

A. Organization & Contact Information

Case Id: 16204
Name: Kaleideum FY 23-24 - 2023/24
Address: *No Address Assigned

Completed by mmorgan@kaleideum.org on 11/18/2022 9:10 AM

A. Organization & Contact Information

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

A.1. Organization Name

Kaleideum

A.2. Project/Program

Access to Information Education for Economic Vitality

A.3. FY 2023-24 Funding Request Amount

\$172,360.00

A.4. Agency's Total Operating Budget

\$1,912,660.00

A.5. Mailing Address

400 West Hanes Mill Road Winston-Salem, NC 27105

A.6. Project/Program Location Address

400 W HANES MILL RD WINSTON SALEM, NC 27105-9667

A.7. Organization Website

kaleideum.org

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

1964

A.9. Organization Fiscal Year

July 1, 2023 - June 30, 2024

A.10. Federal Tax ID Number

56-0815746

A.11. Federal DUNS Number

089907554

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Elizabeth Dampier, Executive Director

A.13. Email

edampier@kaleideum.org

A.14. Phone

(336) 767-6730

CONTACT

A.15. Name, Title

Casey Raymer, VP of Philanthropy

A.16. Email

craymer@kaleideum.org

A.17. Phone

(336) 399-2155

BOARD CHAIR

A.18. Name

Calvin McRae

A.19. Term Expiration

06/30/2024

A.20. Email

cmcrae@winstonsalem.com

A.21. Phone

(336) 728-9200

B. Project Overview

Completed by mmorgan@kaleideum.org on 11/18/2022 9:11 AM

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

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

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

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

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

According to data from the Poverty Thought Force in Winston-Salem, nearly a quarter of our city population lives in poverty. For those under 18, the number is 32.6%. For those in poverty, almost 50% have a high school diploma or less. The kind of educational experiences Kaleideum offers must be accessible for this population. It is important for children to know what is possible and to help broaden their worldview to help them understand they have unlimited possibilities. Structured, non-school science programs stimulate the science-specific interests of children (and adults), positively influence academic achievement for students, and expand participants' sense of future science career options (National Research Council, 2009). By providing opportunities to develop scientific learning skills in an informal environment, Kaleideum helps even the youngest students, who might otherwise start school at a disadvantage, establish foundations for more advanced structured, science learning. For some, Kaleideum is the first introduction to creative career options, including STEM careers.

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

By opening up new possibilities to children, Kaleideum will contribute toward a stronger community, benefiting society at-large. But this kind of access begins with cost. In order to maintain a viable business operation, the Museum must

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cover the cost of that lost revenue (approximately \$500,000/year). Funding from the City allows us to simultaneously remain accessible and sustainable.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

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

1. Forsyth County Public Library System - Each branch in the county has two Museum family memberships that can be checked out to anyone. 2,040 people were granted free admission through this past FY.
2. Museums for All - Anyone who presents an EBT can enter the Museum for \$3 (vs \$10) per person. 5,066 children and adults received discounted museum admission using this discount this past FY.
3. Winston-Salem Forsyth County Schools - We provide free admission for all students who visit the museum on a field trip, and free field trip programming for Title I schools. additionally, we collaborate with WSFCS on Invention Convention (approx. 1,500 students annually) and host a literacy fair and engineering festival -- both which have approximately 700 attendees -- with "pay what you can" pricing to make the events accessible to more in our community.
4. HeadStart - We collaborate with local HeadStarts to put LEAP Into Science STEM literacy kits (available in both Spanish and English) into the hands of children and their families
5. Local Community Nonprofits - We collaborate with a variety of community nonprofits to ensure that the populations they serve can access the museum free of charge. Passes may be checked out from the various nonprofits and can be used for free museum access.

C. Strategy and Performance

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

Completed by mmorgan@kaleideum.org on 11/18/2022 10:03 AM

C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

Kaleideum uses Blackbaud's ALTRU to track attendance, membership, fundraising, and programs.

Performance measures are currently in place to measure

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

These items are measured monthly and reported to the Board of Directors.

