

Agenda

Tourism Board Regular Meeting

5:30 PM April 14, 2025

Board Conference Room, Town Hall Annex, 105 E. Corbin St.



1. **Call to order**
2. **Agenda changes and approval**
3. **Minutes**
 - A. March 3, 2025
4. **Discussion/Action Items**
 - A. Request from FlushFest organizers to roll grant funds from FY25 to FY26
 - B. Contract Partner Responses/Budgets for FY26
 - Alliance for Historic Hillsborough (Visitors Center Operations/Services & Events)
 - Burwell School Historic Site (Visitor Services)
 - Hillsborough Chamber of Commerce (Visitors Services & Events)
 - Hillsborough Arts Council (Visitors Services & Events)
 - Orange County Historical Museum (Visitors Services)
 - C. Draft FY26 Budget- first look
5. **Monthly reports and Staff updates**
 - A. FY25 F&B Report (in-progress)
6. **Board comments and updates**
 - A. Reflections from VISITNC365 conference
7. **Adjournment**

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Minutes

TOURISM BOARD

Regular meeting

5:30 p.m. March 3, 2025

Board Meeting Room of Town Hall Annex, 105 E. Corbin St.



Present: Chair Victoria Pace, Vice-Chair Megan Kimball (arrived at 6:11 p.m.), Barney Caton, Meaghun Darab, Scott Czechlewski, Smita Patel, and Eryk Pruitt

Absent: Rainbow Cabbage

Staff: Planning and Economic Development Manager Shannan Campbell, Planning Technician Dakotah Kimbrough

1. Call to order

Chair Victoria Pace called the meeting to order at 5:33 p.m. with six members present.

2. Agenda changes and approval

Shannan Campbell introduced Dakotah Kimbrough, a new planning technician who would be helping with notetaking and minutes. She asked everyone to introduce themselves and state who they represent. Scott Czechlewski introduced himself as representing the Chamber of Commerce. Eryk Pruitt introduced himself as co-owner of Yonder. Victoria Pace and Barney Caton introduced themselves as at-large members. Smita Patel introduced herself as co-owner of Nomad. Barney Caton also mentioned owning Haunted Hillsborough tours.

Motion: Chair Victoria Pace motioned to approve the agenda. Member Eryk Pruitt moved to approve. Member Scott Czechlewski seconded.

Vote: 6-0. Ayes: Members Pace, Pruitt, Czechlewski, Meaghun Darab, Barney Caton, Smita Patel

3. Discussion/Action Items

A. FY 2026 (Spring 2025) draft grant schedule

Shannan Campbell presented the draft grant schedule, noting it was similar to previous years but opening about a week later. She mentioned that the schedule was condensed to still allow for a five-week opening period. Campbell stated that there weren't many significant changes from the previous year and assumed the scoring rubric would remain the same. Board members confirmed.

Motion: Chair Pace motioned to adopt the FY2026 grant cycle schedule. Member Caton moved to adopt. Member Darab seconded.

Vote: 6-0.

B. Contract Scopes of Work for FY26

- Alliance (Visitor Center)

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Campbell mentioned that the Alliance and Burwell had no significant changes.

- Burwell School (Visitor Services) See above.

- Hillsborough Arts Council (Last Fridays, Hillsborough Parade, Solstice Lantern Walk)

Campbell brought up the Arts Council's request for staffing and miscellaneous costs for the gallery and gift shop in past years. She asked if the board wanted to include this in the scope or wait for the Arts Council to request it again. The board agreed to wait for the Arts Council to request funding for the gallery and gift shop rather than including it in the scope. The board discussed whether to include the Solstice Lantern Walk in the Arts Council's contract. Campbell noted it had been funded for two grant cycles and was no longer eligible for grant funding and the tourism board wanted it to continue so it should be brought in as a contracted event.

- Chamber (Holiday Tree Lighting & Holiday Parade)

Members agreed that splitting the parade and tree lighting into two events was a good idea. Czechlewski requested the removal of language about vendor space on the courthouse lawn for the holiday parade. He also suggested removing mentions of food and beverage options for the tree lighting event. Campbell noted that there was a desire amongst the attendees for some lighter options.

- Museum (Visitor Services)

4. Monthly reports and Staff updates

A. FY25 F&B Report (in-progress)

Campbell presented the updated Food and Beverage tax report. She noted that the formulas had been corrected from the previous version. Campbell mentioned that while they had budgeted to spend more than projected revenues, the fund balance was strong, and revenues were still coming in well.

The board discussed the November figures, which showed a 40% increase. They speculated on reasons for the increase, including warmer weather and a late Thanksgiving.

B. Alexander Dickson House

Campbell informed the board about ongoing discussions regarding the Alexander Dickson House, which currently houses the visitor center. She explained that Orange County, which owns the property, no longer wants to own and maintain it. Campbell mentioned potential options, including the town purchasing it or the Tourism Board taking ownership. She noted that maintenance costs were a significant concern, and that more information was being gathered about these costs.

C. America 250 celebrations/events and potential partnerships with the Town Board

Campbell discussed the upcoming America 250 celebrations, marking the 250th anniversary of the United States. She mentioned various local initiatives, including grants for each county, a play production by the Orange Historical Museum, and a Revolutionary War Living History Day at the visitor center. Campbell noted that the mayor was interested in potentially organizing a larger event around July 4, 2026. Ideas discussed included a picnic, fireworks or a drone light show, and a small walking parade. She mentioned the need for potential collaboration between the Town Board, Tourism Board, and TDA for funding and organization. The board discussed potential themes and ways to highlight Hillsborough's history as part of the celebrations. They also considered the need for additional support, such as hiring a part-time event coordinator to manage it all.

5. Board comments and updates

Kimball raised concerns about the recent news coverage of vultures in Hillsborough, suggesting it might negatively impact tourism. The board discussed various perspectives on the issue, with some members seeing it as a potential opportunity for tourism rather than a problem.

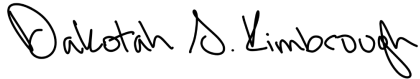
Campbell informed the board that they could take an official position on the matter if they wished, similar to past instances where the Tourism Board had advised the Town Board on various issues related to tourism. The discussion concluded without a formal decision being made regarding the vulture situation.

6. Adjournment

Motion: Chair Pace motioned to adjourn the meeting. Darab moved to adjourn at 6:29 p.m. Pruitt seconded.

Vote: 7-0.

Respectfully submitted,

A handwritten signature in black ink, reading "Dakotah S. Kimbrough". The signature is written in a cursive, flowing style.

Dakotah Kimbrough
Planning Technician
Staff support to the Hillsborough Tourism Board

Approved: Month X, 202X

Request to use tourism board funds in October

From Grace Beeler <gracebeeler1@gmail.com>

Date Tue 4/1/2025 6:17 PM

To Shannan Campbell <Shannan.Campbell@hillsboroughnc.gov>

Dear Shannan,

FlushFest 2025 has moved to October, instead of May as originally planned. One of our organizers is battling cancer, and we want to give him some more time to recover. Can we please request an extension for the Tourism Board grant which we received?

Thank you so much,

Grace

Grace Beeler
Executive Director
The Appropriate Sanitation Institute





STAFF REPORT
Hillsborough Tourism Board
April 14, 2025

PRESENTER/INFORMATION CONTACT

Tourism Program Manager, Shannan Campbell

ITEM TO BE CONSIDERED

Subject: FY 2026 Contract Scope Responses

Attachments:

1. Alliance for Historic Hillsborough (Visitors Center Operations/Services & Events) + budget justification forms
2. Burwell School Historic Site (Visitor Services)
3. Hillsborough Chamber of Commerce (Visitors Services & Events)
4. Hillsborough Arts Council (Visitors Services & Events) + budget justification forms
5. Orange County Historical Museum (Visitors Services) + budget justification form

Background:

The Tourism Program has contracted with local organizations since FY17 to provide visitor services, operations of historic sites, and to put on annual events. Going to contracted services was in lieu of having every regularly funded partner competing for grants every year.

Summary, key points, and questions:

- The Alliance is asking for \$285,726 in FY26, a \$35,050 increase over the FY25 contract amount of \$250,676. Budget Justification Forms are included explaining expanded needs in the following budget lines:
 - Personnel (cost of living adjustment) \$4,451
 - Marketing (increased cost and more ads for marketing) \$5,000
 - Capital Improvements (construction of a storage shed for event supplies) \$20,000 and (Transportation Services for large events/shuttle service) \$9,500
- Burwell school is asking for no increases over the previous fiscal year.
- Chamber of Commerce is asking for no increases over the previous fiscal year.
- HAC is asking for \$75,000 in FY26, a \$31,440 increase over the initial FY25 contract amount of \$43,500, but a \$11,500 increase over the amended contract amount in FY25 of \$63,500 (the HAC asked for a \$20,000 mid-year budget increase). Budget Justification Forms are included explaining expanded needs in the following budget lines:
 - Personnel (payroll, administration, overhead- LFAW) \$31,500

- Personnel (payroll, administration) and Supplies (lantern kits, luminaries, etc) \$5,000 to support expanding the event into West Hillsborough with multiple entry/exit points on the route
- Orange County Historical Museum is asking for \$59,500 in FY26, a \$1,900 increase over the FY25 contract amount of \$57,600. A budget justification form is included explaining needs in the following budget lines:
 - Personnel (cost of living adjustment) \$1,900

Staff recommendation and comments:

None. Staff has simplified the requests for the purposes of summary in the staff report. Staff encourages board members to read through the full proposals and budgets and ask questions of the contract partners during their presentations as needed to understand the full picture and requests for FY26.



FY 2026 Contract Scope of Work Response

The Alliance for Historic Hillsborough - Visitor Services & Operations

Organization Information

Organization Name: The Alliance for Historic Hillsborough

Contact Person and Title: Amanda Boyd

Contact Person Email: Director@historichillsborough.org

Contact Person Phone: 9197327741

Organization Street Address: 150 E King Street

City: Hillsborough

State: NC

ZIP Code: 27278

Organization's Annual Operating Budget: \$ 322,111.08

General Contract Information

Contract Name: Visitor Center Operations

Month(s) or Date(s) in which Proposal Project/Services will take place: JULY 1st, 2025- JUNE 30th, 2026

Outline/Overview of Scope of Work

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q1(July-Sept):

The Alliance for Historic Hillsborough will perform the duties requested in the FY2025 Contract Scope of Work throughout the entirety of the fiscal year. Aside from special events and programs, our activities will not fluctuate from quarter to quarter. We will manage the Visitors Center, ensuring it is open, free to the public, and staffed with paid personnel and well-trained volunteers. We will be open from 10-4 Monday through Saturday and 12-4 Sunday. At the Visitors Center, we will ensure that visitors receive recommendations on things to do, places to eat, where to stay, and any literature and visitor services materials they may need. Staff and volunteers will answer inquiries in person, via phone, email, mail, or digital and social media. We will work with Tourism Board staff to stock, promote, and manage the Hillsborough Visitors Center gift shop.

The Alliance will also work with Tourism Board staff to implement an active tourism marketing program. We will develop an annual tourism marketing plan that will include a variety of print and digital media, collaborate with the Chapel Hill/Orange County Visitors Bureau on relevant marketing campaigns, and maintain the tourism website and appropriate social media channels. Our work will also involve publishing a monthly e-newsletter, highlighting tourism-related events and special programs, and creating a monthly calendar of events for town map kiosks. Staff will continue distributing literature to regional welcome and transportation centers and providing visitor materials to town locations. We will continue to market to and assist groups with itinerary planning, educational programs, and special events to encourage group visitation.

Programs Q1: Alliance Hosted

- Outlandish Collaboration with Monroe School of Highland Dance - July

- July - September: Historic Walking Tours each Saturday
- West Hillsborough Walk & Talk - August
- HILLS Academy - The first semester begins in August

Programs Q1: Support Provided

- Uproar - August
- Hog Day - September
- Third Provincial Congress - September

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q2 (Oct-Dec):

Programs Q2: Alliance Hosted

- Spirits' Tours (will be reformatted) - October
- Holiday Homes Tour - December : Collab with Chamber
- Santa/Tree lighting - December : Collab with Chamber

Programs Q2: Support Provided

- Flush Fest - October
- River Park Concert - October
- Trick or Treat downtown - October
- Shop Small Saturday - November
- Gingerbread Stroll - December

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q3 (Jan-March):

Programs Q3: Alliance Hosted

- Outlandish Collaboration January
- HILLS Academy's second semester begins in February

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q4 (April-June):

Programs Q4: Alliance Hosted

- Rev War Day - April
- Preservation Fest & Tour - collaboration with Preservation NC - May

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of

work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

The Alliance for Historic Hillsborough will utilize the talents of our dedicated staff and volunteers to see that the goals associated with the scope of work are accomplished.

The **executive director** will ensure that the Visitors Center is managed in a professional and financially responsible manner. She will supervise the work of all staff and volunteers and ensure that the tasks, as outlined in the contract with the Hillsborough Tourism Board, are fulfilled. She is also responsible for implementing the marketing duties enumerated in the agreement, specifically handling all social media and website responsibilities. She will work to develop and implement a tourism marketing plan using digital and print media and will be responsible for producing a monthly e-newsletter and kiosk calendar. She will also be responsible for creating and distributing press releases and creating content as needed. The program and development director will implement all special programs and events. She will work to recruit and train volunteers and will develop new exhibits and programming experiences for visitors.

The **site coordinator** will manage the visitor center's grounds, public restrooms, and the historic Dickson House/Office. Responsibilities include ordering gift shop merchandise, restocking visitor materials at local sites, and assisting guests. This role also oversees weekend staffing and supports marketing initiatives. A key focus is expanding heritage education, including developing field trips, private tours, and launching a Lifelong Learning initiative next fiscal year.

The **programs coordinator** develops and manages community events and collaborative programs throughout the year, with a focus on Hillsborough's history and cultural education. This role creates opportunities for town-wide partnerships, enhancing the visibility of other organizations and offering visitors an authentic experience of Hillsborough. The coordinator also leads the Telling the Full Story project, which invites locals and visitors to explore Hillsborough's rich history through oral histories, online mapping, and in-person programs.

Weekend visitor service representatives cover weekend shifts and support major town events like Hog Day, the Seafood Festival, and Rev War Day. Their role ensures consistent weekend visitor services while helping weekday staff maintain a balanced schedule.

A **new summer internship** position will focus on Visit Hillsborough's tourism initiatives. The intern will assist with online content creation, digital media development, tourism event support, and other related projects during the internship period.

All staff will be responsible for greeting visitors and providing general information.

Please explain how the organization is going to fundraise and build sustainability in FY26:

The Alliance works to support and sustain our mission in a variety of different ways each year. For FY26, we have planned for the following

- Grant funding for programming from the Jenrette Foundation
- Grant funding for programming from the Orange County Outside Agency department
- Recurring Tour Income from historic walking tours, West Hillsborough Walk & Talks, Revolutionary-era tours
- Specialty events/programs Income: Outlandish Collaborations, Preservation Tour, Spirits' Tour, Holiday Tour (collab with the Chamber)
- Historic Walking Tour booklet sales
- Field Trip, private tours, and bus tour income
- HILLS Academy - Lifelong learning initiative begins Fall 2025

Because of our organization's composition, we do not currently require fiscal giving from our board members and work diligently to find ways to generate income without interfering with donors or the giving campaigns of our partners. Our goal for FY26 is to find grant funding opportunities to support our larger initiatives while developing a secondary fundraising path that complements other area organizations we collaborate with.

