what will be next on the company's agenda.
- Met with four employees to discuss workplace challenges.

Volunteer Program Activities: Assisted in revising and reviewing volunteer program procedures (IE: manual, application and online processes).

HR Newsletter Activities: Composed and distributed May – June Employee Newsletter.

RETAIL HIGHLIGHTS

Old Salem Bake Shop

The Old Salem Bake Shop at Marketplace Mall opened its retail space on June 7. A press release announcing the newest Old Salem shop went out on Thursday, June 28 and ran in the *Winston-Salem Journal* both that Friday and Saturday. Current days and hours are Tuesday-Friday, 9am-3pm, with expansion to include Saturday hours in the near future. Both the Bake Shop bakery staff and the retail staff have been warmly welcomed by the other business owners in the mall and the reaction from customers has been a happy surprise to know they can buy Winkler baked goods outside of the Historic District. The Bakery Annex operation has also moved to the Marketplace mall and all operations are up and running.

E-Commerce

Our e-commerce website is getting a bit of a facelift. The site will have a fresh look with updated product photography. The new site will be compatible with our retail software, Counterpoint. This will alleviate the need for two retail programs being used. A go-live date has not yet been set but the site should be ready by the end of August/beginning of September 2018.

Retail Shops

After a slow start to the year, we're seeing increased traffic in the retail shops. Moravian Book & Gift Shop, T Bagge and Winkler are all seeing both ticketed and non-ticketed visitors shopping. From April to June, the top five merchandise categories were: Fresh Bake (always at the top!); Crafts (includes Old Salem pottery, North Carolina pottery, various handcrafted Moravian stars and much more being made locally, in North Carolina or in the South); Food (includes all the non-baked foods made in North Carolina or regionally); Toys (purchased by the many school kids here for Science Alive and Arts Alive); Media (includes all books and CDs).



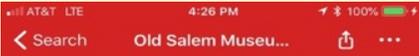
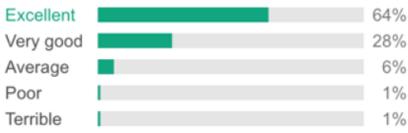
* Finished coding, fabrication and installation of video playback devices in the Boys School in time for the grand opening.

* Completed network cabling and connectivity to Old Salem corporate network at the new Marketplace Mall location.



Traveler Overview

4.5 1,125 reviews



5 months ago
 Excellent historic town in Winston-Salem, NC! I'm confessing I'm a history fan and I have been here 10 times with my school job, however, this tenth visit was the best!

OS has had something of a makeover and it's wonderful how they're streamlining the activities for students and making it more organized to tour. We had a large group so my recommendation is to do something similar if you have a small group. Reservations are definitely necessary at Christmas time.

Begin your time at the African American church and museum and discover an incredible snapshot of historic NC. The guides give you insight into the Moravians and their unique relationship with the slaves in the community. The church is still used today!

Next go to the Gunsmith, the Single Brother's house (think crafts like pottery and yarn), then stop by the Winkler bakery operation for more than 200 Years!! The Moravian cookies, sugar cake and cookies and cream sandwiches are delicious!! You might even get a free sample from the baker.

Finally, three more stops: walk up to the Minsch house for a tour of the garden, kitchen and house; the Doctor's house has had the media makeover and there are many interactive displays!! Love the new herbal remedy touch screen and the night watchman example! The shoemaker is also a true craftsman if he is open when you visit. I hear the tavern has good food but I am always there with young students.

Kelsey Purtee
@kpurteepgs

@OldSalemInc everyone on your team gave us a great experience today but the people in these photos really WOWed us! and realizing later the president @FranklinVagnone was out there interacting and gathering feedback showed an excellent model of leadership

4/12/18, 10:41 PM

RESIDENTS' ISSUES

Monthly meetings of the Residents Advisory Committee continue over coffee at the Fourth House. **Members of this committee are Linda Hobbs, Jerry & Kathleen Keyser, and Bob & Marilyn Little.** Guests to this meeting have been **Robbie King**, Director of Interpreted Environments, as well as **Michelle McCullough**, Historic Resources Commission lead staff for Old Salem issues. FDV also hosted a 2nd Qtr. Public Residents meeting with guest (and resident) **CM John Larson**. This meeting primarily addressed the street infrastructure works and landscape issues within the district.

Franklin Vagnone Meetings and Gatherings of Note

4/12-Pratt University Interview; 4/13-MET /MESDA Bryant Fellows welcome and dinner; 4/16-Wachovia Historical Society (Medical Readers Program); Kay & Ken Chalk (901); 4/17-App. State Univ.; 4/18-CJMW Architecture; 4/19-Project Impact Breakfast; Women of Vision Awards Luncheon; Speaking at Salemtowne; 4/23-Residents Advisory meeting; 4/25: HRC meeting; 4/30-UNCSA Composition Dept; 5/2-Mona King; WS Foundation Community Luncheon; 5/3-Breakfast mtg with Beth Mercier and Dick Clay; MAB Cocktail and BBQ; 5/4-MAB Board meeting; Walkertown Slave Dwelling Project sleepover event; 5/5- MESDA Design Seminar; 5/7-App. State Univ Dinner mtg; 5/8- NC First Lady visit; 5/10-Michelle Cook (Devo.); Shinika McKeiver (Devo.); 5/12- Boys School Opening; 5/17-BOT committee and Board mtg.; 5/21- Peter Oliver family descendant gathering; 5/22-Allan Burrows (Devo.); 5/30-Pan Bernhardt (Devo.); 5/31-Molly Leight; Joe Logan (Devo.); 6/1-CJ idol (Archaeology); 6/4-County Commissioners Public Hearing (funding); Michelle Cook (Devo.); 6/7- WS City Council Public Hearing Budget; JD Wilson & Robert Leath (Devo.); 6/15-Winterthur students; Cocktail Party (Tom Gray); 6/18-M Creative lunch mtg; HRC update mtg; 6/19- Steven Burke & Randy Campbell (Hillsborough); 6/20- Garden Club meeting; 6/21- Residents Q2 meeting; 6/22-Nicole Moore interpreter training; 6/25- Residents Advisory Committee mtg.; 6/26- Liana and Myles Thompson; 6/28- "Histories of Wake Forest;" Hidden Town Moravian Advisory Committee; Hidden Town Volunteer meeting.

(File this under: "You can't please everyone all the time!")

"Great all day activity with 5 and 7 year olds"

Review of Old Salem Museums & Gardens

"Not a place for field trips!"

Review of Old Salem Museums & Gardens

Reviewed 1 week ago

Great

It has been some time since I visited Old Salem but I was pleased to see the improvements made. There are more buildings to see and there is more inside those buildings. It is well worth the price of admission to pay for a ticket and get the full experience of the museum.

Tickets are good for two days in a row in case you don't finish or want to return to certain places. It is a full day to go to all of the buildings.

The buildings are marked that you can visit and are on two streets. The buildings were circled on my map at the visitor's center so that I didn't miss any. I liked that a lot of the museum is hands on and you can touch things; sit or lay on the beds; etc. This allows a new perspective.

The bakery and restaurant are also worth a stop.