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C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

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

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

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Curate pedagogically sound, engaging collections and exhibits (both permanent and temporary).	Maintain current exhibits, enhance current exhibits, bring in new exhibits.	<p>Kept the LEGO Travel Adventure Exhibit up at Kaleideum North due to COVID-19.</p> <p>Received funding from the WFBMC Clinical and Translational Science Institute to develop an exhibit about COVID-19 and Vaccine. Open COVID-19 & Vaccine Exhibit at North in October 2021.</p> <p>Expanded outdoor experience at Kaleideum North.</p> <p>Launch Sun, Earth & Universe Exhibit at Kaleideum North on October 30, 2021. Exhibit will remain up through the end of January 2022.</p>	<p>Downtown, open weekends only during the school year, Toy Time exhibit up June 2022-December2022</p> <p>Kaleideum Downtown is currently on the market. We hope to sell the building soon and anticipate ceasing operations in the Downtown location by the close of the 22-23FY.</p> <p>Engineer It! exhibit in the Traveling Exhibit Hall at Kaleideum North was replaced by Ice Ventures in November 2022. A new 3-D snow globe for the Ice Ventures exhibition is on order and should arrive early December</p>	<p>We will maintain all exhibits and/or pull exhibits off the floor as appropriate in anticipation of the opening of the reimagined Kaleideum in February 2024.</p> <p>The Kaleideum Downtown building is currently on the market. We hope to sell the building before FY23-24 and do not anticipate operating or maintaining this building or its exhibits during the 23-24 funding cycle.</p> <p>We will install a new dinosaur exhibit in Kaleideum North's traveling exhibit hall in May 2023. This exhibit will remain up</p>

		<p>Downtown, open weekends only during the school year, will host Ice Ventures December 2021-april 2022 and Toy Time June 2022-December2022.</p> <p>In March 2022, the feature exhibit at North will transition to Engineer It which will remain up through October 2022.</p> <p>Launch new laser system in the planetarium.</p> <p>Maintained all exhibits.</p>	<p>2022.</p> <p>In May 2022, we will install a new dinosaur exhibition in the Traveling Exhibit Hall. This exhibition will remain on the floor until we move to the reimagined Kaleideum in early 2024.</p> <p>Continue to maintain existing exhibitions and/or pull exhibits that are beyond repair off the floor as we prepare for the transition to the new museum.</p>	<p>through December 2023.</p> <p>We anticipate going dark at Kaleideum North in preparation for our move to the new museum -- expected opening date is February 2024.</p> <p>When the new museum opens, it will do with 8 permanent exhibitions: By Design, In Motion, Digital Dome, Our Nature, Storytelling, Wonders of Water, Little Learners, Try It Studio, and the Rooftop Adventure Playground. Additionally, the traveling exhibit hall will allow us to bring in seasonal/traveling exhibitions.</p>
<p>Execute Public Programs and Special Events that attract visitors and increase museum exposure.</p>	<p>Host quarterly 21 & Up events, Offer reduced price admission days, offer event to diverse/unconventional audiences.</p>	<p>Public programming and special events were down dramatically due to the COVID-19 pandemic.</p> <p>Continue offering reduced price admission days, offer event to diverse/unconventional audiences.</p> <p>Hosted a remote learning support site</p>	<p>Execute quarterly Kaleideum After Dark Events. Held After Dark events monthly during the summer and have one scheduled for November 18.</p> <p>Continue offering reduced price admission days, offer event to diverse/unconventional audiences. In January we will host a</p>	<p>Kaleideum will continue to host After Darks (21+ events), Parents' Nights Out, Exceptional Nights at the Museum (programming for individuals with intellectual and developmental disabilities), and special events such as the Literacy Fair, Engineering Festival, and Truck & Treat, in addition to weekly</p>