Please explain how the organization plan to grow tourism in Hillsborough in FY26:

- Operate the Hillsborough Visitor Center
- Distribute and restock information and town maps to local and NC area businesses and organizations
- Co-lead the Visit Hillsborough Social Media campaigns
- Co-lead the advertising and marketing plan for Visit Hillsborough
- Assist when needed for the marketing plans with TDA
- Find unique opportunities for marketing collaboration to targeted audiences (targeted audiences are selected by website and social media data analytics)
- Utilize Alliance-led programs to showcase all of Hillsborough better and reach new demographics
- Co-lead the upkeep of the Visit Hillsborough Website and landing pages
- Partner with the Chamber to assist in the Merchant Association initiatives and programs
- Work with local businesses and organizations to continue to identify community needs within the scope of Visit Hillsborough
- Continue to pursue unique partnerships with outside organizations that align with our Alliance goals but also

impacts Hillsborough's reach (NC Historical Museum, Sassenech Tours, MOHA, PNC, Preservation Durham, Virginia International Raceway)

Marketing Plan

Detailed Proposed Budget

a. Item	b. Amount Needed via Contract Funding in FY26 (for each item)	c. Amount Contributed by Organization (for each item)	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
i.e., Personnel Costs- .5 FTE- Part Time Coordinator (10 hours p/w)	Ex: \$6,500	Ex: \$1,000	Ex: \$500	Non-profit Grant	\$8,000
1. Overhead					
Rent	\$11,370	\$3,120 AHH	\$		\$14,490
Utilities					
Phone/Internet					
2. Personnel					
85% ED salary and health insurance	\$164,815.84	\$9,608.24 AHH	\$		\$174,424.08
100% Program Coordinator salary and health insurance					
100% site Coordinator and health insurance					
100% Weekend Visitor Services Reps (quarter time)					
100% retirement benefit for full-time employees (0)					
Cell phone Stipend					
3. Programs					
Visitor Services	\$9,800	\$6,125 AHH	\$13,800	Potential Grant Funds	\$29,725
Rev War Day & Excursion Day					
Other					
4. Cultural Heritage Tourism	\$5000	\$0	\$	County funds maintenance	\$5,000

5. Marketing	\$35,000	\$500	\$		\$35,500
6. Captial Expenses					
Shed Project	\$29,550	\$0	\$		\$29,550
Transportation Service					
7. Admin/Operations					
Cc processing fees					
Due/subscriptions					
Insurance	\$16,190	\$ 3,232 AHH	\$		\$19,422
Office Supplies					
Professional Development					
Professional Fees					
Software & Tech					
8. Maintenance					
Building					
Grounds	\$14,000	\$0	\$		\$14,000
Cleaning					
Pest Control					
Public Restrooms					
TOTALS					
(sum of each column)	\$285,725.84	\$22,585.24	\$13,800		\$322,111.08

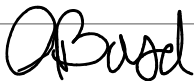
** PLEASE ADD ROWS AND/OR PROVIDE ADDITIONAL SHEETS IF THERE IS NOT ENOUGH ROOM TO ACCOMMODATE YOUR FULL BUDGET **

Signatures

I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

EXECUTIVE DIRECTOR

Signature:

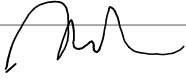


Date: 3.27.2025

Printed Name: Amanda Boyd

BOARD CHAIRPERSON

Signature:



Date:

4/1/2025

Printed Name:

Megan Kimball

CONTACT PERSON (if different than Executive Director)

Signature:

Date:

Printed Name:

FY26 Tourism Contract Budget Increase Justification Form:

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview: Capital Expenses to increase by \$29,550. Costs would cover:

1. Construction of a shed (\$20,000) on the Dickson House property to be used for all collaborating partner event storage.
2. Transportation Services (\$9,500) for community events. Examples: River Park Concert, FlushFest, Solstice Lantern Walk, Hog Day, Outlandish, Last Fridays, and UpRoar. The budget reflect a total for transportation service for 4 large-scale community events up to 6 hours (anything over 1,000 people), 3 Last Fridays (to be scheduled in collaboration with HAC), and 3 Saturdays during UpRoar in August.

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Transportation Services: 2—Should do. This offers a great solution to the continued conversation about transportation, lack of parking, and the need to help move people throughout the town during high-volume times.

Construction of the Shed: 2 - Storage is challenging for all partnering organizations and the town. As our community programs and events continue to grow in size and scale, we are all holding onto materials that have flooded our small spaces. Also, having a collaborative storage solution would allow us to share resources more readily and have an inventory of what we collectively possess.

Line-item where funds are requested (number from budget and description of line-item):

Capital Funding—an increase of \$29,550. If the transportation services are successful, we would rewrite them into overhead or other regular expenses. They were placed in Capital Funding due to the uncertainty of a recurring expense.

Describe request:

See details above

Alternatives & impact if request is not funded:

Shed Alternative: We could obtain pricing for an off-site storage unit.

Transportation Alternative: Partner organizations hosting large events request transportation services in their budget requests and handle logistics.

Additional information:

These requests are made with the partners understanding that each request fulfills a challenge or need faced by their organization.

FY26 Tourism Contract Budget Increase Justification Form:

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview: Asking for an additional \$5,000 for marketing

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Prioritize: 2 - Should do

Line-item where funds are requested (number from budget and description of line-item):

Marketing Increased \$5,000

Describe request:

The request reflects expanding the targeted approach to our current marketing strategies. We have seen positive growth in analytics from previous investments in our campaign and would like to continue to progress that progress. This year's plan is outlined in the scope of work and includes the addition of TV commercials and partner-specific outreach. We also plan to further our relationship with area influencers by trialing specific content creation.

Alternatives & impact if the request is not funded:

Investing in marketing is crucial in reminding people of Hillsborough and what we offer. If chosen not to increase the funding, we can adjust the options according to the approved budget.

Additional information:

FY26 Tourism Contract Budget Increase Justification Form:

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview: Asking for an additional \$4,450.84 to cover COLA in personnel

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Prioritize: 1 - Must do

Line-item where funds are requested (number from budget and description of line-item):

Personnel increase

Describe request:

The figure reflects a COLA of 3%, which is the suggested rate of increase for FY 2025-2026 by the NC Center for Nonprofit.

Alternatives & impact if the request is not funded:

We could explore schedule adjustments if there is an issue with matching the recommended COLA.

Additional information:

FY 2026 Contract Scope of Work Response

Burwell School Historic Site - Visitor Services & Operation Events



Organization Information

Organization Name: Burwell School Historic Site

Contact Person and Title: Emma Vadney, Site Coordinator

Contact Person Email: burwellsc@gmail.com

Contact Person Phone: 919-732-7451

Organization Street Address: 319 N Churton St

City: Hillsborough

State: NC

ZIP Code: 27278

Organization's Annual Operating Budget: \$ 174,143.00

General Contract Information

Contract Name: Burwell School Historic Site – Visitor Services & Operations

Month(s) or Date(s) in which Proposal Project/Services will take place: JULY 1st, 2025- JUNE 30th, 2026

Outline/Overview of Scope of Work

The Historic Hillsborough Commission is a non-profit board appointed by – but not funded by – the Governor of North Carolina. The HHC is fully committed to carrying out the tenets of the Scope of Work in the 2024-2025 Tourism Board contract. This action will involve the continued coordinated efforts of HHC members, community volunteers and partners, as well as paid staff dedicated to preserving this historic site.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q1(July-Sept):

- Visitor Services: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Staffing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Volunteers: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Marketing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Budgeting: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Events/Exhibits:
 - **July, August TBD: Camp Burwell** – Once a month, Burwell will offer afternoon programming for school-aged children. Activities to possibly include historic children's games, crafts, community partnerships, "lessons" in the historic schoolhouse, scavenger hunts, detective work with historic documents, etc.
 - **July 25, August 29, September 26: Last Friday Extended Hours** – The Burwell School Historic Site will be offering extended hours and special guided tours in partnership with the Hillsborough Arts Council's Last Friday events. These will be free and open to all.
 - **August TBD: Star Party** – Weather-permitting, the BSHS will hold its popular Star Party event on the site's front lawn. We hope to continue our partnership with local groups such as CHAOS and Whit's Frozen Custard to offer astronomical education and sweet treats to our guests. This event will be free and open to all.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q2 (Oct-Dec):

- Visitor Services: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Staffing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Volunteers: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Marketing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Budgeting: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Events/Exhibits:
 - **October: Annual Fund Campaign** – This fundraising campaign will kick off during this month. Led by the Development committee, the campaign will include mailings to commissioners, donors, visitors, and other friends of Burwell. We also advertise the annual fund campaign on our website, social media, and email marketing platforms.
 - **October TBD: Fall Festival** – With the success of the 2024 Fall Festival as a community event, we look forward to building on its capacity as a major fundraiser. We will continue to partner with local vendors to offer a local market on the front lawn. Additionally, we plan to offer delicious baked goods, fall activities, and more. This event will be free and open to the public.
 - **November 29: Small Business Saturday** – The BSHS gift shop will again partner with our local agencies and small businesses to promote small business and tourism in Hillsborough.
 - **December 2: #GivingTuesday** – This mini fundraising campaign will again be promoted via our website, social media, and email marketing.
 - **December TBD: Hillsborough Holiday Parade** – Burwell is fortunate enough to have the Hillsborough Holiday Parade go right past our front door. We intend to continue with our cookie and cocoa stand as a fundraiser and means to connect with the community.
 - **December TBD: Holiday Open House** – The Burwell School will bring back our popular Holiday Open House event in 2025. Possible offerings to include live music, candlelit tours, grazing food, and beverages.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q3 (Jan-March):

- Visitor Services: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Staffing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Volunteers: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Marketing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Budgeting: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Events/Exhibits:
 - **February and March TBD: Community Conversation Series** – We would like to offer a monthly series featuring scholars and community leaders which invite guests to reflect on their own relationships with history. The series will launch in February 2026 with a Black History Month presentation, followed by our March program focused on women's history. We intend to apply for grant funding to finance speaker fees, staff hours, possible travel costs, possible venue rental costs, etc.

- **TBD: Revolutionary War Living History Day** – The BSHS will again participate in the annual town-wide Rev War Day, hosting interpreters such as Camp Flintlock and offering special tours free of charge to all visitors.

Please explain generally how the organization is going to perform the duties requested in the FY206 Contract Scope of Work Update during Q4 (April-June):

- Visitor Services: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Staffing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Volunteers: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Marketing: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Budgeting: Continue as detailed in the Outline/Overview of Job Tasks and Schedules.
- Events/Exhibits:
 - **TBD: Annual Auction** Gala – Our largest fundraiser of the year features delicious food and drink, a live and silent auction, raffles, and marvelous theming. This event will be ticketed and limited to attendees 21 and older. We aim to continue partnering with local businesses like Eno River Brewing as our vendors, sponsors, and donors for the event.
 - **April, May, June TBD:** Community Conversations Series Continues
 - **April: Spring Annual Fund Mailing** – Our Annual Fund campaign will continue with a final spring mailing to encourage donors to get their donations in before the end of the fiscal year.

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

1. Visitor Services

- a. Admission to the Burwell School Historic Site (BSHS) will continue to be free for walk-in visitors. Donations are always encouraged.
- b. The site is staffed by our Visitor Services Coordinator and/or Site Director during the week, with paid docent staffing during the weekends. Volunteer greeters are used as needed.
- c. Staff and volunteers will continue to refer all visitors to our local partner agencies (The Alliance for Historic Hillsborough, Orange County Historical Museum, Hillsborough Arts Council) as well as local businesses. Relevant visitor services materials (i.e. brochures, maps, event listings, etc.) will be displayed on-site as a resource for visitors and distributed through monthly email marketing.
- d. Group tours, Girl Scout Merit Badge groups, and tours scheduled outside of normal business hours will incur a small fee based on the specifics of each group. These tours are directed by the Visitor Services coordinator, with assistance from the Site Director, paid docents, and trained community volunteers. As of FY2023, the Burwell School no longer charges for school trips, to keep with our mission of accessible education.
- e. Normal Hours of Operation will continue to be Wednesday-Saturday from 11:00am to 4:00pm and Sunday from 1:00pm to 4:00pm. The BSHS will be closed during federal holidays, as well as a longer closure from mid-December through the New Year in observance of several holidays. At the recommendation of the HTB, the BSHS remained open for normal business hours during the winter months again during FY25, incurring an estimated additional cost of \$5,000. We will continue to operate with normal business hours in the winter months of FY26, anticipating similar costs.
- f. All weekday tours will remain self-guided unless by advance appointment. Guided docent tours remain available for free upon request every Saturday and Sunday during normal operating hours.
- g. The BSHS will extend hours of operation in conjunction with the HAC's Last Friday events and the AHH's Rev War Day. We will review opportunities to extend hours in conjunction with town-wide events as they arise.

2. Staffing

- a. Site Director (FULL-TIME for FY26) – The Site Director handles daily site operations, including but not limited to marketing, scheduling of staff, administrative tasks for the HHC, report preparation, grant writing, and community partnerships. The SD also helps to oversee the planning and execution of BSHS events, including the annual auction gala, and meets regularly with staff, commissioners, and partners. Prior to 2019, this position was full-time. With the generosity of the HTB, the Burwell School hired a full-time Site Director in FY24. It is in the best interest of the BSHS that this position remains at full-time.
- b. Finance Director (PART-TIME for FY26) - The Finance Director is responsible for the proper financial management of the BSHS, to include payroll, tax filings and payments, bill payments,

financial reports, Sales & Use Tax payments, etc. The FD will continue to work closely with our CPA, chair, treasurer, finance committee, and Site Director to ensure all financial tasks are handled appropriately and transparently, maintain sound financial management practices, assure a system of checks and balances, and prepare for both monthly reconciliations and official financial audits every 3 years. The FD will meet monthly with the treasurer, finance committee, and SD and prepare monthly Profit & Loss statements and balance statements. They will report directly to the HHC chair.

- c. Visitor Services and Historic Coordinator (PART-TIME for FY26) – The BSHS is fortunate enough to have found a staff member capable of taking on the responsibilities of the VSC and HC. In their capacity as VSC, this position oversees volunteers and docents, ensuring all Burwell events and special tours are covered. The VSC also supervises the gift shop. As Historic Coordinator, this position is responsible for presenting an accurate and respectful interpretation of the history of the site. The HC meets regularly with the Research Committee and oversees exhibits, programming, tour scripts, and docent training.
- d. Docents (PART-TIME for FY26) – Our staff of docents operates the site on the weekends, greeting visitors, offering guided tours upon request, facilitating sales at the gift shop, and referring guests to our partners around town. Upon request, they also assist with special events and tours.

3. Financial Management

- a. The Finance Director continues to be responsible for the daily financial transactions of the BSHS, with oversight from the chair, the treasurer, the finance committee, and our CPA. We will continue to work with a third-party firm to balance our books monthly.
- b. We have engaged CPA Tom Presley to conduct our official audit. Due to his busy schedule, this audit will be completed in FY26.

4. Events/Exhibits

- a. The site will coordinate at least five special events per year during or outside of normal business hours. This will include extended hours of operation during Last Friday events, as well as the town's Revolutionary War Day event.
- b. We will continue to offer a minimum of 1 exhibit complementing the events offered throughout the year, with the goal of opening a new exhibit every 6 months.
- c. The Site Director, HHC chair, or other representative will present information to the Hillsborough Tourism Board at their quarterly meetings to include upcoming events, exhibits, and any planned improvements or changes to the BSHS. They will also complete and submit the bi-annual written Contract Partner report to be shared with Tourism Board, including any needed mid-year budget adjustments.
- d. Each event will have a specialized marketing plan created for and targeted towards the specific event and its likely audience. All marketing materials will include the Hillsborough Tourism logo where practical and logical.

5. Marketing

- a. Rack Cards: The HHC will continue to produce rack cards highlighting important aspects of the BSHS, including the logo of the Hillsborough Tourism Board. Additional brochures or flyers will be provided for special events as needed. Copies of these rack cards and/or flyers will be

shared with the Town of Hillsborough, the Hillsborough Visitors Center, the Orange County Historical Museum, the Hillsborough Arts Council, and other relevant local entities.

- b. Email Marketing: The HHC will continue to update and communicate with its extensive email distribution list as a cost-effective means of raising awareness of upcoming events, exhibits, and other BSHS happenings. Guests can subscribe to the newsletter through several means, including an embed on our website, our in-person guestbook, and registration for Burwell events.
- c. Website: The HHC will continue to offer a robust website that is updated often, highlighting upcoming events, site history, and volunteer opportunities. The site also includes the "People of the Past" research database. This free resource provides research on the Burwell family, students, free and enslaved people of color, and historic patrons of the School. We will also continue to offer and expand our interactive virtual exhibits, such as our brand-new Elizabeth Keckly interactive map. Pages on site history are beginning to undergo much-needed updates to align with current site interpretation.
- d. Social Media: The HHC will continue to utilize Facebook and Instagram to promote the site and its events. Our Site Director has linked the accounts via Meta Business Suite so that they function in tandem. These platforms continue to show the most success for the BSHS, with our Instagram audience skewing younger than our Facebook audience. We will continue to focus our efforts on these two platforms in FY26.
- e. Print/Electronic/Radio Marketing: The HHC will continue to submit press releases to local area news sources to distribute to readers. The HHC also hopes to collaborate with local radio stations. We submit BSHS events to local calendars such as WRAL's Out and About and INDY Weekly.
- f. Marketing information will be included in quarterly presentations to the HTB.

6. Volunteers

- a. Recruitment: Under the supervision of the HHC Chair, the Site Director, and the Visitor Services Coordinator, the HHC recruits volunteers from the community to serve in a variety of capacities, including event assistance, greeting, special projects, etc. All volunteers receive a complete background check before working with the Commission.
- b. Fill-in Weekday Greeters: If staff is unavailable or needs additional assistance, trained volunteer greeters will be called upon to assist. Greeters are trained by the VSC and will welcome guests, answer general questions, maintain visitor logs, and refer visitors to our partner agencies.
- c. Additional Volunteers: Drawing from the community and former commissioners, the HHC utilizes volunteers on standing committees including, but not limited to, research, events, gala, etc.

Please explain how the organization is going to fundraise and build sustainability in FY26:

1. Fundraising

- a. Burwell has seen success hosting a fall fundraising event in past years, so we plan to continue this in FY26. Our 2024 Fall Festival saw improvement over 2023 and we continue to brainstorm ways to increase our profits, including expanding vendor outreach efforts.

- b. The Burwell Annual Fund campaign will continue to serve as our major year-round fundraising campaign in FY26. We hope to build on our relationships with existing donors while reaching out to new potential donors through expanded digital presence and in-person programming. We plan to add a spring mailing in addition to the traditional fall mailing to remind donors to help us reach our goal.
- c. In FY24, our Site Director created and launched the Burwell Sustainer Program, an easy-to-use program that allows donors to give monthly to the BSHS through a one-time sign-up. Sustainers receive a Sustainer bumper sticker as well as priority access to all ticketed Burwell events. We plan to continue marketing this program in FY26.
- d. The Burwell School Auction Gala will continue to serve as our primary fundraising event in FY26. Our 2025 event raised just under \$30,000, one of our most successful years to date. We look forward to continuing to make it bigger and better by building on existing relationships and reaching out to new potential donors and vendors.
- e. Inspired by the Hillsborough Arts Council, we have added optional registration to all Burwell events. This includes an optional donation to the site.

2. Sustainability

- a. In FY25, we switched over to Zeffy, a fundraising platform for nonprofits that is free of fees. This has significantly improved our profit margins on fundraising events like the gala, saving us hundreds in processing fees.
- b. The stability of our staffing has allowed the Burwell School to continue its progress towards financial self-sufficiency in FY25. We plan to continue building on the success of our paid group tours, gift shop, fundraising events, and Sustainer program in FY26.
- c. Our Site Director intends to continue pursuing capacity-building grants in FY26. We also hope to continue exploring corporate sponsorships and community partnerships.

3. Grants

- a. In FY25, we received a grant from the Hillsborough Garden Club to revitalize our grounds. This work included the planting of several new trees, additions to the pollinator garden, and much-needed weeding. Additionally, the garden club has graciously volunteered their time to assist with the physical labor in the garden. We hope to apply for another HGC grant in 2026.
- b. We also successfully applied for an IMLS grant to finance the production of 4 new historic comic books, to be completed by August 2025. This work will continue into FY26. With the uncertainty of federal funding and the status of IMLS, we have taken steps to secure the funding in advance to ensure this project will be completed.
- c. We intend to research and apply for grants to fund our proposed Community Conversations series in 2026. This money will allow us to pay for speaker fees, travel, venue rentals, staff hours, etc.

Please explain how the organization plan to grow tourism in Hillsborough in FY26:

1. Programs

- a. The Burwell School will continue offering programs that create experiences intended to draw in visitors from surrounding areas. In FY26, we intend to return to proven popular programming like the Star Party, Fall Festival, and annual auction gala. We also have exciting new ideas like our Community Conversations series that will bring in a diverse group of speakers and invite participation from Hillsborough and beyond. The BSHS will continue to plan high quality programs that encourage travel to Hillsborough.
- b. Our programs tend to be planned for the early afternoon on weekends, leaving plenty of time for shopping, dining, and exploring. Our staff and volunteers are trained to recommend local businesses for guests to patronize after the event. We will also begin offering “Suggested Itineraries” in pre-event communication to encourage visitors to make a full day out of their trip to Hillsborough.
- c. We are proud to participate in a number of collaborative programs, including Rev War Day, Last Fridays, A250 events, and more.

2. Tours/Exhibits

- a. We continue to evaluate and improve our site interpretation. In FY25, we committed to installing a new exhibit every 6 months, ensuring there is always something new and different to encourage visitors to return to the site.
- b. Increased national attention on Elizabeth Keckly has led to an increase in guests specifically visiting the BSHS to learn about her story. We have recently unveiled an online interactive resource mapping her travels throughout her life. Additionally, our self-guided tour cards have been reimagined to include more of Madam Keckly’s story throughout the house. We hope to continue as a destination for those seeking out more of this incredible woman’s story.
- c. We continue to offer free school group tours and organized group tours for a small fee. This program has seen large numbers of visitors from beyond Hillsborough. We plan to continue offering and marketing our group tour program to encourage tourism.

3. Preservation

- a. The BSHS is proud to steward several rare buildings, including our brick schoolhouse, 3-seat brick necessary, and of course the house itself. We recently completed repointing on the schoolhouse and necessary, as well as installing protective gutters on the schoolhouse. Work is also planned to replaster the interior of the schoolhouse and conduct repairs on the front porch of the house. These examples of historic preservation are a draw for any enthusiast.

Marketing Plan

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q1(July-Sept):

- The Burwell School regularly communicates with partner organizations to maintain stock of rack cards and necessary flyers/brochures. We provide a monthly newsletter with upcoming event information and other site-related updates. In addition, we list Burwell events in various area calendars, including INDY Weekly, WRAL's Out and About, and the Hillsborough Town Calendar. We also continue to use social media to promote the BSHS and reach visitors beyond Hillsborough.
- We include the Hillsborough Tourism logo on all printed and promotional materials where practical. This includes event graphics, rack cards, website, sponsor listings, and more.
- The BSHS displays Visitor Services materials (brochures, maps, rack cards, etc) on-site. We also maintain a community bulletin board where partner organizations can display event information.
- The Site Director produces a marketing plan for each event. Each plan includes the production of flyers, social media posts, email marketing, press releases, and event listings on our website and other relevant online and print calendars.
- For specific event information, please see the corresponding quarter section above in the Outline/Overview Scope of Work.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q2 (Oct-Dec):

- Same as above

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q3 (Jan-March):

- Same as above

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q4 (April-June):

- Same as above

Detailed Proposed Budget

a. Item	b. Amount Needed via Contract Funding in FY23 (for each item)	c. Amount Contributed by Organization (for each item)	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
1. Personnel Expense-7000					
a) 7001-Site Coordinator (FULL-TIME in FY26) @ 30 hours p/w @ \$22 = \$34,320.00					
b) 7010 – Finance Director @ 15 hours p/w @ \$21 = \$15,000.00					
c) 7002-Visitor & Historical Services Coordinator @ 25 hours p/w @ \$21 = \$27,300.00					
	\$70,000.00	\$31,530.00	\$0.00	N/A	\$101,530.00
d) 7004-Docent Wages @ 8 hours for 50 weeks @ \$17.65 = \$7,060.00					
e) 7006-Benefits (Site Coord. & VHS Coord.) 15% x wages medical stipend = \$9,250.00					
f) 7007-Payroll Tax Company Paid = \$7,500.00					
g) 7008-Payroll Service Fee = \$1,100.00					

2.General Admin-8100					
8101-Advertising= \$2,000.00					
8102-Computer/Software					
Maintenance= \$1,000.00					
8111-Printing/Copying= \$1,000.00					
8112-Office Equipment= \$500.00					
8113-Office Supplies= \$1,000.00	\$0.00	\$18,753.00	\$0.00	N/A	\$18,753.00
8116-Staff Expenses= \$200.00					
8118-Charitable Solicitation					
License Renewal Fee= \$53.00					
8120-Professional					
Fees= \$13,000.00 (CPA/Audit					
\$10,000.00 + \$3,000.00 990					
prep/filing)					
3.Fundraising Costs-8200					
8201-Auction= \$12,000.00	\$0.00	\$14,500.00	\$0.00	N/A	\$14,500.00
8203-Other					
Fundraisers= \$2,500.00					
4.Programs-8300					
8301-Exhibits= \$500.00					
8302-					
Research/Collections= \$500.00	\$0.00	\$2,990.00	\$0.00	N/A	\$2,990.00
8303-CatelogIt= \$540.00					
8305-Ancestry= \$300.00					
8307-Newspapers.com= \$150.00					
8308-Events (Non-					
Fundraising)= \$1,000.00					
5.Gift Shop-8400					
8401-Cost of Goods Sold= \$500.00	\$0.00	\$575.00	\$0.00	N/A	\$575.00
8402-Sales Tax Due (pass thru					
only)= \$75.00					

6.Facility (Utilities & Maintenance)-8500 8501-Electricity/Gas= \$6,500.00 8502-Water/Sewer= \$1,000.00 8503-Telephone/Internet= \$2,300.00 8504-Groundskeeping= \$8,500.00 8505-Pest Control= \$500.00 8506-Site Maintenance= \$3,000.00 8508-Safety/Security (Alarm System)= \$500.00 8509-Property Tax= \$450.00 8510-Insurance= \$11,000.00					
	\$0.00	\$21,775.00	\$12,000.00	Orange County Outside Agency Grant applied for	\$33,775.00
7.Other Expenses-8600 8603-Bank charges/PO Box= \$50.00 8605-Merchant Processing Fees= \$500.00 8606-Storage Unit Rental= \$1,320.00 8607-Misc.= \$150.00 TOTALS (sum of each column)	\$0.00	\$2,020.00	\$0.00	N/A	\$2,020.00
	\$70,000.00	\$92,143.00	\$12,000.00		\$174,143.00
** PLEASE ADD ROWS AND/OR PROVIDE ADDITIONAL SHEETS IF THERE IS NOT ENOUGH ROOM TO ACCOMMODATE YOUR FULL BUDGET **					

Signatures

I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

EXECUTIVE DIRECTOR


Signature:

Date:

Printed Name:

BOARD CHAIRPERSON

Signature:



Matthew Hughes (Apr 3, 2025 11:04 EDT)

Date: 04/03/2025

Printed Name: Matt Hughes

CONTACT PERSON (if different than Executive Director)

Signature:


Emma Vadney (Apr 3, 2025 11:13 EDT)

Date: 04/03/2025

Printed Name: Emma Vadney



FY 2026 Contract Scope of Work Response

Hillsborough Chamber of Commerce - Events

Organization Information

Organization Name: Hillsborough/Orange County Chamber of Commerce

Contact Person and Title: Scott Czechlewski, CEO

Contact Person Email:

scott@hillsboroughchamber.com

Contact Person Phone: 919-732-8156

Organization Street Address: 200 N. Churton St.

City: Hillsborough

State: NC

ZIP Code: 27278

Organization's Annual Operating Budget: \$ 215,000

General Contract Information

Contract Name: Hillsborough Holiday Parade

Month(s) or Date(s) in which Proposal Project/Services will take place: JULY 1st, 2025- JUNE 30th, 2026

Outline/Overview of Scope of Work

Please explain generally how the organization is going to perform the duties requested in the FY2025 Contract Scope of Work Update during Q1(July-Sept):

- Obtain local event permits
- Schedule port-a-potty and handwashing station rentals
- Secure commitment for a grand marshal, DJ, choral groups, etc.
- Update marketing and other materials
- Begin Leadership Team meetings to discuss lessons learned from last parade, needed changes, etc.
- Begin assessing required police support, road closures, street signage (digital boards), etc. to support event operations
- Work with Elf Run organizers to determine route changes (if any), general logistics, etc.
- Secure food vendors
- Update website and registration forms
- Begin advertising for and collecting registrations for parade entries (update registration portal)
- Meet with destination marketing partners to discuss advertising for events and create plan
- Reserve floats from rental company
- Review applications for Santa and Mrs. Claus and schedule appearance
- Arrange liability insurance policy

Please explain generally how the organization is going to perform the duties requested in the FY2025 Contract Scope of Work Update during Q2 (Oct-Dec):

- Review and finalize everything mentioned in Q1 description
- Begin volunteer recruitment – Volunteer Match, local schools, 4-H, Scouts, etc.
- Monthly/bi-weekly meetings with leadership team
- Create volunteer assignments and explain responsibilities (write info sheets)
- Create parade lineup for 80-90 entries
- Update and distribute safety guidelines
- Collect signed forms, driver's license and insurance info for mechanized entries
- Coordinate with nearby venues, historic sites, and cultural centers to include other parade event elements
- Design parade lineup maps and info sheets for participants
- Create digital event map
- Schedule Hillsborough Mayor and Commissioners to participate in parade
- Schedule Orange County and NC state elected officials to participate in parade
- Secure classic cars and/or firetrucks for VIPs to ride in
- Email all parade participants their individual parade entry number, maps, etc.
- Finalize street closures, security, clean-up and other plans
- Review and finalize Elf Run registrations
- Secure permissions from shopping centers to use parking lots for float staging
- Arrange additional lighting along Churton St.
- Distribute letters to those living on parade route to inform of street closures
- Brief volunteers on their day-of-parade duties
- Spray line-up numbers/slots on streets the morning of parade
- Hold a parade!