		<p>at Kaleideum North.</p> <p>An Arts Council grant allowed us to increase arts programming for July and August at both locations showcasing a variety of local artists. We continued this partnership with the first Kaleideum after Dark event (21 and up) in November 2021.</p> <p>Held community groundbreaking event for the new Kaleideum in downtown Winston-Salem in August 2021.</p> <p>Planned for and began delivering new guest engagement program for the floor. Include Prism (STEM) Experiences, Animal Encounters, Science Live, and the Curiosity Cart.</p> <p>Hosted a vaccines clinic in collaboration with the Forsyth County department of Public Health.</p> <p>Hosted second largest Truck & treat in museum history with more than 2,000 attendees at the event.</p>	<p>Literacy Fair and in February we will host an Engineering Festival. Both events will be billed as "Pay What You Can" to make them more accessible for more in our community</p> <p>Continue delivering guest engagement program for the floor. Current engagement offerings include Innovation Station, Laser specials, Curiosity Cart. Animal Encounters, Science Live, Storytimes, and Little Innovators (monthly). In an average month, the museum delivers 70+ floor programs or special events.</p>	<p>public programs/floor programming.</p> <p>Public events may slow between Jul 1 - Dec 31, 2023 as we prepare for the move to the new museum. All Museum operations will cease for approximately 30-45 days as we make the move to the new museum, scheduled to open in February 2024.</p> <p>We anticipate a robust schedule of public programming and special events between March-June 2024 after we open in the new museum.</p>
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		Hosting Winter Wonderland Weekend in mid-December.		
Increase attendance numbers, including those from a variety of locations and of diverse audiences.	Track visitors using zip codes to determine diversity of geography. Track visitors using discounted admissions to determine efficacy of access programs.	<p>Across the board, daily admission numbers and numbers of visitors from diverse audiences continue to be down because of the COVID-19 pandemic., but we are hopeful to see an increase with dropping COVID numbers and available vaccinations for children 5-11.</p> <p>Daily Admissions: 64,391 Community Passes: 2,295 Educator Passes: 1,003 Museums for All: 3,625 Diverse Zip Codes: 38,164 with 79% from diverse zip codes</p>	<p>We continue to see an increase in attendance numbers, including those from a variety of locations and of diverse audience, as we see COVID-19 numbers decline and vaccinations approved for children ages 5-11.</p> <p>Projected Daily Admission: 100,000</p> <p>Projected Community Access Pass Usage: 2,750</p> <p>Projected Free Educator Admission: 800</p> <p>Projected: Museums for All Discount Usage: 7,500</p> <p>Projected Diverse Zip Codes: 37,000 guests with 60% of Winston-Salem Admissions</p>	<p>While we have largely rebounded from the COVID-19 pandemic in terms of attendance numbers, including those from a variety of locations and of diverse audiences, we expect to see a reduced number of visitors in Q1 and Q2 due to the anticipated closure of Kaleideum Downtown and the aging nature of Kaleideum North. Additionally, we anticipate being closed for 30-45 days (Jan 1 through February 15) while we make the move to the new museum.</p> <p>Beginning in February 2024, we will open the doors to our new museum in the heart of downtown Winston-Salem. We anticipate a significant increase in attendance numbers, including those from a variety of locations and diverse audiences. Annual visitors are anticipated to be approximately 275,000 in the new</p>

				<p>museum, which averages out to be approximately 23,000 visitors per month. Extrapolating those numbers to the 4 1/2 months we will be open in Q3 and Q4, we expect to see 100,000 visitors between February and June 2024.</p> <p>Total Attendance: 150,000</p> <p>Community Access Passes: 2,800</p> <p>Free Educator Admission: 1,000</p> <p>Museums For all Discount: 8,000</p> <p>Diverse Zip Codes: 40,000 guests for 60% of Winston-Salem Admissions.</p>
<p>Host schools for educational programs that align with classroom (and state-determined) needs.</p>	<p>Involve teachers in educational program offering, offer free admission for all Title I schools, increase participation from schools.</p>	<p>Resume hosting in-person field trips, and maintain virtual fieldtrips as needed for schools that are unable to travel to Kaleideum North.</p> <p>Host 75 WSFCS Classrooms, 40 Title I classrooms, Host 300 Total Classrooms</p>	<p>Continue hosting in-person field trips. Anticipate hosting 100 WSFCS Classrooms. for a total of 6,500 students. Anticipate 3,250 students from Title I schools for approximately 50% of school visits.</p> <p>Collaborate with WSFCS to host the County Science fair and Invention Convention. (Participation in the</p>	<p>We anticipate that field trip numbers will be down Sept 2023-Dec 2023 as we prepare to close down Kaleideum North and we will have no field trips in January and February 2024 as we move to and open the new museum. We anticipate March through May will be extremely busy with field trips as school groups flock to the newly opened</p>

			Invention Convention program will exceed 1,000 students in this year.)	museum. We anticipate hosting 125 school visits, 8,147 students, and 62 Title I schools or 50% of school visits.
Offer opportunities for further educational enrichment through museum classes, camps, and volunteer opportunities.	Increase participation in Camp Programs, Scout Camp-In program, increase volunteer, community service and intern hours.	Kaleideum was fully reopened for the summer hosting camps at both locations. All camps were at 100% capacity for the 10-week summer season. Served nearly 1,000 campers during the course of the summer. Awarded 12 scholarships to make camps accessible to families who otherwise wouldn't have been able to afford it. Additionally, we added spring break, teacher workday, and fall and winter break camps all which are consistently filling and with waitlists.	Summer camp July - Aug 22 and June 23. Continue with school year camps on breaks and workdays. We expect to exceed 1,000 campers in the summer camp program for this FY. We have resumed activities like Scout Camp-Ins. We continue to strengthen collaborations with corporate and community partners. We anticipate 2,500 volunteer hours to be completed.	Summer camp July - Aug 23 (Kaleideum North) and June 24 (new Museum). Continue with school year camps during breaks and workdays. We anticipate approximately 48 week-long camp sessions over the course of 11 weeks during the summer and serving approximately 1,000 children. The move to the new museum in Fall/Winter 23-24 may result in fewer day camps during winter and fall breaks. We expect to see a renewed interest in Kaleideum's volunteer program with the move to the new museum., projecting 3,500 volunteer hours in next FY.

	Total Unduplicated Number Served	Total Number Served
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FY 21-22 Previous Years Results	24,471	97,886
FY22-23 Current Year Projected Results	32,500	130,000
FY 23-24 Next Year Anticipated Results	37,500	150,000

C.6. FY 21-22 Program Accomplishments

1. Continued to advance collaborations with WSFCS to better serve students: resumed in-person field trips and strengthen relationships with STEM programs at individual schools and the district.
2. Brought Museum attendance numbers back to approaching pre-Covid levels and expanded outreach to underserved/underrepresented populations.
3. Raised funds to continue making financial aid available for camps and programming to individuals from underserved/underrepresented populations.
4. Launched Prism: An Engineering & Innovation Initiative with programming that engages K-12 students in scaffolded challenges and provides mentoring opportunities for adults studying and working in stem fields.
5. Deepened connections with the Museum by corporations and community partners to advance programming, volunteerism, and engagement.

C.7. FY 22-23 Key Objectives

1. Bring field trip numbers up to 75% of pre-COVID (FY19) numbers.
2. Continue to grow museum attendance especially among underserved/underrepresented populations.
3. Continue to raise funds to make financial aid available for camps and programming to individuals from underserved/underrepresented populations.
4. Expand Prism: and Engineering & Innovation Initiative programming, with a primary aim of reaching more underserved/underrepresented populations.
6. Develop feature/traveling exhibit that we can install at Kaleideum North and take to the new museum. Goal is to encourage visitors to Kaleideum North location. Dinosaur exhibition to be installed May 2023

D. Organizational Capacity

Completed by mmorgan@kaleideum.org on 11/18/2022 10:10 AM

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

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

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

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

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

FUNCTION (5 POINTS)

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

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

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

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

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

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

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Board of Directors Management, community partnerships, all internal and external affairs	60	10.00 %
VP of Finance	Finance, Accounting, HR, Operations	60	10.00 %
VP of Philanthropy	Annual Fund and Capital Campaign Fundraising	40	10.00 %
VP of Education	Education programs, Exhibits, Facilities	60	10.00 %
VP of Marketing	Digital, Print, Web Marketing and Strategy	60	10.00 %
VP of Planning & Immersive Experiences	Exhibit Design and Maintenance	50	10.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Elizabeth Dampier	Executive Director	\$81,080.22	10.00 %

Mary Jo Morgan	VP of Finance	\$58,348.16	10.00 %
Casey Raymer	VP of Philanthropy	\$55,350.36	10.00 %
Shari Brady	VP of Education & Engagement	\$56,887.48	10.00 %
Leigh Ann Woodruff	VP of Communication & Operations	\$58,630.00	10.00 %
Traci Connor	VP of Planning & Immersive Experiences	\$58,000.62	10.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Org Chart_Functional_11.22.docx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

Please see the Kaleideum Employee Handbook.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		4	1	1
Professionals	1			10	1	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	1	1	0	14	2	1

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers					1	
Professionals				2		
Technicians	1	1				
Office/Clerical						
Laborers/Service Workers	4		3	13	1	2
Total Part-Time/Temp	5	1	3	15	2	2

D.8.