Please explain generally how the organization is going to perform the duties requested in the FY2024 Contract Scope of Work Update during Q3 (Jan-March):

N/A – parade planning generally takes place in Q1 and Q2

Please explain generally how the organization is going to perform the duties requested in the FY2024 Contract Scope of Work Update during Q4 (April-June):

N/A -- parade planning generally takes place in Q1 and Q2

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

Chamber staff will handle the majority of the holiday parade organization tasks outlined above. We will collaborate with Alliance staff and other partners on marketing.

We will work closely with a Leadership Team composed of Town staff, police/fire, Elf Run, etc.

Volunteer recruitment will be done through Volunteer Match, outreach to high schools, 4-H, Scouts and direct recruitment of past volunteers (Chamber board members, community partners, etc.).

Please explain how the organization is going to fundraise and build sustainability in FY26:

We will try to recruit new sponsors for the parade. However, many businesses view their participation in the parade satisfies their visibility goals and aren't interested in additional investment as a sponsor.

Please explain how the organization plans to grow tourism in Hillsborough in FY25:

Organize additional events (like Ladies Night Out), more marketing and promotion, increased collaboration between business owners, streetscape and signage improvements, etc., which should aid tourism. We will continue to create our digital relocation/community profile, market the area through our website, and advertise in Chapel Hill and Durham magazines.

Marketing Plan

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q1(July-Sept):

Direct marketing (email blasts) to Chamber member businesses, publication of community newsletter, advertising in Chapel Hill/Durham magazines, working with Visitors Bureau and tourism sites on marketing plan (collaborative effort), event banners and signage along roadways to advertise parade, coverage of both events in News of Orange, possible radio spots on Chapelboro and WHUP, community calendars, etc.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q2 (Oct-Dec):

[same as above]

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q3 (Jan-March):

N/A

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q4 (April-June):

N/A

Detailed Proposed Budget

a. Item	b. Amount Needed via Contract Funding in FY23 (for each item)	c. Amount Contributed by Organization (for each item)	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
i.e. Personnel Costs- .5 FTE- Part Time Coordinator (10 hours p/w)	Ex: \$6,500	Ex: \$1,000	Ex: \$500	Non-profit Grant	\$8,000
1. Equipment Rentals - Portable Toilets	\$1,285		\$		\$1,285
2. Santa Float Rental	\$575		\$		\$575
3. Liability Insurance	\$675		\$		\$675
4. Printing - Banner	\$385		\$		\$385
5. Printing – Signs for VIP cars	\$400		\$		\$400
6. Equipment Rentals – Street Lighting		\$	\$10,000	Carolina Sunrock	\$10,000
7. Staffing	\$6,250	\$	\$		\$6,250
8. Permits	\$30	\$	\$		\$30
9. Santa and Mrs. Claus	\$400	\$	\$		\$400
10.	\$	\$	\$		\$
11.	\$	\$	\$		\$
12.	\$	\$	\$		\$
13.	\$	\$	\$		\$
14.	\$	\$	\$		\$
15.	\$	\$	\$		\$
TOTALS (sum of each column)	\$10,000	\$	\$10,000		\$20,000

** PLEASE ADD ROWS AND/OR PROVIDE ADDITIONAL SHEETS IF THERE IS NOT ENOUGH ROOM TO ACCOMMODATE YOUR FULL BUDGET **

Signatures

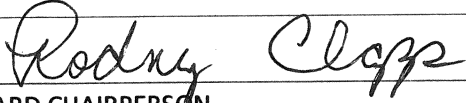
I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

EXECUTIVE DIRECTOR

Signature: 

Date: 3/6/2025

Printed Name: Scott Czechlewski



BOARD CHAIRPERSON

Signature:

Date: 3/12/25

Printed Name: Rodney Clapp

GRANT CONTACT PERSON (if different than Executive Director)

Signature:

Date:

Printed Name:



FY 2026 Contract Scope of Work Response

Hillsborough Chamber of Commerce - Events

Organization Information

Organization Name: Hillsborough/Orange County Chamber of Commerce

Contact Person and Title: Scott Czechlewski, CEO

Contact Person Email:

scott@hillsboroughchamber.com

Contact Person Phone: 919-732-8156

Organization Street Address: 200 N. Churton St.

City: Hillsborough

State: NC

ZIP Code: 27278

Organization's Annual Operating Budget: \$ 215,000

General Contract Information

Contract Name: Hillsborough Holiday Tree Lighting

Month(s) or Date(s) in which Proposal Project/Services will take place: JULY 1st, 2025- JUNE 30th, 2026

Outline/Overview of Scope of Work

Please explain generally how the organization is going to perform the duties requested in the FY2025 Contract Scope of Work Update during Q1(July-Sept):

- Obtain local event permits
- Reserve courthouse grounds for tree lighting ceremony
- Schedule port-a-potty and handwashing station rentals
- Secure commitment for entertainment (ex.: DJ, choral groups, band, etc.)
- Update marketing and other materials
- Begin assessing required police support and road closures

Please explain generally how the organization is going to perform the duties requested in the FY2025 Contract Scope of Work Update during Q2 (Oct-Dec):

- Order arts and crafts supplies
- Update website/marketing materials
- Develop program for tree lighting
- Meet with destination marketing partners to discuss advertising for events and create plan
- Schedule Santa Claus/Mrs. Claus appearance
- Arrange liability insurance policy
- Conduct volunteer recruitment
- Coordinate with businesses
- Schedule Mayor and Commissioners to participate in tree lighting
- Finalize street closure, security, clean-up, etc. plans
- Order event banners and yard signs
- Schedule photographer

- Secure sound system
- Purchase decorations and battery-operated candles for procession
- Event day: install decorations, set up arts & crafts tables, brief volunteers, set up sound system, put up banners, etc.

Please explain generally how the organization is going to perform the duties requested in the FY2024 Contract Scope of Work Update during Q3 (Jan-March):

N/A – tree lighting planning generally takes place in Q1 and Q2

Please explain generally how the organization is going to perform the duties requested in the FY2024 Contract Scope of Work Update during Q4 (April-June):

N/A -- tree lighting planning generally takes place in Q1 and Q2

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

Chamber staff will conduct tree lighting event organization tasks outlined above. We will collaborate with Alliance staff on marketing.

We will work with police/fire departments on security, safety, street closures, etc.

Volunteer recruitment (if needed) will be done through Volunteer Match, outreach to high schools and 4-H, and direct recruitment of past volunteers (Chamber board members, community partners, etc.).

Please explain how the organization is going to fundraise and build sustainability in FY25:

We will try to recruit sponsors for the tree lighting event.

Please explain how the organization plans to grow tourism in Hillsborough in FY25:

Organize two Ladies Night Out events, Merchants Trick or Treat, Gingerbread House contest, and co-partner with Alliance on other events; place advertising in Chapel Hill and Durham Magazines; continue to create our digital relocation/community profile, market the area through our website, etc.

Marketing Plan

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q1(July-Sept):

Direct marketing (email blasts) to Chamber member businesses, publication of community newsletter, advertising in Chapel Hill and Durham magazines, working with Visitors Bureau and tourism sites on marketing plan (collaborative effort), event banners, signage along roadways, coverage of event in News of Orange, possible radio spots on Chapelboro and WHUP, placement of events on community calendars, etc.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q2 (Oct-Dec):

[same as above]

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q3 (Jan-March):

N/A

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q4 (April-June):

N/A

Detailed Proposed Budget

a. Item	b. Amount Needed via Contract Funding in FY23 (for each item)	c. Amount Contributed by Organization (for each item)	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
i.e. Personnel Costs- .5 FTE- Part Time Coordinator (10 hours p/w)	Ex: \$6,500	Ex: \$1,000	Ex: \$500	Non-profit Grant	\$8,000
1. Portable Toilets and handwashing station rentals	\$400		\$		\$400
2. Decorations (courthouse and grounds)	\$250		\$		\$250
3. Liability Insurance	\$450		\$		\$450
4. DJ and/or band	\$200		\$		\$200
5. Supplies for kid arts & crafts stations (ornament making, letters to Santa, etc.)	\$100		\$		\$100
6. "Naughty or Nice to Local Businesses List" Cards (collect 3 stamps at local businesses, receive free Christmas cookie at tree lighting)	\$600 (card printing, cookies and ink stamps)	\$	\$		\$600
7. Santa Claus/Mrs. Claus	\$300	\$	\$		\$300
8. Disney characters	\$350	\$	\$		\$350
9. Sound system rental	\$150	\$	\$		\$150
10. Game rental/facepainting	\$400	\$	\$		\$400
11. Event banners/signs	\$400	\$	\$		\$400
12. Staff time	\$1,000	\$	\$		\$1,000
TOTALS (sum of each column)	\$4,600	\$	\$		\$4,600

** PLEASE ADD ROWS AND/OR PROVIDE ADDITIONAL SHEETS IF THERE IS NOT ENOUGH ROOM TO ACCOMMODATE YOUR FULL BUDGET **

Signatures

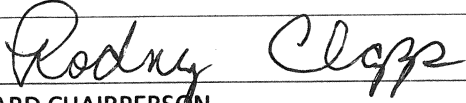
I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

EXECUTIVE DIRECTOR

Signature: 

Date: 3/6/2025

Printed Name: Scott Czechlewski



BOARD CHAIRPERSON

Signature:

Date: 3/12/25

Printed Name: Rodney Clapp

GRANT CONTACT PERSON (if different than Executive Director)

Signature:

Date:

Printed Name:



FY 2026 Contract Scope of Work Response: Hillsborough Arts Council- Visitor Services & Events

Organization Information		
Organization Name: Hillsborough Arts Council		
Contact Person and Title: Heather Tatreau, Executive Director		
Contact Person Email: director@hillsboroughartscouncil.org	Contact Person Phone: 919-593-4295	
Organization Street Address: 102 N Churton St		
City: Hillsborough	State: NC	ZIP Code: 27278
Organization's Annual Operating Budget: \$354,000		
General Contract Information		
Contract Name: Hillsborough Arts Council's Last Fridays & the Art Walk, Solstice Lantern Walk, and Gallery & Gift Shop		
Month(s) or Date(s) in which Proposal Project/Services will take place: JULY 1 st , 2025- JUNE 30th, 2026 <ul style="list-style-type: none"> Last Fridays & the Art Walk: March - November each calendar year; key festival months are May-October with full performance programming and Makers Markets on the Old Courthouse Lawn The Art Walk: Year round on the last Friday of each month The Solstice Lantern Walk - scheduled on or near the Winter Solstice in December each year Gallery and Gift Shop: operating 6 days per week year-round, Tues-Sun 11am-6pm with extended hours on Last Fridays and some holidays <i>Please note: The Handmade Parade & Market occurs in even years. For 2026, we are moving the parade from the summer to the fall for cooler weather. The next HMP will be in September or October 2026, which is in FY27. Therefore, we will not be asking for HMP funding during FY26. The \$5,000 we received in FY25 will be used to prepare for the parade before this next funding cycle.</i> 		
Outline/Overview of Scope of Work		
<i>Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q1(July-Sept):</i>		
LFAW Q1: <i>Each LFAW season straddles two fiscal years, so Q1 of this program begins half way through the 2025 calendar year/LFAW season.</i>		
Q1 LFAW programming will include unique, rotating entertainment, including components like:		

- Special exhibitions, receptions, and gallery openings at 29 participating venues on the Art Walk, including 3 venues in West Hillsborough
- A variety of live music performances at local venues around downtown and in West Hillsborough
- Makers Markets with 20+ artists & community vendors on the front of the Old Courthouse lawn
- Live on the Lawn Performance Series on the back Old Courthouse Lawn featuring live music, dance performances, comedy shows, puppetry, and a fashion show
- Showcases of poetry, prose, and spoken word in connection with the Hillsborough Poet Laureate program
- Dancewaves, participatory drumming, and family-friendly activities and crafts in River Park, in partnership with the Living Arts Collective; *However, this program element will be drastically scaled back in FY26 for cost containment.*
- Opportunities to connect and interact with nature, local history, and the arts at the Creation Station on the Lawn
- Performance and circus artists
- Community collaborations and nonprofit showcases
- HAC & LFAW info tent/tourism services booth on the Old Courthouse lawn providing one-pager itineraries, maps, and an opportunity to collect geographical data
- August will feature a focus on West Hillsborough with extra programming on this side of town

Administrative efforts will include:

- Planning, designing, and implementing strategic marketing of the events and participating local businesses/partners
- Maintaining communications with artists, stakeholders, collaborators, and partnering venues
- Collecting data, conducting assessments, and making minor adjustments of programming to ensure ROI and maximum impact

SLW Q1:

HAC will be identifying artists, vendors and connecting with local businesses to partner on this cherished Hillsborough event.

G&GS Q1:

Each quarter, the G&GS accepts applications from local artists for the opportunity to showcase their work in-store. The G&GS consignment partnership provides income and stability to local artists and entices visitors to stop in to learn about HAC's programmatic activities throughout the year.

Q1 is the heat of the summer, which means visitation and sales to Hillsborough businesses can suffer a dip. During Q1, HAC and the G&GS will execute duties outlined in this grant by:

- Making strategic efforts to entice tourism including artist demonstrations, sales and promotions, and new interactive elements in the shop such as a digital Meet

the Artist project and hands on Creation Station

- Each gallery exhibit will have an artist curated take home kit with an educational component for sale that will allow patrons to have a hands-on arts experience related to the gallery exhibit
- Monthly workshops will be held with gallery exhibition artists
- Receptions and artist talks during each Last Fridays & the Art Walk
- Partnering with other local tourism-driving groups, including OCAC, OCHM, Burwell, and the Alliance/Visit Hillsborough to collaborate on summer events whenever possible
- Implement an interactive demographic data collection method in effort to better understand our key audiences and to determine which audiences may require more proactive engagement

Seasonal window displays are refreshed at the shop. Also, exhibition rotations at “HAC Satellite Galleries” occur. This was an initiative that was launched in 2023 to expand our impact for artists and overall enhance more physical spaces in Hillsborough by providing artwork in non-traditional spaces at select venues around town. This year, our satellite galleries C3 and Orange Family Medical Group.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q2 (Oct-Dec):

LFAW Q2:

October LFAW is always one of the highest attended months due to its alignment with Halloween and we particularly see a surge in families visiting Hillsborough. We plan to collaborate with Monica Meyer again this year to pay homage to Dia De Los Muertos and support cross-cultural activities with elements like dueling Mariachi bands.

Q2 LFAW programming will include unique, rotating entertainment, including components like:

- Special exhibitions, receptions, and gallery openings at 29 participating venues on the Art Walk, including 3 venues in West Hillsborough
- A variety of live music performances at local venues around downtown and in West Hillsborough
- Makers Markets with 25+ artists & community vendors on the front of the Old Courthouse lawn
- Live on the Lawn Performance Series on the back Old Courthouse Lawn featuring live music, dance performances, comedy shows, and puppetry
- Showcases of poetry, prose, and spoken word in connection with the Hillsborough Poet Laureate program
- Opportunities to connect and interact with nature, local history, and the arts at the Creation Station on the Lawn
- Performance and circus artists
- Community collaborations and nonprofit showcases

- HAC & LFAW info tent/tourism services booth on the Old Courthouse lawn providing one-pager itineraries, maps, and an opportunity to collect geographical data
- **PLUS:** special halloween-themed activities, historic ghost tours, hayrides, and merchant trick-or-treat collaborations

November LFAW programming will be a scaled back version of peak LFAW offerings, adjusting to the coming winter season and earlier evening hours. Strategies to promote “small business/shop local”, artist Sunday, holiday season activities, and other winter traditions, including the Solstice Lantern Walk, will be integrated. We will hold a free make and take lantern craft indoors at Snow Approach Foundation again this year. It was a very popular event in 2025 and offered an accessible way for community members to make a lantern for the upcoming SLW.

December marks the beginning of the “off season” for Last Fridays, allowing staff to focus heavily on a debrief of the 2025 calendar year/LFAW season, survey participants and stakeholders, and adjust strategies for the 2026 calendar year/LFAW season. Other tourism-driving activities hosted by HAC continue during this time, including the Solstice Lantern Walk, Gallery & Gift Shop, etc.

Administrative efforts will include:

- Planning, designing, and implementing strategic marketing of the events and participating local businesses/partners
- Maintaining communications with artists, stakeholders, collaborators, and partnering venues
- Collecting data, conducting assessments, and making minor adjustments of programming to ensure ROI and maximum impact
- Surveying participating venues and contracted artists for feedback, debriefing all elements of the 2025 season with internal and external stakeholders
- Beginning to outline strategy for the 2026 season
- Directing tourism and visitation to other special fall, holiday, and winter traditions that occur around Hillsborough and supporting the marketing efforts of these groups/activities

SLW Q2:

Q2 marks the active planning phase and execution of SLW. Staff will finalize vendor/artist contracts, permits, and volunteer assignments. Logistical preparations include taking inventory of supplies, purchasing new supplies, assembling luminaries, creating signs, setting up/monitoring website registration, and holding orientation sessions for volunteers. Creating the Spiral of Light in River Park is another task that requires a team of volunteers to collect and lay out the greenery ahead of the event, followed by deconstruction of the spiral after the event.

We will expand upon last year’s detailed map that indicates designated viewing areas for participants who prefer to watch and accessibility routes. This endeavor will require clear

messaging and increased marking efforts. We will also explore the creation of multiple entrances to the walk for crown control, including a West Hillsborough entrance.

The SLW event takes place in late December and requires full staff, board, and volunteer involvement. A clear timeline of duties will be put into place by our Program Director so there is a smooth execution. Having an Events Coordinator is especially critical during this time of year to help execute the many moving parts of this event. Providing a safe and enjoyable experience for over 4,000 participants is our top priority in December.

G&GS Q2:

Q2 occurs over the holiday season. Fifty percent of our total annual sales occur in this quarter, so it's the busiest time of year for our team. The G&GS experiences significant uptick in visitation from out of town and thus an increased need for HAC/G&GS volunteers to provide suggestions of places to shop, dine, and explore while they are in town for the holidays. The success of the Solstice Lantern Walk also depends on the G&GS to be highly operational - we sell over 500 lantern kits, host lantern workshops, and help people get signed up/learn about the event.

For Q2, the G&GS contributes to Tourism Board objectives by:

- Providing visitation information for increased tourist traffic.
- Selling lantern kits and leading workshops for those participating in the Solstice Lantern Walk, which occurs in December on the winter solstice.
- Accepting new quarterly artist consignment applications.
- Collaborating and cross-promoting other holiday happenings around town, including the Holiday Parade, Gingerbread Exhibition, and more.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q3 (Jan-March):

LFAW Q3:

Jan & Feb LFAW programming will scale back to focus primarily on the Art Walk. HAC will support participating venues through website marketing and providing cross-promotion of efforts such as:

- Special exhibitions, receptions, and gallery openings at 10+ participating venues on the winter Art Walks
- Live music performances at local venues
- Family-friendly activities and crafts
- Opportunities to connect and interact with local history and the arts

Q3 allows staff to focus heavily on reviewing feedback from the 2025 calendar year/LFAW season, outlining strategies for the 2026 calendar year/LFAW season, and initiating plans to ensure public awareness of the return of full programming. Communications with venues to confirm their participation in 2026 pick up by early February.

In March, programming for Last Fridays & the Art Walk returns with a season kick-off, strategically building back momentum for the year and incorporating spring themes.

Administrative efforts will include:

- Maintaining communications with artists, stakeholders, collaborators, and partnering venues
- Collecting data, conducting assessments, and making minor adjustments of programming to ensure ROI and maximum impact
- Surveying participating venues and contracted artists for feedback, debriefing all elements of the 2025 season with internal and external stakeholders
- Finalizing strategy for the 2026 season and sharing outline with stakeholders
- Directing tourism and visitation to the Jan/Feb Art Walk and other activities that occur around Hillsborough; supporting the marketing efforts of these activities
- Confirming themes, community collaborations, and artistic partnerships for 2026 LFAW season
- Securing permits and developing updated marketing materials and planning resources
- Planning, designing, and implementing strategic marketing of the upcoming 2026 LFAW season and participating local businesses/partners

SLW Q3:

In January, staff and volunteers meet to debrief on December's SLW. Successes and ideas for improvements are documented to inform planning for next year. Statistics are compiled on demographics of participants and the budget is reconciled. During the remainder of the quarter, any suggested changes are kept in mind when meeting with stakeholders about HAC events. Possible SLW collaborations are considered year round.

G&GS Q3:

During Q3, the G&GS will close to the public for the first week in January. During this time, the gallery is rotated to showcase new work and the shop is restocked and reorganized for a fresh look. Any renovation projects or necessary upgrades/improvements to our physical space and operations are also addressed during this time. During January, quarterly applications for consignment are accepted for prospective artists to showcase their works in the G&GS. Valentine's Day, black history month, women's history month, and other seasonal holidays or important celebrations are promoted. Seasonal window displays are refreshed. Collaborations with students from Cedar Ridge High School's IB program are finalized and multiple student art exhibitions are held, which have proven to be extremely popular with visitors and community members alike. Gallery artists are confirmed for the upcoming calendar year.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q4 (April-June):

LFAW Q4:

Q4 LFAW programming will include unique, rotating entertainment, including components like:

- Special exhibitions, receptions, and gallery openings at 29 participating venues on the Art Walk, including 3+ venues in West Hillsborough
- A variety of live music performances at local venues around downtown and in West Hillsborough
- Makers Markets with 20+ artists and community vendors on the front of the Old Courthouse lawn
- Live on the Lawn Performance Series on the back Old Courthouse Lawn featuring live music, dance performances, comedy shows, puppetry, and more
- Showcases of poetry, prose, and spoken word in connection with the Hillsborough Poet Laureate program
- Opportunities to connect and interact with nature, local history, and the arts at the Creation Station on the Lawn
- Performance and circus artists
- Community collaborations and nonprofit showcases
- HAC & LFAW info tent/tourism services booth on the Old Courthouse lawn providing one-pager itineraries, maps, and an opportunity to collect geographical data

Administrative efforts will include:

- Planning, designing, and implementing strategic marketing of the events and participating local businesses/partners
- Maintaining communications with artists, stakeholders, collaborators, and partnering venues
- Collecting data, conducting assessments, and making minor adjustments of programming to ensure ROI and maximum impact
- Finalizing process for Makers Market applications and preparing vendors for the re-launch of that component

SLW Q4:

Any suggested changes from the last event are kept in mind when meeting with stakeholders. Possible SLW collaborations are considered year round.

G&GS Q4:

Standard operations continue and we see a spike in the late spring with more visitors in town as the weather improves. Monthly Last Fridays & the Art Walk receptions, artist talks, demonstrations, and workshops are held. Special promotions for Mother's Day and other popular shopping holidays. Quarterly acceptance of new artists and cross-promotion of other major cultural events. Seasonal window displays are refreshed.

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

HAC is committed to building and enriching the Hillsborough community through the arts. The primary way we fulfill this mission is by offering 8+ public programs and signature events year-round. Doing so requires coordination and collaboration between staff, board, and volunteers 365 days per year. The COVID-19 pandemic exposed vulnerabilities in HAC's over-reliance on volunteers for lead program management and mission fulfillment, and created an opportunity for the board to reassess personnel needs to ensure steady and sustainable growth for HAC. In FY21, the board hired part-time contractors to begin fulfilling the marketing, programming, retail management, and fundraising needs of the organization. In FY22, the board voted to transition these employees to two separate full-time roles, further stabilizing, professionalizing, and investing in the consistent delivery of HAC's mission.

Going into FY23, HAC established 4 staff positions to execute daily operations: The Executive Director (FT), Program & Marketing Director (FT), Gallery & Volunteer Manager (FT), and Bookkeeper (PT). As a result of professionalizing the organization, HAC events grew exponentially. In FY25, 2 new part-time support staff positions were created to keep up with demand and maintain a standard of excellence: the Events Manager and paid Marketing Intern. The addition of these new positions have allowed HAC events to be appropriately staffed and have allowed the full time staff greater bandwidth to take on projects like expanding programming to West Hillsborough and addressing event accessibility needs.

Recognizing the need for experienced arts and nonprofit professionals to manage daily operations, the HAC board is gradually transitioning from a working board to a governing board that is focused on short and long term strategic planning and overall mission compliance. The full-time Executive Director is responsible for fundraising, grant writing, oversight of staff and programs, strategic planning, and community relationships. The full-time Program & Marketing Director oversees all day-to-day marketing efforts, develops and executes strategies to boost visibility of arts and culture in Hillsborough, and supports all public-facing/communications efforts of HAC. This staff member also takes the lead on day-to-day programming efforts, including permitting, contracting, and event planning, with support from other staff and volunteers. The Program & Marketing Director oversees and delegates tasks to the Event Manager and Marketing Intern. The Gallery & Volunteer Manager oversees the Gallery & Gift Shop, ensuring this vibrant shopping destination is open 6 days a week year-round, and is responsible for the behind-the-scenes and administrative aspects of the G&GS. A dedicated team of volunteers supports this crucial flagship operation of HAC, especially during weekends and evenings. This role also takes the lead on recruiting, training, and scheduling volunteers for all HAC programs, to ensure a consistent volunteer experience. The Bookkeeper, Treasurer of the Board, and a contracted

CPA work together, along with the Executive Director and Board Chair, to maintain financial oversight, budget preparation and compliance, and daily financial procedures.

Historically, HAC staff and board worked with individual “program chairs”, who were responsible for the logistics, volunteer recruitment, budget compliance/allocation, and other event related tasks, from planning to day-of coordination, for their assigned program. HAC has moved away from having a single program chair responsible for each program, and is instead resourcing all HAC programs with a broad team of volunteer leaders that have been recruited and organized based on skill-sets and volunteer role interest areas. This has created a more collaborative and sustainable approach to manage the workload of program management, increasing the quality of HAC program delivery, and has reduced the silo effect of each HAC program operating uniquely and independently from another.

In FY26, HAC programs will be run by HAC staff, with assistance from volunteers as described above, and oversight from the Executive Committee/Board. This cooperative system allows for checks and balances to be in place, and for no single individual to be held responsible for all facets of any given program. Major programmatic decisions are ultimately made by the staff, with the board ensuring compliance with strategic plans. This includes the programs in this contract proposal. The Executive Committee monitors and reviews progress of staff and volunteers through regular reports submitted for each program and area of operation by the Executive Director. The Executive Committee utilizes board members and board committees for advice and insight on governing responsibilities. Board members are encouraged to be actively engaged with either a program or committee area that they are specifically well suited for, and often take on the role of lead volunteer at events.

There are no plans to add staff members in FY26. We are committed to finding a sustainable way to maintain the staff we have. With the addition of two support staff members in FY25, there is now a day-of event model that divides responsibilities equitably among staff in a way that should mitigate burnout and promote employee retention. However, we plan to consolidate the Marketing Intern and Event Coordinator positions into one role for cost containment in FY26.

Please explain how the organization is going to fundraise and build sustainability in FY26:

The granting landscape is changing and funding is becoming more scarce. As a result, HAC is increasing its fundraising efforts to help make up for the deficit and support our expanded staff salaries. The board has a very active Development Committee that has been working with the Executive Director and Board Chair to increase donations through a revitalized sustainer program and corporate sponsorship drives. We are relaunching the House Concert Series, formerly known as the Parlor Concerts, as a fundraiser. We hope to re-engage past donors, attract new ones, and expand our offerings to current donors. We continue to thank our sustainers and invite them to events like the new Gallery After Hours event at the Gallery & Gift Shop. We solidified comprehensive business sponsorship packages in FY25 that we will continue to use in FY26 to attract new businesses and build

sponsor relationships. It takes time and persistence to build donor relations. For the first time in our organization's history, we have a solid fundraising model and a good team of board and staff members poised to execute it. However, our programs require more than just donations to run. We expect that the Town will contribute significantly less in FY26. We hope to appeal to the Tourism Board and the TDA to help make up the difference while we grow our donor base.

Having a clear budgeting process is also key to sustainability. The Executive Director, Board Chair, Treasurer, and Bookkeeper work with HAC staff to set annual program budgets and determine overall needs. These budgets are set during the late spring budget cycle and staff are required to adhere to these budgets throughout the fiscal year. Any changes to this budget must be submitted to the Executive Committee for review, followed by approval from the board of directors prior to allocation of additional funds or budgetary adjustments. In FY23, HAC began implementing a re-forecasting process for the annual budget based on actual revenue and expenses, in effort to be more responsive to any major changes or deviations that may occur during the fiscal year. Adopting full-cost budgeting and operations methods, an emerging best practice in the non-profit sector, is allowing us to improve our communications with funders about the comprehensive costs of running our programs.

Another crucial element of sustainability is implementing a responsive strategic planning process. HAC is entering a new season of strategic planning, and the board will work closely with staff to outline a set of specific, measurable, attainable, realistic, and time-bound (SMART) annual goals that will support the vision of a new annual strategic plan. The board will hold a retreat this summer to review and solidify strategic initiatives. A key component of our growth in FY26 will be making programmatic improvements based on feedback from our event partners, community stakeholders, artists, visitors, and the general public. It is important we check in regularly with those we serve to ensure our mission is still being executed to the best of its ability and that our programs, the majority of which are free and accessible to all, are aligning with the needs of our community. We have had very productive conversations in FY25 with Downtown and West Hillsborough merchants that will inform our FY26 programmatic decisions. Having the support of our community is key to HAC's sustainability.

Please explain how the organization plans to grow tourism in Hillsborough in FY26:

The year-round flagship HAC events continue to see growth each year, bringing thousands of tourists to Hillsborough. Our staff approaches each event strategically, notices growth trends, and plans accordingly. We have started to explore new geographical data collection methods that should give us more information about the number of tourists attending our events. Based upon this data, we can strategize how and where we advertise outside of Hillsborough.

In FY26, we will partner with our local stakeholders to find creative solutions to event parking while integrating West Hillsborough. We are excited about the proposal put forth

by the Alliance to organize transportation routes during major events. This would be a great way to alleviate some of the parking issues in downtown. A circulator bus would also help us to connect event programming to West Hillsborough, supporting our new art walk venues during Last Fridays and creating the possibility of extending the Solstice Lantern Walk to include the other end of town.

Marketing Plan

All HAC programs are promoted via strategic, organic, and paid marketing efforts that include:

- HAC website - 26,000+ views/year
- HAC social media (unpaid/organic) - 45,000+ average reach/year
- HAC monthly newsletter - 6,100+ distribution list with 45% open rate
- HAC quarterly donor newsletter - 100+ highly engaged distribution list
- On-site marketing at events and at the G&GS - 30,000-40,000+ visitors/year
- Printed signage and flyers
- Press packages with high-quality photography and announcements to extensive list of media outlets
- Postings to 20+ community calendars to ensure inclusion & awareness of tourism-driving events
- Collaborative cross-promotions with local businesses and community groups
- Radio and/or TV advertising as budget allows
- Print advertising or features in print publications as budget allows
- Paid social media advertising as budget allows

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q1(July-Sept):

LFAW Q1:

- The LFAW season bridges our fiscal years. We create a comprehensive marketing plan for each LFAW season to ensure consistency of event promotion and carry it through the calendar year. The marketing plan established in spring 2025 will be carried across FY25 to FY26. Tweaks may be made based on progression of the season so far and any feedback received from key stakeholders.
- Marketing and advertising efforts, such as radio ads, e-newsletters, and social media posts include detailed information about:
 - Each month's special entertainment and programming, such as artists, live music, and activities occurring around town.
 - 29 art walk venues / local businesses actively engaged in LFAW programming
 - Recaps of previous month's arts programming + sneak peeks of what's to come for the next month, to entice repeat visitation and create urgency for returning
- An interactive map on the website will be updated and maintained to help event attendees find the various elements of entertainment during each LFAW
- A monthly one-pager with overview of entertainment offerings + QR code linking back to website for interactive map and art walk venue listing details
- Distribution and restocking of the LFAW tri-fold brochure with map designed at the beginning of the season to keep nearby visitors centers and other destinations receiving tourists aware of the program.

- Refreshed press package with updated photography announcing themes/entertainment line up for Q1 LFAW events.

SLW Q1:

In Q1, we will confirm event logistics such as the date, route, and timeline. Our Program Director will prepare special event permits. Teasers and save-the-date marketing will begin via the website, social media, E-News, and flyers.

G&GS Q1:

The G&GS serves as an essential hub and resource for marketing material distribution, event information, and other tourism services - both for HAC programs and for Hillsborough's arts and culture events at large.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q2 (Oct-Dec):

LFAW Q2:

In addition to the efforts described for Q1, Q2 will feature special attention on holidays and seasonal marketing strategies. Collaboration with other groups driving tourism and providing signature events during the holiday season, such as Visit Hillsborough, the Alliance for Historic Hillsborough, the Gingerbread Competition Team, and the Chamber. Q2 will round out the 2025 LFAW season. Other Q2 marketing efforts will communicate details about the October "season finale" and a sneak peek/reminder to join us in Q3 for the 2026 LFAW season.

SLW Q2:

- Marketing picks up:
 - Pre-event signage distribution begins
 - Flyer distribution continues
 - PR Package sent to 250+ local media outlets and arts partners
 - Social media posts/ads ramp up
 - WUNC Radio Ads begin
- Website is updated to reflect:
 - Workshop & Lantern Kit Details
 - In-Town Solstice Specials & Promotions
 - Solstice Market Artists, Food/Bev, and Entertainment
 - Know Before You Go
- Press tour is organized for radio and print interviews: WHUP, WCHL with Aaron Keck, Indy Week, Daily Tar Heel, News of Orange, etc

G&GS Q2:

The G&GS serves as an essential hub and resource for marketing material distribution, event information, and other tourism services - both for HAC programs and for Hillsborough's arts and culture events at large. During our busiest time of year and the holiday season, there is more information to be shared about special promotions and events occurring around town. The Gallery & Gift Shop Manager ensures that all volunteers are updated on current Hillsborough happenings so they can relay information to customers and answer questions.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q3 (Jan-March):

LFAW Q3:

In Q3 HAC develops updated branding, print materials, maps, and other marketing resources for venues to use as they finalize plans for the upcoming LFAW season. This quarter requires a lot of behind-the-scenes planning, communications, and alignment with LFAW partners and venues to ensure marketing materials are developed with accurate information and strategies to drive tourism. Artist contracts are signed for the 2026 season, when appropriate, and entertainment will be mapped out to build momentum strategically.

In January and February, the activities of participating Art Walk venues are cross-promoted on HAC social media and e-news channels, and the HAC website is updated to reflect this quieter, but still active, time period.

Towards the end of February, HAC will roll out the new marketing program for the upcoming 2026 season. This may include tri-folds, posters, flyers, as well as other print and online materials. Community event calendars will be updated and press packages distributed. Artist applications for the Makers Market/nonprofit showcases open up through online, e-news, and social media promotions. Preparations for the HAC info booth at 2026 LFAWs, and any necessary equipment repairs or replacements will occur in this quarter to ensure a smooth and successful LFAW season.

Ramping up in March, marketing and advertising efforts include detailed information about:

- Themes and priorities for special entertainment and programming, such as artists, live music, and activities occurring around town
- 29 art walk venues / local businesses actively engaged in LFAW programming
- Sneak peeks of what's to come this season, to entice repeat visitation and create urgency for joining each month

- An interactive map on the website will be updated and maintained to help event attendees find the various elements of entertainment during each LFAW
- A monthly one-pager with high-level overview of entertainment offerings + QR code linking back to website for interactive map and art walk venue listing details
- Distribution of the 2026 LFAW tri-fold/flyer/brochure to inform nearby visitors centers and other destinations receiving tourists about the upcoming season
- 2026 LFAW press package with updated photography announcing major themes/entertainment line up/participating art walk venues this season

SLW Q3:

Following the Solstice Lantern Walk, photography assets of the event are shared with the public and key stakeholders. Thank yous are sent to attendees who made donations, art vendors who participated in the Solstice Market, artists who participated, and business sponsors.

G&GS Q3:

Once reopened from a brief winter break, reengagement activities with the public will commence to drive traffic back to the G&GS and around historic Hillsborough. This reengagement will whet the public's appetite for HAC's 2026 calendar year programmatic activities with LFAW. Advertising regarding the new gallery exhibitions and a refreshed shop layout will also be implemented.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q4 (April-June):

LFAW Q4:

Continued marketing and advertising efforts include detailed information about:

- Each month's special entertainment and programming, such as artists, live music, and activities occurring around town.
- 29 art walk venues / local businesses actively engaged in LFAW programming.
- Recaps of previous month's arts programming + sneak peeks of what's to come for the next month, to entice repeat visitation and create urgency for returning each month.
- An interactive map on the website will be updated and maintained to help event attendees find the various elements of entertainment during each LFAW.
- A monthly one-pager with high-level overview of entertainment offerings + QR code linking back to the website for interactive map and art walk venue listing details.
- Distribution and restocking of the LFAW tri-folds designed at the beginning of the season to keep nearby visitors centers and other destinations receiving tourists aware of the program.
- Refreshed press package with updated photography announcing themes/entertainment line up for Q4 LFAW events.

SLW Q4:

SLW marketing will be minimal during Q3. This is mostly a time for behind the scenes preparations for Q1.

G&GS Q4:

Marketing efforts in Q4 will be focused on driving tourism to Hillsborough for LFAW, other town-wide summer events/activities, and the continually revamped array of local artwork available for sale.

Detailed Proposed Budget: Last Fridays & the Art Walk

a. Item	b. Amount Needed via Contract Funding in FY26 (for each item)	c. Amount Contributed by Organization (for each item) <i>*Info provided here reflects all other earned & contributed revenue sources from HAC budget</i>	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
1. LFAW Performance Services (7 months of entertainment, \$800-\$2200 per month)	\$7,050	\$0	\$2,000	Town of Hillsborough	\$9,050
2. LFAW Makers Market Port-a-lets (6 months at \$419 each)	\$0	\$0	\$2,500	Town of Hillsborough	\$2,500

3. LFAW Licenses & Permits (venue reservations, signage permits, vendor fees)	\$700	\$259	\$0		\$959
4. LFAW Advertising - paid, print and digital/online	\$1,200	\$0	\$0		\$1200
5. LFAW Marketing - Signage, Trifolds, Flyers; branded materials	\$250	\$489	\$0		\$739
6. Contracted services & Equipment for capturing High-quality photography & videography of tourism-driving activities	\$900	\$0	\$0		\$900
7. Equipment rental - lighting (GetLit), sound	\$100	\$0	\$2,500	Town of Hillsborough	\$2,600
8. Supplies for workshops & art-making activity table sat LFAW	\$400	\$0	\$0		\$400
9. Other supplies and program sustainability costs	\$300	\$130	\$0		\$430

10. Personnel & payroll for year-round LFAW program coordination & fulfillment of tourism services (allocated personal costs assoc. with sustaining operations of this program: 40% of Exec. Director's time, 60% of Program & Marketing Director's time, 15% of Gallery & Volunteer Manager's time, 25% of Bookkeeper's time, 60% of Event Coordinator's time)	\$30,549	\$45,322	\$8,000	NC Arts Council	\$83,871
11. Administrative expenses & overhead allocated for year-round LFAW program coordination & fulfillment of tourism services (including volunteer stewardship, web services & subscriptions, office supplies, occupancy & storage, insurance, etc.)	\$13,551	\$0	\$0		\$13,551
12. LFAW Volunteer hours Est. 500 hrs./FY @ \$29.95 (Nat. Average)		\$14,975			Information shared for awareness of volunteer investment, not added into budget totals

TOTALS (sum of each column)	\$55,000 (9 months of full Last Fridays & the Art Walk programming, 12 months of services)	\$46,200	\$15,000	Town of Hillsborough, NC Arts Council	\$116,200 TOTAL PROGRAM INVESTMENT COSTS
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Detailed Proposed Budget: Solstice Lantern Walk

a. Item	b. Amount Needed via Contract Funding in FY26 (for each item)	c. Amount Contributed by Organization (for each item) <i>*Info provided here reflects all other earned & contributed revenue sources from HAC budget</i>	d. Other funding sources: Amount	d. Other funding sources: Source	e. Total Contract Budget (add columns b-d)
1. Sanitation	0	0	\$800	Town of Hillsborough	\$800
2. Equipment rental: Lighting/Heating	\$600	0	\$1,000	Town of Hillsborough	\$1,600
3. Performance Services	\$1,275	\$1,225	0		\$2,500
4. ticketing fees	\$443	0	0		\$443
5. Spiral of Light Supplies	\$300	0	0		\$300
6. Workshop Instructor Fees & Supplies	\$500	0	0		\$500
7. Supplies (lantern kits, ground luminaries, etc)	\$2,500	0	0		\$2,500
8. Permits (Town, County, Signage, Vendors)	\$475	0	0		\$475
9. Marketing Services, Advertising, & Promotions	\$1,000	0	\$630	TDA	\$1,630
10. Technology Services & Web Software	\$200	\$804	0		\$1,004
11. Printing & Copying	\$300	\$334	0		\$634

12. Insurance	\$200	\$280	0		\$480
13. Office, Storage, & Retail Space	\$175	\$3,356	0		\$3,531
14. Portion of Staff Salaries Specifically Required to Operate SLW	\$7,032	\$29,154	\$9,370	TDA	\$45,556
TOTALS (sum of each column)	\$15,000	\$35,153	\$11,800	Town of Hillsborough, TDA	\$61,953 TOTAL PROGRAM INVESTMENT COSTS

Detailed Proposed Budget: Gallery & the Gift Shop

a. Item	b. Amount Needed via Contract Funding in FY26 (for each item)	c. Amount Contributed by Organization (for each item) <i>*Info provided here reflects all other earned & contributed revenue sources from HAC budget</i>	d. Other funding sources: Amount	d. Other funding sources: Source	e. Total Contract Budget (add columns b-d)
1. Marketing & Operations (physical signage, displays, materials, advertising, etc)	\$815	0	0		\$815
2. Retail Services Supplies & Equipment (merchandising supplies, technical upgrades, fees)	\$185	\$6,427	0		\$6,612
3. Personnel & Payroll for G&GS program coordination & fulfillment of tourism services (allocated personnel costs associated with sustaining operations of this program: 55% of Exec. Director's time, 5% of Program & Marketing Director's time, 70% of Gallery & Volunteer Manager's time, 60% of Bookkeeper's time, 5% of Event Coordinator's time)	\$2,000	\$59,023	\$4,000	NC Arts Council	\$65,023

4. Administrative expenses & overhead allocations for year-round G&GS program coordination & fulfillment of tourism services (including volunteer stewardship, web services/subscriptions, office supplies, occupancy, storage, insurance, etc)	\$2,000	\$18,797	0		\$20,797
5. Volunteer hours est, 1200 hrs @ \$29.95 (Nat. Average)		\$35,940			<i>Information shared for awareness of volunteer investment, not added into budget totals</i>
TOTALS (sum of each column)	\$5,000 (for year-round operations of G&GS)	\$84,247	\$4,000	NC Arts Council	\$93,247 TOTAL PROGRAM INVESTMENT COSTS (Does not include artist commissions covered through consignment sales of artwork)

Signatures

I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

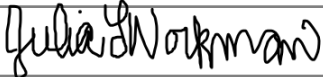
EXECUTIVE DIRECTOR

Signature: 

Date: 4/4/25

Printed Name: Heather Tatreau

BOARD CHAIRPERSON

Signature: 

Date: 4/4/25

Printed Name: Julia Workman

CONTACT PERSON (if different than Executive Director)

Signature:

Date:

Printed Name:

FY26 Tourism Contract Budget Increase Justification Form: LFAW

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview:

Last Fridays & the Art Walk has significantly grown in popularity since HAC began investing in professional staff to run programming, attracting thousands of tourists to Hillsborough. Our geographical data collection shows that more tourists attend Last Fridays in May through October, when HAC invests the most in programming elements on the Old Courthouse Lawn. This growth culminates in our popular Halloween-themed October Last Friday with an estimated 2,500 participants. This season, we will implement a new Live on the Lawn series during our peak months. We will promote the season lineup of entertainment (bands, comedy shows, puppetry, dance performances, and a fashion show) in Triangle wide marketing.

In FY25, we hoped to receive a large grant from the NC Arts Council to support a significant proportion of this staff support. However, they awarded us a much smaller amount than anticipated. As a result, we turned to the Tourism Board during Q2 to increase your support to meet our shortfall. We were very grateful to receive an additional \$20,000! This, combined with increased fundraising efforts, has us on track to make our budget this year - but we need a sustainable solution to the high cost of putting on a free event that drives tourists to Hillsborough every month. We are asking the Tourism Board to continue to support a larger portion of our overhead expenses to create this sustainability.

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Line 10: Personnel and payroll for year-round LFAW program coordination and fulfillment of tourism services - 1 Must do

Rationale: Upon reevaluation of staff time and the addition of critical support staff to meet the growing popularity of this event, we have determined that HAC spends \$83,871 on personnel costs associated with LFAW. The continuous marketing, planning, and execution of monthly town-wide events is costly and necessary. This is a year-round staff time commitment. With more local businesses signing on to the artwalk this year and expanding programming to West Hillsborough, additional staff time is required.

Line 11: Administrative expenses and overhead allocation for year-round LFAW program coordination and fulfillment of tourism services (including volunteer stewardship, web services/subscriptions, office supplies, occupancy/storage, insurance, etc) - 1 Must do

Rationale: The overhead office expenses required to run LFAW are also a significant and necessary cost to delivering tourism services associated with putting on Last Friday events 9 months out of the year and supporting the Art Walk 12 months out of the year.

Line-item where funds are requested (number from budget and description of line-item):

Line 10. Personnel and payroll for year-round LFAW program coordination and fulfillment of tourism services (allocated personnel costs assoc. with sustaining operations of this program: 40% of Exec. Dir.'s time, 60% of

Program & Marketing Dir.'s time, 15% of Gallery & Volunteer Manager's time, 25% of Bookkeeper's time, 60% of Event Coordinator's time) - requesting \$24,063 increase (*however, \$4,114 has been taken out of line items for performance and sanitation, so the overall net increase is actually \$19,949*)

Line 11: Administrative expenses and overhead allocation for year-round LFAW program coordination and fulfillment of tourism services (including volunteer stewardship, web services/subscriptions, office supplies, occupancy/storage, insurance, etc) - requesting \$11,551 increase

TOTAL request of increase: \$31,500

Describe request:

HAC's small staff of 3 full-time and 2 part-time employees spend a significant portion of their time creating the comprehensive experience that has become Last Fridays. The professional care and attention to detail is what draws tourists to town each month. This is a breakdown of how much staff time is devoted to LFAW:

40% of Exec. Director's time (full-time)

60% of Program & Marketing Directors's time (full-time)

15% of Gallery & Volunteer Manager's time (full-time)

25% of Bookkeeper's time (part-time)

60% of Event Coordinator's time (part-time)

Additionally, a league of volunteers and board members are enlisted to delegate tasks to in preparation for and during each Last Friday.

We are asking the Tourism Board to support a total of \$55,000 of this event, which costs \$116,200 to execute. The NC Arts Council supports \$8,000 and we will be asking the Town to support \$7,000 of the LFAW budget. We plan to use our own fundraising resources to cover \$46,200 of the total cost of this essential tourism event. The LFAW is difficult to monetize because it is a town-wide free event, but we will be trying some experimental ways to collect donations this year.

Alternatives & impact if request is not funded:

If the increase in staff support and overhead expenses is not met, we will have to scale back our programming and we will not be able to expand offerings to West Hillsborough. We will be facing some difficult decisions in order to contain costs, like cutting support staff and limiting the number of months we provide programming for Last Fridays. This will have a negative effect on tourism and impact our local restaurants, galleries, and merchants - all of which see a boost in sales and attendance as a result of these monthly events.

Additional information:

Please note that we have asked the Town to cover \$2,500 for sanitation instead of the Tourism Board for FY26. This infrastructure cost covers the monthly rental of Port-a-lets. We have also cut the performance budget for cost containment and lowered the Tourism Board's burden of this line item by \$1,600.

FY26 Tourism Contract Budget Increase Justification Form: SLW

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview:

The Solstice Lantern Walk & Market (SLW) is one of the most widely known cultural events in Hillsborough, as demonstrated by a feature in Our State Magazine. This event has a strong track record of bringing thousands of visitors, residents, and tourists to town to enjoy the handmade lanterns and share their own creations. We have helped make Hillsborough a holiday cultural destination with the expansion of the successful Makers Market, the addition of food trucks, having greater collaboration with the Tourism Board, Alliance for Historic Hillsborough, local businesses/restaurants, Hillsborough's impressive network of artists, and more.

The Tourism Board supported the annual Solstice Lantern Walk in the amount of \$10,000 in FY25. This funding has proved essential to the operation and growth of the event. This event grew from 4,500 to 6,000 attendees in the last year alone, with an estimated 87% of attendees residing outside of Hillsborough (5,220); 43% of which came from outside of Orange County (2,244). We anticipate continued growth, and thus, need continued funding for this yearly event.

In FY26, we would like to expand this event to include West Hillsborough in a meaningful way while dispersing the large crowds by including multiple entrance points. In order to expand in this way, we require more support for the personnel and supplies required to execute these major structural additions to the event. We respectfully request an additional \$5,000 in support from the Tourism Board to effectively make this expansion.

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Line 7. Supplies (lantern kits, ground luminaries, etc) - 1 Must do

Rationale: In order to expand to multiple entry points and include West Hillsborough, more illumination and signage will be crucial to a safe, well organized event on the darkest night of the year.

Line 14. Portion of Staff Salaries Specifically Required to Operate SLW - 1 Must do

Rationale: Staff will need to spend more time reconfiguring the route and planning/executing the expansion. This requires a greater percentage of staff time dedicated to the SLW.

Line-item where funds are requested (number from budget and description of line-item):

Line 7. Supplies (lantern kits, ground luminaries, wayfinding signs, etc) - requesting \$1,500 increase

Line 14. Portion of Staff Salaries Specifically Required to Operate SLW - requesting \$4,032 increase (*however, \$532 has been taken out of the line items for sanitation and ticket fees, so the net increase is actually \$3,500*)

TOTAL request of increase = \$5,000

Describe request:

We are asking the Tourism Board to support a total of \$15,000 of this event, which costs \$61,953 to fully execute. We will be asking the Town and TDA to support a combined \$11,800. We plan to use our own fundraising resources to cover \$35,153 of the total cost of this essential tourism event.

Alternatives & impact if request is not funded:

Without this additional funding for the SLW, we will not be able to alter the route to include West Hillsborough or plan for multiple entry points. As this event grows year over year, we need to plan for the growing crowds of tourists coming to Hillsborough to participate. This funding will allow our staff to be proactive in crowd planning for safety and to maintain a quality experience for meeting participant expectations.

Additional information:

Please note that we are not asking for the \$5,000 usually allocated to the Handmade Parade in our contract for FY26 because the Parade has been moved to the fall, and will thus not be occurring in FY26. We will be able to use the \$5,000 from our FY25 contract to begin planning this year.

Also note that we have asked the Town of Hillsborough to cover sanitation needs for the Solstice Lantern Walk, so we have taken \$420 out of our contract with the Tourism Board. Ticket fees are also projected to be \$112 lower this year.



FY 2026 Contract Scope of Work Response OC Museum - Visitor Services & Operations

Organization Information

Organization Name: Historical Foundation of Hillsborough and Orange County

Contact Person and Title: Catie Atkinson, Site Manager

Contact Person Email: manager@orangehistorync.org

Contact Person Phone: (919) 619-1843

Organization Street Address: 201 N Churton Street

City: Hillsborough

State: NC

ZIP Code: 27278

Organization's Annual Operating Budget: \$ 145,738.76

General Contract Information

Contract Name: Orange County Historical Museum – Visitor Services

Month(s) or Date(s) in which Proposal Project/Services will take place: **JULY 1st, 2025- JUNE 30th , 2026**

Outline/Overview of Scope of Work

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q1(July-Sept):

- Have Museum open to the public and free of charge 6 days a week with Wednesday available by appointment.
- Continue to promote the special exhibit on display, "SCORE! Youth Sports in Orange County History"
- Further develop the children and family gallery to be themed around 1823 Hillsborough with age appropriate educational hands-on activities based on actual business and people from 1823 Hillsborough. This children and family gallery continues to provide a much-needed space for local and visiting tourist families and their children, and is currently the only space of its kind in the county.
- Partner with the Chapel Hill Historical Society as part of our mission to present a holistic history of Orange County through exhibits and programs.
- Host at least two free programs during Q1 that either tie into the special exhibit "SCORE!" or explore aspects of local or regional history.
- Coordinate at least one tour for community/special interest groups or formal education groups through Orange County Public Schools or other school systems.
- Continue to monitor Museum and off-site visitors and their comments through post-event surveys, informal conversations, and other methods.
- Share collection pieces through social media to publicize lesser known histories and stories of Hillsborough and Orange County.
- Assist research with research requests by allowing access to research files, archives, and collections.
- Continue to work to increase visitor engagement with Museum exhibits, programs, events, and other outreach by 10% from projected FY 24-25 numbers.
- Work collaboratively with partner organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Participate in meetings with other nonprofit and organizations to ensure that efforts to bolster

Hillsborough and Orange County tourism are coordinated.

- Ensure that any publicity/printed materials acknowledge the Tourism Board funding and that such materials are made available to the general public at sites around Hillsborough and Orange County throughout the quarter.
- Display Visitor Services materials in the Museum to assist the Visitors Center and Tourism Program with providing resources for visitors.
- Provide quarterly report to the Tourism Board on the status of activities outlined and current communications and marketing efforts.
- Host large scale festival style event celebrating the 250th anniversary of the Third Provincial Congress held in Hillsborough that has the potential to attract hundreds to thousands of visitors to town

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q2 (Oct-Dec):

- Have Museum open to the public and free of charge 6 days a week with Wednesday available by appointment.
- Continue to promote the special exhibit on display, "SCORE!"
- Plan and develop the next special exhibit to be opened in early 2026 by working with community members to crowd source information and artifacts. Exhibit will focus on America 250.
- Further develop the children and family gallery to be themed around 1823 Hillsborough with age appropriate educational hands-on activities based on actual business and people from 1823 Hillsborough. This children and family gallery continues to provide a much-needed space for local and visiting tourist families and their children, and is currently the only space of its kind in the county.
- Partner with the Chapel Hill Historical Society as part of our mission to present a holistic history of Orange County through exhibits and programs.
- Host at least two free programs during Q2 that either tie into the special exhibit "SCORE!" or explore aspects of local or regional history.
- Coordinate at least one tour for community/special interest groups or formal education groups through Orange County Public Schools or other school systems.
- Continue to monitor Museum and off-site visitors and their comments through post-event surveys, informal conversations, and other methods.
- Share collection pieces through social media to publicize lesser known histories and stories of Hillsborough and Orange County.
- Assist research with research requests by allowing access to research files, archives, and collections.
- Continue to work to increase visitor engagement with Museum exhibits, programs, events, and other outreach by 10% from projected FY 24-25 numbers.
- Work collaboratively with partner organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Participate in meetings with other nonprofit and organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Ensure that any publicity/printed materials acknowledge the Tourism Board funding and that such materials are made available to the general public at sites around Hillsborough and Orange County throughout the quarter.
- Display Visitor Services materials in the Museum to assist the Visitors Center and Tourism Program

with providing resources for visitors.

- Provide quarterly report to the Tourism Board on the status of activities outlined and current communications and marketing efforts.

Please explain generally how the organization is going to perform the duties requested in the FY2026 Contract Scope of Work Update during Q3 (Jan-March):

- Have Museum open to the public and free of charge 6 days a week with Wednesday available by appointment.
- Install and promote new special exhibit to be opened in early 2026 focusing on America 250.
- Further develop the children and family gallery to be themed around 1823 Hillsborough with age appropriate educational hands-on activities based on actual business and people from 1823 Hillsborough. This children and family gallery continues to provide a much-needed space for local and visiting tourist families and their children, and is currently the only space of its kind in the county.
- Partner with the Chapel Hill Historical Society as part of our mission to present a holistic history of Orange County through exhibits and programs.
- Host at least two free programs during Q3 that either tie into the special exhibit or explore aspects of local or regional history.
- Coordinate at least one tour for community/special interest groups or formal education groups through Orange County Public Schools or other school systems.
- Plan the annual fundraising campaign to launch in April.
- Continue to monitor Museum and off-site visitors and their comments through post-event surveys, informal conversations, and other methods.
- Share collection pieces through social media to publicize lesser known histories and stories of Hillsborough and Orange County.
- Assist research with research requests by allowing access to research files, archives, and collections.
- Continue to work to increase visitor engagement with Museum exhibits, programs, events, and other outreach by 10% from projected FY 24-25 numbers.
- Work collaboratively with partner organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Participate in meetings with other nonprofit and organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Ensure that any publicity/printed materials acknowledge the Tourism Board funding and that such materials are made available to the general public at sites around Hillsborough and Orange County throughout the quarter.
- Display Visitor Services materials in the Museum to assist the Visitors Center and Tourism Program with providing resources for visitors.
- Provide quarterly report to the Tourism Board on the status of activities outlined and current communications and marketing efforts.

Please explain generally how the organization is going to perform the duties requested in the FY206

Contract Scope of Work Update during Q4 (April-June):

- Have Museum open to the public and free of charge 6 days a week with Wednesday available by appointment.
- Continue to promote new special exhibit.
- Further develop the children and family gallery to be themed around 1823 Hillsborough with age appropriate educational hands-on activities based on actual business and people from 1823 Hillsborough. This children and family gallery continues to provide a much-needed space for local and visiting tourist families and their children, and is currently the only space of its kind in the county.
- Partner with the Chapel Hill Historical Society as part of our mission to present a holistic history of Orange County through exhibits and programs.
- Host at least two free programs during Q4 that either tie into the special exhibit or explore aspects of local or regional history.
- Coordinate at least one tour for community/special interest groups or formal education groups through Orange County Public Schools or other school systems.
- Launch annual fundraising campaign, which will be finished by the end of the fiscal year.
- Continue to monitor Museum and off-site visitors and their comments through post-event surveys, informal conversations, and other methods.
- Share collection pieces through social media to publicize lesser known histories and stories of Hillsborough and Orange County.
- Assist research with research requests by allowing access to research files, archives, and collections.
- Continue to work to increase visitor engagement with Museum exhibits, programs, events, and other outreach by 10% from projected FY 24-25 numbers.
- Work collaboratively with partner organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Participate in meetings with other nonprofit and organizations to ensure that efforts to bolster Hillsborough and Orange County tourism are coordinated.
- Ensure that any publicity/printed materials acknowledge the Tourism Board funding and that such materials are made available to the general public at sites around Hillsborough and Orange County throughout the quarter.
- Display Visitor Services materials in the Museum to assist the Visitors Center and Tourism Program with providing resources for visitors.
- Provide quarterly report to the Tourism Board on the status of activities outlined and current communications and marketing efforts.

Outline/Overview of Job Tasks and Schedules

Please explain generally how the organization plans to accomplish all goals associated with the scope of work, including but not limited to, marketing, hiring, volunteer recruitment, exhibit development, event tasks, etc.

Exhibit Development:

The Museum will work with community groups and other stakeholders to develop a new special exhibit focused on the celebration of the 250th anniversary of the signing of the Declaration of Independence, also called America 250. While the exact topic of the exhibit is still to be determined, it will likely explore themes of freedom and resistance, focusing on how Orange County has changed and evolved since 1776 and discussing

what more needs to be done.

The museum also continues to provide the Chapel Hill Historical Society with dedicated exhibit space. In April 2025, they installed an exhibit that corresponds with our special exhibit and focuses on sports in Chapel Hill. The Chapel Hill Historical Society will periodically update their exhibit space with new exhibits showcasing the history of Chapel Hill.

While the themes of the permanent exhibit remain the same, we periodically update some of the artifacts displayed, giving even repeat visitors something new to see.

Marketing:

Exhibits and programs will be promoted through the Museum website, social media pages, press releases, rack cards, e-newsletters, and radio shows. Targeted exhibit, program, and event promotion will continue to occur by posting in special interest groups on social media, such as the 'Chapel Hill and Carrboro Foodies' group on Facebook.

Last Friday Art Walk:

The Museum will participate in Last Friday Art Walk events by extending Museum hours on these days to provide an additional location for participants to visit. Staff will also work to develop activities for participants to engage in on-site.

Programs and Events:

The Museum will host a minimum of two free programs each quarter, with the possibility of additional free programs or paid events. Free programs will be lecture-style talks from experts in fields related to local or regional history. The Museum will also continue to partner with the Chapel Hill Historical Society and other partner organizations to co-host programs. Paid events, such as historic cocktail tastings or larger conference-like events, will be scheduled periodically and relate to the theme of the special exhibit or local history. Staff will continue to monitor program and event attendance and feedback to plan programs and events that appeal to a wide variety of people and attract visitors to Hillsborough.

Volunteer Recruitment:

Throughout the past several years, the Museum recruited volunteers through local universities, high schools, and the community to assist with research, exhibits, collections work, and visitor services. The Museum will continue to recruit volunteers throughout FY25-26 by contacting community members through social media, e-newsletter blasts, student volunteer and internship programs, and via the website VolunteerMatch.com, in an effort to increase the number of volunteers as well as the scope of work they perform.

Please explain how the organization is going to fundraise and build sustainability in FY26:

Museum board and staff will work together to plan periodic fundraising events throughout the fiscal year. These events will feature different levels of giving to appeal to a wider audience and attract more donors. Additionally, board members will be contacting businesses throughout the community to solicit sponsorships for events and for general museum operations. Sponsorship levels are being established and a sponsorship deck is being created to present to potential sponsors.

In addition, the Museum will continue to plan and launch our annual fundraising campaign in April 2026, which will feature a variety of events and calls on social media and through our newsletter for support. Additional calls for support will occur on Giving Tuesday and during the holidays for year end giving.

Please explain how the organization plan to grow tourism in Hillsborough in FY26:

Currently, approximately 75% of our on-site visitors live outside of Orange County. In FY25, we will continue to work to increase the number of tourists who visit the Museum by continuously updating our website to show new exhibits and programs and posting frequently on social media so those planning trips to the area recognize the Museum as a tourist destination. Additionally, we will distribute physical marketing material to regional museums and historic sites to increase visibility and promote Museum exhibits and programming with statewide organizations, such as the Federation of North Carolina Historical Societies. Finally, we will continue to produce high-quality exhibits and programming and ensure visitors have an exceptional experience, as word of mouth is often the most effective marketing tool.

Additionally, our large event celebrating the 250th anniversary of the Third Provincial Congress will be marketed statewide through a variety of print and digital media. Since it is being partially funded by the North Carolina Department of Natural and Cultural Resources America 250 NC initiative, they will market it as well; ensuring information about the event reaches an even wider audience across the state.

Marketing Plan

The Museum's primary outreach/marketing is through social media platforms, the Museum's website, professionally printed rack cards, and an e-newsletter sent through iContact. Posts on social media accounts promote the permanent and special exhibits, collections, programs, and events, and serve as a way to recruit volunteers and interact with other organizations. The museum also has a YouTube channel where recordings of past programs and other content are available.

During all quarters, all Museum programs will be promoted through these methods, and the Museum will ensure that all brochures and other publicity for Tourism Board sponsored/funded activities are made available to the public in the Museum.

Throughout the fiscal year, we will utilize a mix of traditional and digital marketing as well as word-of-mouth promotion within a 30-mile radius, including but not limited to:

- Rack cards for the Museum, educational tours, and the special exhibit that will be distributed to organizations in Hillsborough, Chapel Hill, Carrboro, Mebane, Durham, and Raleigh.
- Social media promotion via Museum accounts, with cross-posting in special interest groups, and amplified by Board Members and volunteers to extend reach.
- Press releases to area magazines and newspapers.
- Co-marketing with sponsors and partner organizations via their digital marketing and social media channels.
- Adding programs and events to local event calendars, both online and in print.
- Press releases to area magazines and newspapers.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q1(July-Sept):

- Provide print marketing material to partner organizations around Hillsborough and Orange County advertising the Museum in general as well as the special exhibit and tours.
- Promote current special exhibit and Museum programs via the methods listed above.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q2 (Oct-Dec):

- Provide print marketing material to partner organizations around Hillsborough and Orange County advertising the Museum in general as well as the special exhibit and tours.
- Promote current special exhibit and Museum programs via the methods listed above.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q3 (Jan-March)

- Provide print marketing material to partner organizations around Hillsborough and Orange County advertising the Museum in general as well as the special exhibit and tours.
- Promote current special exhibit and Museum programs via the methods listed above.

Please explain generally how the organization is going to provide the minimum requested marketing materials as well as any additional marketing and materials that will ensure the events/programs/projects/service/historic sites' success for Q4 (April-June):

- Provide print marketing material to partner organizations around Hillsborough and Orange County advertising the Museum in general as well as the special exhibit and tours.
- Promote current special exhibit and Museum programs via the methods listed above.

Detailed Proposed Budget

a. Item	b. Amount Needed via Contract Funding in FY23 (for each item)	c. Amount Contributed by Organization (for each item)	d. Other Funding Sources		e. Total Contract Budget (add columns b-d)
			Amount	Source	
i.e. Personnel Costs- .5 FTE- Part Time Coordinator (10 hours p/w)	Ex: \$6,500	Ex: \$1,000	Ex: \$500	Non-profit Grant	\$8,000
1. Operation - Facilities	\$	\$	\$10,000	Town of Hillsborough	\$10,000
2. Operations- Staffing/Administration Site Manager (40 hours per week @ \$19.57) = \$40,705.60 Exhibits and Programs Coordinator (40 hours per week @ \$23.69) = \$49,275.20	\$58,000	\$18,818.76	\$27,500	Orange County Outside Agency	\$104,318.76
3. Operations- Insurance	\$	\$2,500	\$		\$2,500
4. Marketing	\$1,000	\$250	\$		\$1,250
5. Technology	\$	\$4,000	\$		\$4,000
6. Collections	\$	\$1,100	\$		\$1,100
7. Bank Fees	\$	\$250	\$		\$250
8. Staff Development, Travel, and training	\$	\$500	\$		\$500
9. General Supplies and Equipment	\$500	\$	\$1,000	Orange County Outside Agency	\$1,500
10. General Postage and Shipping	\$	\$100	\$		\$100
11. General Printing	\$	\$500	\$		\$500
12. Gift Shop Expenses	\$	\$1,550	\$		\$1,550
13. Exhibits	\$	\$2,100	\$5,000		\$7,100

14. Programs	\$	\$5,800	\$		\$5,800
15. Fundraising	\$	\$2,770	\$		\$2,770
16. Auditor	\$	\$1,500	\$		\$1,500
17. Education	\$	\$	\$1,000	Orange County Outside Agency	\$1,000
TOTALS (sum of each column)	\$59,500	\$41,238.76	\$34,500		\$145,738.76

** PLEASE ADD ROWS AND/OR PROVIDE ADDITIONAL SHEETS IF THERE IS NOT ENOUGH ROOM TO ACCOMMODATE YOUR FULL BUDGET **

Signatures

I hereby certify that the information contained in this proposal is true and accurate to the best of my knowledge and that I have reviewed the Town of Hillsborough's Non-profit Guidelines and our organization is in compliance.

EXECUTIVE DIRECTOR **N/A**

Signature:

Date:

Printed Name:

BOARD CHAIRPERSON

Signature:



Date: 4/4/25

Printed Name: Gregg Phillips

CONTACT PERSON (if different than Executive Director)

Signature:



Date: 4/4/25

Printed Name: Catie Atkinson

FY26 Tourism Contract Budget Increase Justification Form:

Explain any increase in the requested contract line item amounts or any added line items from the previous fiscal year. **Use multiple sheets for multiple budget increases or requests.** For example, if you're asking for additional funds for marketing AND additional funding for a new staff member, you would submit two separate budget justification forms, one for each line item.

Request Overview: The Orange County Historical Museum is asking for an increase of ~3.5% to funding for staffing and administration bringing the line item funding amount from \$56,100 to \$58,000.

Prioritize Requests as 1, 2, or 3 (1=Must do; 2=Should do; and 3=Could do):

Staffing and Administration = 1 Must Do

Increasing staff salaries to stay in line with the living wage is vital for staff retention. The ~3.5% increase in funding for staffing and administration reflects an increase in the cost of living due to inflation. It is necessary for staff retention to keep wages competitive.

Line-item where funds are requested (number from budget and description of line-item):

Line 2 Staffing and Administration - \$58,000

Describe request:

The staff at the Orange County Historical Museum is vital to the experience of visitors. Staff elevates the basic experience of walking around the museum to one that is engaging, having personal conversations with visitors, telling them stories, and bringing the history to life. Without knowledgeable, personable, and passionate staff, the Museum would not be as successful as it is. It is vital to retain current staff by paying them a competitive and living wage.

Alternatives & impact if request is not funded:

If the request is not funded, staff wages will remain as is unless we can raise additional funds through fundraising, which will be a priority for FY26.

Additional information:

Include any pertinent information that wasn't already covered about the request.

Hillsborough Tourism Board

FY26 -Draft Budget Report

Fund Balace (FY23-24): \$438,079

Tourism Board

		FY24 Budget	FY25 Budget	FY26 Draft Budget	FY27 Projections
Revenues	F&B TAX	425,000	485,000	485,000	500,000
Expenses	C.S./VISITORS CENTER (ALLIANCE)	229,170	250,676	285,726	235,000
Expenses	C.S./OTHER	179,600	185,700	219,100	175,000
	Burwell School Visitor Services \$40,574 (FY23) Burwell School Visitor Services \$85,000 (FY24)		70,000	70,000	
	OCHM Visitor Services \$46,100 (FY23) OCHM Visitor Services \$56,100 (FY24)		57,600	59,500	
	HAC Events & Visitor Services \$23,518 (FY23) HAC Events & Visitor Services \$28,500 (FY24)		43,500	75,000	
	Holiday Parade \$10,000(FY24)		10,000	10,000	
	Holiday Tree Lighting/Shop Small Saturday (new for FY25) \$4,600		4,600	4,600	
Expenses	C.S./TOWN OF HILLSBOROUGH	26,000	26,000	26,000	26,000
Expenses	6% TOWN TAX ADMIN FEE	25,500	29,100	29,100	32,000
Expenses	MISCELLANEOUS	3,000	3,000	3,000	5,000
Expenses	GRANTS EXPENSE	13,500	38,000		20,000
	Art on the Hills Arts Fest (Uproar) \$7,500 HAC Solstice Lantern Walk (\$10,000- FY24)				
	HAC Solstice Lantern Walk \$7,000 Historic Eagle Lodge (\$3,500- FY24)				
Expenses	SPECIAL PROJECTS/PARTNERSHIPS				25,000
	BioDock Project (FY20) \$3,500	0			
	Revolutionary War Interpretive Sign (2)	0	6,000		
	Kayak Rental Pilot Program	0	9,000		
	Unassigned (\$10,000) Parking Study Cost Share	0	2,500		
Expenses	AUDIT FEES	10,500	10,500	8,000	10,500
Expenses	DATA PROCESSING SERVICES	4,500	4,500	4,500	4,450
Expenses	TRAINING/CONF./CONV.	2,500	2,500	2,500	2,500
Expenses	INSURANCE	980	1200	1,250	1250
Expenses	ATTORNEY FEES	300	200	200	300
Expenses	ADVERTISING	275	275	300	300
Total Expenses		495,825	569,151	579,676	
Revenues Less Expenses		(70,824.98)	(84,151.00)	(94,676.00)	

Gross Receipts Revenues- 1% Prepared Food and Beverage Tax
Hillsborough Tourism Board

Month	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25**	% change	\$ change
July	\$30,453.70	\$31,257.81	\$30,716.14	\$33,289.37	\$30,141.73	\$36,934.94	\$39,681.23	\$50,598.52	\$43,607.55	-14%	-\$6,990.97
August	\$28,976.05	\$30,831.82	\$33,373.27	\$32,927.99	\$27,747.34	\$34,194.86	\$42,952.36	\$44,315.18	\$43,734.23	-1%	-\$580.95
September	\$27,050.52	\$30,232.18	\$30,144.31	\$31,530.78	\$28,978.57	\$32,071.32	\$41,000.07	\$40,292.48	\$45,549.93	13%	\$5,257.45
October	\$29,910.50	\$30,910.25	\$31,212.46	\$32,507.15	\$32,439.75	\$42,225.31	\$47,306.55	\$42,885.73	\$42,100.79	-2%	-\$784.94
November	\$28,563.38	\$28,064.84	\$27,845.69	\$32,791.66	\$26,556.92	\$33,296.27	\$38,487.16	\$31,463.71	\$43,976.03	40%	\$12,512.32
December	\$29,221.43	\$33,632.97	\$34,700.52	\$35,102.52	\$32,051.89	\$32,841.50	\$43,540.72	\$50,623.98	\$46,152.11	-9%	-\$4,471.87
January	\$24,142.18	\$24,189.98	\$30,528.22	\$33,471.34	\$27,658.67	\$31,213.91	\$35,566.32	\$38,269.81	\$40,969.91	7%	\$2,700.10
Feburay	\$26,610.30	\$29,746.09	\$27,012.88	\$27,360.99	\$27,666.32	\$33,829.54	\$45,426.08	\$41,900.67	\$41,065.58	-2%	-\$835.09
March	\$31,319.16	\$35,203.76	\$32,737.49	\$26,125.77	\$33,038.95	\$36,250.16	\$39,965.61	\$42,895.16			
April	\$28,317.73	\$31,415.35	\$31,713.63	\$27,325.30	\$34,293.11	\$44,108.70	\$46,018.28	\$57,121.69			
May	\$33,371.01	\$31,731.17	\$31,266.83	\$26,026.84	\$34,501.60	\$41,870.82	\$43,563.55	\$53,602.69			
June	\$29,256.32	\$35,870.73	\$31,034.18	\$27,227.52	\$33,630.05	\$39,865.00	\$38,687.15	\$43,771.74			
YTD total	\$347,192.28	\$373,086.95	\$372,285.62	\$365,687.23	\$368,704.90	\$438,702.33	\$502,195.08	\$537,741.36	\$347,156.13		\$6,806.05

****NOTE: BEGINNING FY25 THE 6% HOLDBACK IS DEDUCTED FROM OUR MONTHLY PAYMENT.
AMOUNT ON CHART IS THE ACTUAL TAX COLLECTED FOR THE MONTH.**