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

FY23 Board List updated 11.14.2022.xlsx

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

6

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

11

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

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

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

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

The COVID-19 pandemic has forced us all to be flexible when responding to unforeseen events. We made difficult decisions regarding staffing, reductions of hours, etc. when necessary and developed programs to meet community needs (e.g., developed virtual fieldtrips, opened a remote learning center, etc.) demanded. We come from a place of "yes" and respond to the changing needs of the community with an open mind and creative thinking, the same things we ask of our visitors. As we emerged from the COVID-19 pandemic, we were well appointed with new programming, exciting planned events, and opportunities for collaboration that will carry us through the upcoming year.

In FY23-24, we will have to be more flexible than ever as we shutter Kaleideum as we know it and open our new museum in the heart of downtown Winston-Salem in February 2024. The new space and exhibits offer considerable opportunities to expand programming and events and reach segments of our population who have not been previously served by the museum. Additionally, we are engaging in a strategic planning process (November 2022-May 2023) that will guide our transition to the new museum and our strategy for moving forward.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

Please see the Kaleideum Employee Handbook.

E. Cost Effectiveness

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

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Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$552,307.76	\$566,527.24	\$575,727.61
Fundraising	\$62,500.00	\$70,988.00	\$62,500.00
Management and General	\$1,297,852.33	\$1,337,320.53	\$1,348,685.68
Total Expenditures by Program	\$1,912,660.09	\$1,974,835.77	\$1,986,913.29

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$1,141,667.33	\$1,176,503.97	\$1,184,500.68
Employee Benefits	\$156,185.00	\$160,816.56	\$164,185.00
Facility Rent and Utilities	\$115,800.00	\$121,950.37	\$122,000.00
Training and Conference Registration	\$4,450.00	\$4,668.61	\$5,000.00
Membership and Dues	\$10,730.00	\$9,224.73	\$10,944.60
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$20,000.00	\$24,443.23	\$25,000.00
Other Contracted Services	\$75,955.60	\$77,333.30	\$79,474.00
Other Operating Expenditures	\$387,872.16	\$399,895.00	\$395,809.01
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,912,660.09	\$1,974,835.77	\$1,986,913.29

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$172,360.00	\$172,360.00	\$172,360.00
Forsyth County	\$275,000.00	\$275,000.00	\$275,000.00
State of North Carolina	\$30,930.59	\$30,487.68	\$30,487.68
Federal Government	\$0.00	\$170,650.95	\$48,000.00
Admissions/Program Revenues/Sales	\$765,276.00	\$799,272.35	\$809,165.61

Memberships	\$145,000.00	\$145,215.20	\$147,900.00
Donations	\$383,000.00	\$324,309.23	\$345,000.00
Foundation Grants	\$135,000.00	\$90,000.00	\$135,000.00
Interest and Investment Income	\$2,300.00	\$15,461.87	\$18,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$3,793.50	\$4,078.36	\$6,000.00
Total Revenues by Category	\$1,912,660.09	\$2,026,835.64	\$1,986,913.29

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

Other Expenses: Maintenance, Supplies & Postage, Professional Expenses, Advertising & Marketing, Conference & Meeting, Dues & Membership.\

Other Revenues: Donation from Ball Machine, Hurricane Simulator

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2022	City of Winston-Salem	\$172,360.00
2021	City of Winston-Salem	\$172,360.00
2020	City of Winston-Salem	\$172,360.00
2019	City of Winston-Salem	\$172,360.00
2018	City of Winston-Salem	\$222,360.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Program services	\$172,360.00	\$253,852.60	County, State Grant
Management & General	\$0.00	\$573,787.40	County, Earned Income, Donation, Grants
	\$172,360.00	\$827,640.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

City funds will support access and opportunity initiatives that make Kaleideum accessible to all in our community. Additionally, funds will be used to support delivery of educational programming for the general community and school groups and to support the introduction of new exhibits, programming, and special events that will attract community members o they might engage in learning reimagined alongside others from the community who look and learn differently than they do.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

N/A

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

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

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

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

We are able to remain a viable business and critical educational partner for our city thanks to the City's funding. City funds make up about 9% of our budget and those funds allow us to leverage other revenue resources. We can use it to generate earned revenue by offering a regionally competitive but fair admission and membership price structure. We also earn revenue from school field trips, which would diminish if we were not able to offer the types of educational programs (funded in part by the City) that meet state requirements. We are able to offer camp-ins, summer camps, and other paid programming because we have learning opportunities that our community wants and needs. With our ability to offer unique programming and informal learning experiences, we are also able to leverage the impact we can - and do - make on future generations with other unearned revenue funding partners. The City's gift remains critical because it demonstrates public and community support that allows us to garner other community funds.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

When Kaleideum completed the merger of the Children's Museum of Winston-Salem and SciWorks in July 2016, the goal was to realize as many efficiencies as possible over the course of three years while maintaining two locations until the staff moved into one downtown Winston-Salem building in the fall of 2019. With several unforeseen delays, that timeframe has lengthened to early 2024. Thus, the Museum is feeling the strain on resources through managing programming, exhibits and maintenance at two facilities while simultaneously achieving and growing its programmatic mission. Kaleideum remains committed to serving our community with excellence as we scrutinize our revenue and expenses to create a balanced budget. We have rented to Downtown location to Salem Montessori during the school year for their academic programs which generates income to offset the expenses associated with maintaining two museums. The Downtown location is currently on the market, and we anticipate selling the building before the 2023-24 funding cycle. Selling Kaleideum Downtown and thus only operating out of a single building, would offer significant cost savings to the organization. Most excitedly, we will begin operating out of the new museum beginning February 2024. With the opening of the new museum comes huge opportunities.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

At this time, all key leadership positions are filled, and we have a new Director of Annual Giving who started December 1, 2021. We believe we have the appropriate team ahead to advance the museum's mission and vision in the upcoming year and maintain interest in the current museum even as we prepare for our move to the new museum in February 2024.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$172,360
Number proposed to be served for the year:	150,000
Average City funds per beneficiary:	\$1.149
Proposed funds from all sources:	\$ 1,986,913.29
Number proposed to be served for the year:	150,000
Average total funds per beneficiary:	\$13.24

F. Required Documents

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

Completed by mmorgan@kaleideum.org on 11/17/2022 3:03 PM

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Kaleideum_Conflict of Interest Policy.pdf

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

Kaleideum 2020-21 Form 990 2021.pdf

Organization By-Laws *Required

2022-2023 Board Handbook.docx

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Kaleideum Financial Policies_Procurement Policy_p5.pdf

Kaleideum Financial Policies_Property Management_p9.pdf

Kaleideum Financial Policies_Cost Principles_p5.pdf

Kaleideum 2021-2022 Board Handbook_Records Retention_p34.pdf

Kaleideum 2021-2022 Board Handbook_Civil Rights.NonDiscrimination_p18.pdf

Kaleideum Financial Policies_update05.22approved by Finance Committee.pdf

Employee_handbook_approved_03.20-final.pdf

IRS 501(c)3 Designation Letter *Required

IRS Determination Letter for Kaleideum 501c3.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

Audit 2021.pdf

Audit 2020.final.pdf

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

***Required**

Kaleideum Solicitation License 2022.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16204
Name: Kaleideum FY 23-24 - 2023/24
Address: *No Address Assigned

Completed by mmorgan@kaleideum.org on 11/18/2022 10:17 AM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by mmorgan@kaleideum.org on 11/18/2022 10:17 AM

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

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

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

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

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

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Completed by mmorgan@kaleideum.org on 11/18/2022 10:18 AM

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

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

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

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by mmorgan@kaleideum.org on 11/18/2022 10:18 AM

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by mmorgan@kaleideum.org on 11/18/2022 10:18 AM

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

Submit

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

Kathryn C. Gale-Raymer

Electronically signed by mmorgan@kaleideum.org on 11/18/2022 10:18 AM

IDIS Setup

No data saved

Case Id: 16204

Name: Kaleideum FY 23-24 - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE