Culture & Heritage Commission
Board of Commissioners Meeting
November 10, 2016
6:00 PM
McElvee Center
Approved: January 24, 2017

Person Presiding: James Duncan, Chair
Members Present: Jeff Lyon, Bessie Meeks, Penny Sheppard, Craig Lentz
Members Absent: Nancy Craig, Dale Dove
Ex Officio Members Present: Carolyn Mendenhall, Rick Chacon
Ex Officio Members Absent: None
Staff Present: Carey Tilley, Sarah Lewis, Nancy Sambets, Wanda Fowler
Others: Several members of the public

Call to Order

The meeting was called to order at 6:08 PM by Chair James Duncan.

James Duncan called for a motion to approve the minutes of the October 25th, 2016 meeting as presented; Craig Lentz so moved; Jeff Lyon seconded; no discussion followed; a vote was taken and the motion was approved.

Calendar Review

Director Carey Tilley noted that the Commission needed to make a decision as to whether or not there would be a December meeting.

James Duncan called for a motion to skip the December meeting of the Culture and Heritage Commission; Bessie Meeks so moved; Craig Lentz seconded; there was no discussion; a vote was taken and the motion passed unanimously.

Chair James Duncan asked if there was a list of meeting dates for next year. A list of 2017 meeting dates will be circulated for review.

Staff Reports and Information

• Report of the Executive Director
  ○ Director Carey Tilley noted that visitation continues to rise overall. Visitation is up 6% overall for the year and is up at all sites, except for Historic Brattonsville. Some of the visitation deficit at HB was made up during the month of October as visitation at all four
sites was up during October. Tilley offered to answer any questions, but noted that there was no formal report this month.

- Tilley recognized the Yorkville Historical Society and their Tour of Homes. Wanda Fowler provided details about the event.

**Committee Reports**

[Note: The finance committee report was postponed until later in the meeting.]

- Collections Committee
  - Committee Chair Craig Lentz reported that there were three recommendations for accession:
    - Loose papers dating between 1850 and 1959 collected by Samuel B. Mendenhall related to Brattonsville, McConnells, and Rock Hill. (TC 99)
    - 5 local newspapers featuring historic celebrations and events in York County (TC 112)
    - Collection of newspaper clippings and black-and-white photographs from the estate of Robert L. Westmoreland Sr., a former Rock Hill, SC city policeman, dispatcher, and photographer. (TC 117)

Craig Lentz moved to accept the Recommendations for Accession as presented; Jeff Lyon seconded; discussion followed; a vote was taken and the motion passed unanimously.

[Note: See copies of approved Recommendations for Accession noted above attached to these minutes as Addendum “A”.]

- Governance Committee
  - Purchasing Process
    - Director Carey Tilley gave an update on the purchasing process. Tilley met with the County Manager, County Attorney and County Purchasing to discuss having CHM take over some of the purchasing process for CHM projects. Tilley will work with Richard Campbell to create a policy for CHM that is parallel to the County’s policy to ensure that the County is not held responsible for projects that are not going through County Purchasing. Only grant-funded projects will be processed by CHM instead of County Purchasing.
  - Potential Position Change
    - Director Tilley noted that there was nothing to report yet, but that there is an opportunity within the organization that will be explored over the next couple of months and may be presented to the Commission in the future.
  - Foundation for the Carolinas CHC Capital Projects Fund Advisory Board
    - Director Carey Tilley explained that as part of the settlement agreement with Culture and Heritage Foundation, an advisory board was set up to recommend
to the Foundation for the Carolinas whether or not to approve CHM requests for funds from the CHC Capital Projects Fund. CHM appoints three individuals to this advisory board. In order to create staggered terms, one person was to serve an initial one-year term, one person was to serve an initial two-year term and one person was to serve an initial three-year term. The Foundation for the Carolinas has asked for the CHC to designate which individuals are serving which terms and whether or not the individual serving the initial one-year term that will expire on December 31st, 2016 will serve a second term or be replaced.

- Chair James Duncan thanked those who have served on the Foundations for the Carolinas Advisory Board for their service. Duncan also presented the Governance Committee’s recommendation that the staggered terms be as follows: Dennis Getter will serve the initial three-year term, Pat Veasey will serve the initial two-year term, and that Jonell Hagner will serve the initial one-year term. The second recommendation of the Governance Committee is that David Plexico replaces Jonell Hagner effective January 1st, 2017.

Jeff Lyon moved to accept the recommendations of the Governance Committee as defined by James Duncan; Craig Lentz seconded; discussion followed including discussion of term lengths and how appointees are chosen, Chair James Duncan allowed questions from the public in attendance, which included questions regarding appointees serving consecutive terms and why an alphabetical determination of term length was not used, Chair James Duncan explained that in order to discuss the Governance Committees reasons for their recommendation the Commission would have to go into executive session; no Commissioner moved to enter executive session, so two votes were taken regarding the recommendations of the Governance Committee; the first vote was to approve the staggered term portion of the recommendation, this vote passed unanimously; a second vote was taken to approve the recommendation that David Plexico replace Jonell Hagner effective January 1st, 2017, this vote also passed unanimously.

[Penny Sheppard arrived to the meeting at 6:35 PM during the above discussion.]

- Finance Committee
  - Director Carey Tilley explained that there are two funds that need to be designated. One is the MSCM construction fund and one is from when a piece of art was damaged. By CHC policy, money made from deaccessions should be restricted to collections use. The $17,500 in insurance money from the damaged artwork should be moved into an assigned fund to ensure that it is used for collections. The MSCM construction fund money is left over from the MSCM campaign and has been rolled over into the general fund balance, but should be assigned for MSCM use.
Penny Sheppard moved to transfer $17,500 for collections damage insurance on Pineapple Girl sculpture and $14,300 from the unused MSCM construction fund for a total of $31,800 from fund balance into these assigned funds that will be restricted for the designated uses as discussed; Craig Lentz seconded; discussion followed; a vote was taken and the motion passed unanimously with all voting in favor.

**Old Business**

- Institutional Plan Presentation
  - Director Carey Tilley presented the Institutional Plan, calling attention to changes that had been made since the October 25th, 2016 CHC meeting. All Priorities, Goals and Strategies remained the same. Some dates and cost estimates had changed.
  - Director Tilley also presented the Financial Plan that will accompany the Institutional Plan.
  - Questions were taken after the presentation of these two documents. Tilley clarified that these are fluid documents that are meant to serve as a guide and can be adjusted accordingly to accommodate for unforeseen changes in timelines, revenue, etc. and expenses will be reviewed annually during the budgeting process. This plan conservatively reflects current trends projected through 2020.

James Duncan called for a motion to accept the Institutional Plan and Financial Plan as presented by the Executive Director; Jeff Lyon so moved; Penny Sheppard seconded; no discussion followed; a vote was taken and the motion passed unanimously with all voting in favor.

[Note: Institutional Plan and Financial Plan as approved are attached to these minutes as Addendum B and Addendum C, respectively.]

Chair James Duncan recused himself from the meeting, leaving Craig Lentz in charge of the remainder of the meeting since both Vice Chair and Treasurer were absent.

Craig Lentz called for a motion to adjourn to Executive Session for discussion of a legal matter; Penny Sheppard so moved; Bessie Meeks seconded; no discussion followed; a vote was taken, and it was unanimously decided to enter Executive Session.

**Executive Session**

- Discussion of a legal matter.

**Reconvene to Open Session**

Craig Lentz announced that the meeting was back in open session and the following motion was made as a result of an issue discussed in executive session.
Craig Lentz called for a motion to authorize Dale Dove and/or Carey Tilley to work with the County Attorney to decide whether or not to appeal the decision of the Zoning Board of Appeals to the court; Penny Sheppard so moved; Jeff Lyon seconded; discussion followed; a vote was taken and with all voting in favor the motion passed unanimously.

- Capital Projects
  - Director Carey Tilley reported that the Archaeology at Brattonsville would begin the next day (November 11th). Master Planning at Brattonsville should begin soon with a meeting towards the end of November. A contract just needs to be signed for the Brick House Furnishings plan. The Paint Analysis is in Purchasing, but is almost ready to go and A& E work for the Brick House is also in Purchasing.

New Business

No new business was discussed.

Craig Lentz moved to adjourn; Penny Sheppard so moved; Jeff Lyon seconded; no further discussion; the motion passed unanimously and the meeting was adjourned.

Prepared by:  Sarah Lewis
Submitted by:  Nancy Craig, Secretary/Treasurer
Addendum A

RECOMMENDATION FOR ACCESSION

<table>
<thead>
<tr>
<th>Temporary Custody ID:</th>
<th>Collection Type:</th>
<th>Method of Acquisition:</th>
</tr>
</thead>
<tbody>
<tr>
<td>TC 99</td>
<td>Archives</td>
<td>Donation</td>
</tr>
</tbody>
</table>

Name of Donor:

Carolyn Mendenhall

Description of Accession:

Loose papers dating between 1850 and 1959 collected by Samuel B. Mendenhall related to Brattonsville, McConnells, and Rock Hill.

(see attached inventory)

Overall Condition: □ Excellent  X Good  □ Fair  □ Poor

General/Comparable Size of Collection

Items will fit into one acid-free letter size (8 ¼ x 11 x 5) document box

Significance/Ownership History  Mission Rating: 5 (Scale of 1 – 5; 5 matches mission 100%)

Specific reasons for recommending the accession of the object(s):

The Brattonsville related items offer primary documentation of events that occurred at the site. They include an ad and menu for the restaurant run by John Gettys Smith out of the Brickhouse during the summer of 1959. It served catered food and was only open on Saturday nights and Sunday afternoons. A typed transcript containing an account of a celebration at Brattonsville in 1839 and a speech about the Battle of Huck’s Defeat given on October 1, 1903 by Hon. David E. Finley at the monument unveiling. A booklet about the history of the Col. Bratton House compiled in July 1976 for visitors to Brattonsville. A hand drawn copy of the 1876 D.G. Stinson map from the Sumter Papers of the Draper Manuscript Collection illustrating the site of Huck’s Defeat at Brattonsville. One photo of Hightower Hall prior to renovations c. 1958.

The McConnells related materials provide visual evidence of the first McConnellsville School and its pupils in 1915 and 1916. The school house in the photocopied images was built about 1890 and cost $1200. Citizens formed a stock company to raise the funds. By 1924, the communities of Guthriesville and McConnellsville consolidated their two small schools and erected a two story brick building for grades 1-11 with 8 classrooms, a library, and an auditorium to accommodate 300 seats named the McConnellsville Consolidated High School. In its first session there were 98 students enrolled.

The Rock Hill related documents provide valuable historical information on residents and property ownership in the city. A poetry book published in 1961 by Hampton M. Jarrell, a Winthrop faculty member, compiled from poems published in local papers during the civil war. A typed manuscript by an unknown author about Homecoming Week in Rock Hill that mentions several landmarks no longer in existence. A blueprint of Arch, Flint and Walnut streets in Rock Hill dated 1925. Other papers, dating from 1859 to 1939, include 32 legal documents such as release of dowers, conveyances of
deeds, mortgages, titles to real estate, and abstract of titles. Many of these documents relate to prominent Rock Hill citizens. Surnames include Rawlinson, Steele, Hutchinson, Fewell, and Roddey.

**Potential Uses:** X Research  □ Exhibition  □ Loan

**Explanation of Use:**
These materials provide primary documentation on events, residents, and property that can be used by patrons to research York County history.

**Restrictions:**
None

**Unusual Costs:**
None

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**Staff Recommendation (Signature & Title):**

Nancy Lambert, Archivist

**Date:** 11-9-16

**Director Recommends (Signature):**

Amy Z. Bailey

**Date:** 11/9/16

Approved by Culture & Heritage Commission on: 11/10/16

Signature, Title:  

Date: 11/10/16
TC99 Inventory

Brattonsville related materials:

- Newspaper Clipping, undated—advertisement for Brickhouse restaurant in Brattonsville.
- 2 menus for Brickhouse restaurant in Brattonsville, undated. Food was catered in for the diners.
- Typed transcript, undated and unknown author - includes an “account of the celebration held at Brattonsville in 1839”, a speech by Hon. David E. Finley on the Battle of Huck’s Defeat at the unveiling of the monument on 1 October 1903, and an ode by Mrs. Robert T. Stephenson of Yorkville dated 1903.
- Black and white photograph of Hightower Hall, pre-renovation, with scaffolding around the tower. No date, but according to donor, this scaffolding is after Draper bought the property, c. 1958.
- Typed booklet—“Historical Sketch Revolutionary House Brattonsville”, compiled July 18, 1976 by the York Bicentennial Committee and handed out at Brattonsville to visitors.
- Hand-drawn map, copied from microfilm, illustrating the site of Huck’s Defeat as well as buildings on Brattonsville plantation based on the account of Col. Bratton’s grandson. Original drawn by D.G. Stinson dated 26 March 1876 and included in the Sumter Papers of the Lyman Draper Manuscripts.

McConnell’s related materials:

- Photocopy: Photograph of McConnells School, circa 1916. Individuals pictured are numbered to correspond with a list of 41 names.
- List of names, corresponding with photocopied image listed above.
- Photocopy: Photograph, captioned “McConnellsville School Student Body; McConnells, South Carolina; About 1915”.

Rock Hill related materials:

- Book — “As Felt in the Hearts: Poems of the Confederacy” by Hampton M. Jarrell (1904-1980) published in 1961. He was a Winthrop faculty member from 1932-1969 and served on the York County Confederate War Centennial Commission with Sam Mendenhall. The book is a compilation of poems published in local papers during the civil war.
- Typed manuscript, undated, “Going Home”, about Homecoming Week in Rock Hill. Mentions by name several landmarks no longer in existence including the Gordon Hotel and the stores Allen & Barber and Jones& Robertson.
- Will (unofficial copy) – Jane Neely, 1877
- Bond – R.J. Fewell & B.M. Fewell to W. Brown Wylie C.C.P.Is, 1901
- C.C.P. 1899 Summons for Relief: Plaintiff – Pride Ratteree Individually and as Administrator of John Ratteree, deceased; Defendant – Augustus E. Ratteree, et al.
- Amended C.C.P. 1899 Summons for Relief: Plaintiff – Pride Ratteree Individually and as Administrator of John Ratteree, deceased; Defendant – Augustus E. Ratteree, et al.
• Plat — David Hutchinson’s Lot, signed Humphreys & Kohn, Surveyors, 1890
• Release of Dower — M.J. Kerr to A.E. Hutchinson, 1887.
• Release of Dower — J.J. Kerr to A.E. Hutchinson, 1887. (Another copy of the same terms)
• Conveyance of Deed — Dr. J.M. Johnson to G.E. McSteele, 1859.
• Conveyance of Deed — C.J. Avery to Mary A. Avery, 1880.
• Conveyance of Deed — Eliza J. Steele to R.M. Sims, 1873.
• Conveyance of Deed (Land) — J.H. Clawson to Thomas Whitesides, 1875.
• Conveyance of Deed — P.E. Bishop to J.M. Anderson, 1880.
• Conveyance of Deed — A.J. Black to W.G. Finley, 1863
• Conveyance of Deed — Rev. P.E. Bishop to H.F. Adickes, 1850.
• Conveyance of Deed — B.F. Rawlinson to H.N. Campbell & J.M. Steele, 1862.
• Conveyance of Deed — W.J. Broach to Steele & Co., 1888
• Quitclaim Deed — Frances D. Roach to A.E. Hutchinson, 1887
• Release from Mortgage — S. Morgan Jones to A.A. Barron 1904
• Mortgage — R.J. Fewell and M.M. Fewell to W. Brown Wylie, C.C.C.Pls., 1901
• Mortgage — R.M. Sims to Messer’s C. Bell & Co., 1875
• Title to Real Estate — William Jones to Elia Avery — 1891
• Title to Real Estate — Mary E. White, et al, to W.B. Fewell, 1893
• Title to Real Estate — Catawba Real Estate Co. to Ella Avery, 1918.
• Title to Real Estate — John Johnson to A.E. Hutchinson, 1859.
• Title to Real Estate — W.L. Roddey to Frances E. Miller, 1884.
• Title to Real Estate — Anna White & Others to S.G. Kiestler
• Title to Real Estate — Nancy White et al to James P. Gaston, 1880.
• Abstract of Title — A.A. Barron, 1909.
• Abstract of Title — R.E. Bass now Jesse W. Sturgis, 1939.
• Abstract of Title — A.A. Barron, 1891
• Abstract of Title — Syleeau Manufacturing Company, 1907.
• Land Survey and Mortgage information for A. Fewell et al, 1881.
RECOMMENDATION FOR ACCESSION

Temporary Custody ID: TC 112
Collection Type: Archives
Method of Acquisition: Donation

Name of Donor:
Sarah "Sallie" M. Morgan

Description of Accession:

- 5 local newspapers featuring historic celebrations and events in York County:
  - *The Yorkville Enquirer* Thursday, August 15th, 1985
  - *The Yorkville Enquirer* Wednesday, July 3rd, 1985 - Includes Extra – Yorkville Enquirer/Clover Herald’s “Historical Review” (Sections A, B, and C)

Overall Condition: □ Excellent  X Good  □ Fair  □ Poor

General/Comparable Size of Collection
All 5 newspapers will fit into 1 newspaper box (18” x 13” x 3”)

Significance/Ownership History Mission Rating: 5 (Scale of 1 – 5; 5 matches mission 100%)
Specific reasons for recommending the accession of the object(s):
We do not have the majority of these issues in the newspaper collection and would like to have them for research purposes. Prominent figures and events of York County are featured in these newspapers. Some of the newspapers are already present in our collection but are partial sets or are in poor condition. It will be useful to have duplicates in these cases for the sake of research, use, and potential display.

Potential Uses: X Research  □ Exhibition  □ Loan
Explanation of Use:
Newspapers are considered a primary source and these issues contain historical information that will be useful for patrons and staff researching York County’s past.

Restrictions:
None
Unusual Costs:
None

Staff Recommendation (Signature & Title): Nancy Sambo, Archivist  Date: 11-9-2016

Director Recommends (Signature):  Date: 11/9/16

Approved by Culture & Heritage Commission on: 11/10/16
Signature, Title:  Date: 11/11/16
Newspapers

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*The Yorkville Enquirer:*

- Thursday, September 26th, 1976, Sections A & B – Headline “York Council Selects City Manager”; “Today’s Enquirer is Largest in History”
  - Includes Extra – “Historical Review & Business Report” (Sections A, B, F, and G)
- Thursday, August 15th, 1985, Section A only – “White Rose City recreates days of yesteryear”; “Bicentennial focus: Hickory Grove, Sharon”
- Wednesday, July 3rd, 1985, Sections A & B – “Carowinds area to be served: County Council okays water, sewer agreements”; “Extra! Extra... Historical Issue... see inside”
  - Includes Extra – Yorkville Enquirer/Clover Herald’s “Historical Review” (Sections A, B, and C)

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*The Charlotte Observer:*

- August 15th, 1945 (pages 1-16)
  - Headline: “Peace! It’s Over” – End of World War II

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*Evening Herald:*

- March 4, 1985 – “Directions in History”:
  - Directions in History – “Section I: From the earliest times to the American Revolution”
  - Directions in History – “Section II: From the American Revolution to the founding of Rock Hill”
  - Directions in History – “Section III – The Civil War – Before, during, and after”
  - Directions in History – “Section IV – The industrial expansion – 1870 to World War II”
  - Directions in History – “Section V – A time for growth – World War II to tomorrow”
RECOMMENDATION FOR ACCESSION

Temporary Custody ID: TC117
Collection Type: Archival
Method of Acquisition: Donation

Name of Donor: Shana Haas-Hornung

Description of Accession:
A collection of newspaper clippings and black-and-white photographs from the estate of the Robert L. Westmoreland Sr. (Aug. 29, 1915-Dec. 20, 2004), a former Rock Hill, SC city policeman, dispatcher, and photographer. The collection includes two (2) period newspaper clippings from the Rock Hill Evening Herald dated Dec. 12, 1952 and Jan. 19, 1957, relating to Officer Westmoreland and his duties as the Rock Hill city police radio dispatcher. The 1952 clipping describes a fire at the police station that damaged some of the radio equipment. The 1957 clipping describes a rare case of radio wave “skip,” an occurrence where meteorological conditions allow radio waves to travel long distances due to reflection from the ionosphere. In this case, Officer Westmoreland was able to communicate with individuals in California and France. Both clippings include photos of Officer Westmoreland in uniform at the dispatcher’s station. The collection also includes thirty-four (34) black-and-white photographs, mostly 8” x 10” with a few smaller photos as well. Four (4) of the photos show Officer Westmoreland in his police uniform. One shows him at his dispatcher’s desk, and the other three are posed photos, one of which also shows him holding his young son Robert L. Westmoreland Jr. and his Brownie box camera. The other 30 photos were taken by Officer Westmoreland during his years as a police officer. Most of them show the aftermath of automobile and truck accidents and various other types of accidents, along with photographs of other police officers and firemen from Rock Hill, Fort Mill, Lesslie, and elsewhere in York County. Two of them show deceased individuals, one of whom was a drowning victim and the other of whom was run over by a train. Some of the photos show parts of Rock Hill and rural areas of York County as they appeared in the 1950s, including several houses and public buildings, major highways, intersections, gas stations, and unusual meteorological events like hailstorms. Most of the photographs, particularly those of accidents and other events, include a brief written description on the back and/or a date stamp that provides a reliable indication of when the photos were taken. Other photos can be dated by examining the make and model of the cars and trucks in the photos. CHM historian Michael Scoggins has examined the photos and has provided additional notes on the locations of some of the photos and the make and model of many of the automobiles and trucks in the photos, which can help to date those that do not have date stamps.

Overall Condition: □ Excellent x Good □ Fair □ Poor

General/Comparable Size of Collection
Two (2) newspaper clippings and thirty-four (34) black-and-white photographs.

Significance/Ownership History Mission Rating: 5 (Scale of 1 - 5; 5 matches mission 100%)
Robert L. Westmoreland was a career Rock Hill police officer in the mid and late twentieth century. These photographs and clippings all appear to date to the period between 1948 and 1960 and provide a unique window into the activities of the Rock Hill Police Department and Officer Westmoreland’s
career with the Rock Hill Police. He photographed many wrecks, accidents, and other scenes of York County life during the late 1950s, and these photographs provide rare documentation into the types of situations that policemen were involved in during this period of York County's history.

Potential Uses: x Research  x Exhibition  □ Loan

These documents and photographs would be useful for research and/or exhibitions relating to the history of Rock Hill, the Rock Hill Police Department, other York County police and fire departments, vintage automobiles and trucks, automobile and truck accidents, household accidents, and unusual weather phenomena. The photos also include many classic vehicles from the 1950s, including police cars, highway patrol cars, fire trucks, and civilian automobiles. Many of the photos of wrecks also show police officers and other individuals, some of who are identified by name.

Restrictions:
Two of the photos show deceased individuals and should be restricted due to the sensitive nature of the photos.

Unusual Costs:
None.

Staff Recommendation (Signature & Title):

Michael Segraves, Director
11/9/16

Director Recommends (Signature):

Amy L. Kirby
11/9/16

Approved by Culture & Heritage Commission on: 11/10/16
Signature, Title:

Amy L. Kirby
11/11/16
INSTITUTIONAL PLAN
2017 - 2020

Culture and Heritage Museums
York County, South Carolina

Approved by Commission
November 10th, 2016
OUR MISSION:
To communicate and preserve the natural and cultural histories of the Carolina Piedmont, inspiring a lifetime of learning.

OUR VISION:
To create a community that greatly values natural, historical, and cultural resources.

WE VALUE...

Authenticity: We ensure that the knowledge that we share is accurate and supported through credible documentation or eyewitness accounts.

Professionalism: We adhere to best practices of the museum field in the care of resources under our stewardship.

Meaningful Visitor Experiences: We strive to create memorable experiences enabling those we serve to walk away from our museums not only with new information but with inspiration that they will carry with them throughout their lives.

Respect for Those We Represent: As a cultural museum we tell the story of people from various backgrounds and life experiences both past and present. We have an obligation to tell their stories in a fair and balanced manner that fosters greater understanding of their unique perspectives.

Respect for Our Natural World: As a natural history museum, we have a responsibility to show respect for the natural world and to lead by example.

Transparency: We ensure our organizational meetings, documents, and records beyond those that pertain to our legal requirements or breach the trust of our donors are available to the public.

Stewardship: We recognize that all of our assets are held on behalf of the public good and that it is our responsibility to ensure that they are used wisely. We are committed to maximizing these assets, including public and private funding, in a manner that effectively supports our mission.

Donor Rights: We believe all donors should be valued and informed. Promises should be delivered and expectations of confidentiality should be met to the fullest extent of the law.
OUR SITES:
We are a family of museums in York County, South Carolina, which includes Historic Brattonsville, the Museum of York County, Main Street Children's Museum, and the McCellvey Campus, which consists of the Historical Center of York County, the Southern Revolutionary War Institute and the McCellvey School, home to the Lowry Family Theater.

Each of our sites serves a distinct role in fulfilling the institution’s mission. Thereby, each site’s mission reflects its unique resources and programming scope.

Historic Brattonsville:
The mission of Historic Brattonsville is to preserve and present the history of the Carolina Piedmont and this Revolutionary War site as portrayed through the structures, landscape, and stories of the Brattonsville community.

Museum of York County:
The mission of the Museum of York County is to enhance understanding of our world by collecting and preserving the art and natural history of the Carolina Piedmont, communicating regional themes and their broader global connections.

Main Street Children's Museum:
The mission of the Main Street Children’s Museum is to prepare young learners and their families for the future, by providing positive learning through creative play in a unique environment inspired by the art of Vernon Grant.

Historical Center of York County:
The mission of the Historical Center of York County is to preserve the heritage of York County and the Carolina Piedmont through collection and care of its significant art, objects and archival material while providing opportunities for research and learning.

Lowry Family Theater:
The mission of the Lowry Family Theater is to present the unique heritage of the Carolina Piedmont through the performing arts while maintaining a quality venue for community enrichment.
Introduction
The Culture and Heritage Museums system began in 1949 as the Children’s Nature Museum and expanded its role in 1997 when it merged with the York County Historical Commission which first opened Historic Brattonsville in 1976. We are a 501c3 nonprofit organization governed by the Culture and Heritage Commission of York County which is established by Ordinance of the York County Government. The seven voting Commissioners are appointed by the York County Council and represent each of the seven districts of the county. In addition, two ex-officio members are chosen by the County Council to participate in discussion and act in an advisory capacity. All Culture and Heritage Commission meetings are announced to the media and are open to the public. Our governing documents, code of ethics, financial information, and meeting minutes are posted on the governance page of our website. The Culture and Heritage Museums employ approximately sixty-five employees whose experience and dedication serve as a major strength of the organization.

Since 2011 broad-based support for the museums has grown. At the end of FY 2016 annual overall attendance had increased by 34% since FY 2012 (the first full year of operation of the Main Street Children’s Museum) with each year seeing a stronger growth rate than the year before. Important projects during that time span have included a major planetarium renovation, creation of an interpretive trail around the Huck’s Defeat Battlefield, replacement of failing roofs over both the Museum of York County and the McElvay School, and the renovation of the McElvay School Annex into a state of the art facility for collections and archival preservation. In 2014 an African-American history program received an award from the South Carolina African American Heritage Commission while an exhibition which tested interest in Ice Age megafauna of the Carolina Piedmont received awards from both the South Carolina Federation of Museums and the Southeastern Museum Conference. New programs like “Countdown to Kindergarten” and “Spirits and Stories” have greatly exceeded visitation expectations while old favorites like “Christmas Candlelight” and “Children’s Day on the Farm” have set new records for single-day attendance.

Process
Over the past four years the Culture and Heritage Commission, working with the museum staff, has laid important groundwork for the future of the museums. Following up on a return to a core mission focus on the Carolina Piedmont in 2011, the commission has stated a general vision, affirmed organizational values, and created site-specific mission statements that define the role of each site in working toward the overall mission. In February of 2013, the commission approved Strategic Objectives and Initiatives to guide the endeavors of the organization. These were revised in October of 2014 and were at the heart of the Institutional Plan approved in February of 2015. In December of 2015, the Culture and Heritage Museums decided to take steps to facilitate broader stakeholder participation in review and further refinement of the plan.

The first step in the review process was to reformat the plan to focus on strategies more than tactical initiatives. The reformatted plan also more clearly articulates the goals that are specific to each site. In addition it allowed for the incorporation of goals addressing financial sustainability and community feedback. The review of the plan started internally with the heads of the nine departments and the executive director meeting to review the plan and reformat the document. During this first step which continued through January of 2016, the department heads independently sought input from their respective staff members. Once there was agreement on an initial draft among the various
departments, staff meetings were held at the sites to give an opportunity for all employees to offer input on the plan in a formal setting. Concurrent with the staff meetings, meetings were held with individual stakeholders from groups identified by both staff and commissioners. In the period leading up to the Institutional Planning Review Retreat in April, there were a total of thirty-eight meetings with individuals or stakeholder groups including discussions of the plan with each of the nine commissioners serving on the CHM governing board.

Following the stakeholder and staff meetings, the document was further refined for presentation and formal review at the Institutional Planning Retreat. While there were some minor changes in response to the broader input, the meetings with staff and stakeholders indicated overwhelming affirmation of the strategic direction of the organization as represented in the document. The updated document was sent to the commissioners in advance of the planning retreat. At the retreat, the commissioners, department heads, and key staff reviewed and thoroughly discussed the organizational priorities, goals, and strategies. Once again there was strong consensus in support of the plan as presented. As a result of the meeting further minor revisions were made and a draft prepared for presentation at the public stakeholder meetings. Public meetings were held at each of our four sites in June and July of 2016 with each meeting focusing on the topics in the plan most closely related to the host site. The meetings were open to the general public and announced to local media outlets. In addition, invitations were sent to members and an extensive list of community partners and stakeholders. The public meetings at Historic Brattonsville and the Museum of York County also provided an opportunity to present more specific information on our two major capital endeavors and to communicate that opportunities for additional community input would be offered during upcoming master planning and exhibit design phases of the respective projects. In addition to the public meetings, a brief overview of the Institutional Plan was given at three of the official York County Council meetings in June, July, and August.

Building on the plan approved in February of 2015, the Institutional Plan as presented here is the culmination of initial reformatting, staff and stakeholder input, the Commission’s planning retreat, the public meetings, and additional stakeholder meetings. The input from the community demonstrated very strong support for the priorities, goals, and strategies presented. In addition, that input helped inform the final direction of action items, costs, and timelines. The current iteration was formally approved by the Commissioners at their meeting held on November 10th, 2016.

The Institutional Plan is intended to be a living document. We will continue to monitor community response and stakeholder reaction as well as progress towards our goals and any changing needs of the organization including exceeding or falling short of revenue projections. This information will be incorporated into an annual report from the staff to the Commission for incorporation into a formal review of the plan each fall. At that time, the commission may adopt any further revisions from needs or opportunities that have arisen during the year.
PRIORITIES

Guided by our mission, the Culture and Heritage Museums strive to inspire audiences to explore and discover their place in the world - to better understand their past, to enrich their lives today, and shape their futures.

This plan encompasses the goals and strategies to accomplish this endeavor in measurable ways – by effectively dedicating our collective resources and services; reinforcing our ongoing commitment to excellence and relevance in research, collections, and programming; and reflecting the integral value we place in the public’s trust and support of our efforts.

Three priorities reflect the core principles inherent in our mission, vision and values. Serving as the framework for our institutional plan, these priorities define and align our collective efforts and guide our paths forward.

PRIORIT I
Create meaningful, engaging, and authentic visitor experiences.

PRIORIT II
Strengthen collections and intellectual resources critical to the preservation and appreciation of the Carolina Piedmont’s natural and cultural heritage.

PRIORIT III
Increase capacity and resources to ensure quality and sustainability of facilities, operations, and programming.
**Priority 1:** Create meaningful, engaging, and authentic visitor experiences and learning opportunities.

**Goal 1:** Position the Museum of York County as the regional hub for Carolina Piedmont nature-based learning experiences and research opportunities.

**Strategy 1:** Expand resources and opportunities to present dynamic, interactive, changing exhibitions and public programs.

- **Site:** MYCO
- **Project Coordinator:** Cate Crane
- **Target Completion Date:** January 2020
- **Estimated Total New Costs:** $140,000 annually by 2020 plus an initial cost of $9,500
- **Sources of Funding:** Increase in exhibit and program Sponsorships, grants, and contributions; projected growth in annual earned income; reallocation of existing budget
- **Required Resources:** Current and new CHM staff, exhibits, volunteers

**Measures of Success:**
- Sustain annual increase in membership and attendance
- Site is adequately staffed to handle growth in visitation and exhibits
- Continued positive evaluations in both exhibits and programs.

**Action Steps and Target Completion Dates:**
- Plan and fund expansion of changing exhibition and programming capacity (July 2017).
- Change one PT interpretive position to full-time (July 2017).
- Add one FTE interpretive staff person (July 2019).
- Add one FTE exhibits preparator (July 2018).
- Track public response (ongoing).
STRATEGY 2: Develop and implement a plan to include facility renovations and ensure permanent exhibitions are mission based.

**Site:** MYCO

**Project Coordinator:** Teresa Armour

**Target Completion Date:** June 2019

**Estimated Total New Costs:** $2,550,000

**Sources of Funding:** CHC Capital Projects Fund; Existing budget

**Required Resources:** Current CHM staff; community advisors; design/fabrication firms; contracted services

**Measures of Success:**
- Complete planned renovations to facility and grounds.
- Open new permanent exhibit hall highlighting prehistory of the Carolina Piedmont.
- Positive community response to improvements demonstrated through surveys and attendance growth.

**Action Steps and Target Completion Dates:**
- Plan scope, budget and timeline for renovations to facility and grounds (July 2017).
- Select design firm to work with staff to complete Phase One (planning & design) of new, mission-based permanent exhibition (March 2018).
- Complete planned renovations to facilities and grounds (June 2019).
- Select fabrication team to work with staff to implement Phase Two (construction & installation) of new, mission-based permanent exhibition (June 2019).
- Track public response (ongoing).
STRATEGY 3: Engage local stakeholders and municipal agencies in discussing the potential for a new dedicated location to showcase the Vernon Grant collection.

Site: Museum of York County  
Project Coordinator: Cate Crane  
Target Completion Date: December 2017  
Estimated Total new Costs: None  
Sources of Funding: Existing budget  
Required Resources: Current CHM staff, VG committee, partners, community advisors, volunteers, City of Rock Hill and York County officials

Measure of Success:
- Create plan for the exhibition of Vernon Grant artwork that is supported by key stakeholders as well as the community at large.

Action Steps and Target Completion Dates:
- Identify potential partners within Rock Hill community to host gallery space for exhibition of Vernon Grant collection (August 2017).
- Work with Vernon Grant Committee to gain feedback on potential partnerships and locations (ongoing throughout process).
- Determine feasibility for short and long-term use of potential spaces, including evaluation of available resources to ensure protection of and access to artwork (October 2017).
- Create fiscally responsible plan that has been vetted with the community, including a timeline, funding needs and strategy for implementation (December 2017).
STRATEGY 4: Develop site-specific brand identity that accentuates the clarified role of MYCO as a natural history museum.

Site: Museum of York County
Project Coordinator: Richard Campbell
Target Completion Date: June 2018
Estimated Total New Costs: $20,000 (Branding)
Sources of Funding: fund balance, existing budget
Required Resources: Branding agency, current CHM staff, community, audiences

Measures of Success:
- Approved strategic branding brief.
- Approved creative brief.
- New marketing plan incorporating the new brand identity.

Action Steps and Target Completion Dates:
- Clarify identity for MYCO that reflects organizational strengths and community support (April 2017).
- Secure funding and hire a branding agency (August 2017).
- Provide oversight and cooperation as branding agency completes the branding project (June 2018).
- Implement a marketing plan that incorporates new brand identity (August 2018).
GOAL II: Enhance Historic Brattonsville’s role as a regional destination for heritage education and tourism.

STRATEGY 1: Implement the Historic Brattonsville Interpretive Plan to address preservation needs, to adhere to Secretary of the Interior’s standards and to support a broader interpretive scope and expansion of living history settings.

Site: Historic Brattonsville
Project Coordinators: Carey Tilley, Kevin Lynch
Target Completion Date: July 2020 (All Phases)
Estimated Total New Costs: $3,046,566 (an additional $1,035,000 is already in the FY 2017 Budget)
Sources of Funding: CHC Capital Projects Fund, R.H. Morrison Foundation, existing budget
Required Resources: staff, master planners, architects and engineers, contractors, partners, and volunteers

Measures of Success:
- Interpretive areas are historically accurate and authentic as defined in Master Plan.
- Restoration and preservation of original structures and landscape comply with applicable Secretary of the Interior preservation standards.
- Each phase of the Interpretive Plan is completed and programming underway.
- Positive community response to improvements is demonstrated through surveys and attendance growth.

Action Steps and Target Completion Dates:
- Submit nomination for extension of National Register Historic District boundaries (June 2017).
- Conduct archaeological assessment of areas beyond National Register District boundaries designated for new construction (May 2017).
- Staff/consultants complete Master Site Plan; revise timeline and cost estimates (June 2017).
- Staff/consultants complete Furnishings Plans for Brick House, Plantation, and Yeoman Farm (April 2019).
- Complete remaining A/E work and restoration of the Bratton Brick House (June 2017).
- Construct the 1780 Farm Interpretive Area (April 2018).
- Relocate identified non-original structures to the 1850’s Yeoman Farm interpretive area (January 2020).
- Identify and address preservation needs of the 1850’s Plantation interpretive area (Historic Site) including removal of non-original structures (June 2019).
- Complete education programming area (March 2020).
- Finalize landscaping, furnishing, exhibits, signage, and programming plans for the three new interpretive areas and education programming area (June 2020).
- Open Interpretive Areas in successive phases with specific marketing plans for each (September 2020).
- Construct and open new visitor center, support facilities, parking areas and visitor amenities (December 2020).
- Track public response (ongoing).
STRATEGY 2: Plan, implement and staff new programming to effectively utilize site improvements.

**Site:** Historic Brattonsville  
**Project Coordinator:** Kevin Lynch  
**Target Completion Date:** January 2020  
**Estimated Total New Costs:** $141,000 annually by 2020 plus an initial cost of $16,000  
**Sources of Funding:** Projected growth in annual earned income and reallocation of existing budget  
**Required Resources:** Current and new Staff, volunteers, furnishings, exhibits, livestock

**Measures of Success:**

- New programming utilizes capital improvements and meets the objectives of the Interpretive Plan.  
- Site is adequately staffed to provide quality interactive experiences in both old and new interpretive areas.  
- There is positive visitor reaction to the new interpretive plan as demonstrated through increased attendance and survey responses.

**Action Steps and Target Completion Dates:**

- Conduct research and create interpretive materials for each of the three planned new interpretive areas (October 2019).  
- Plan interpretive exhibits and video documentary for the Brick House (March 2018).  
- Acquire needed livestock for the 1780 and Yeoman farms (March 2020).  
- Adapt current and create new educational programs to take advantage of new interpretive areas (February 2020).  
- Refocus reproduction clothing collection to new interpretive time period (March 2020).  
- Shift program emphasis from special events to daily living history activities (June 2020).  
- Add three full-time equivalent interpreters to effectively staff new areas (July 2019).  
- Track public response (ongoing).
STRATEGY 3: Strengthen volunteer program to support daily living history programming and enhance visitor's immersive experience.

**Site:** Historic Brattonsville  
**Project Coordinator:** Windy Cole  
**Target Completion Date:** Ongoing  
**Estimated Total New Costs:** $2000  
**Sources of Funding:** Existing budget; reallocation of existing budget  
**Required Resources:** Current CHM staff, volunteers

**Measures of Success:**
- Increase total volunteer hours by 10% each of the next five years.
- Regular utilization of volunteers in daily programming.

**Action Steps and Target Completion Dates:**
- Develop and schedule monthly trainings for volunteers at Historic Brattonsville (March 2017).
- Increase the volunteer base through increased recruitment and recognition efforts (ongoing).
- Match volunteer talents to programming opportunities (ongoing).
- Train staff on working with volunteers (August 2017 and ongoing).
- Provide opportunities for meaningful volunteer feedback (ongoing).
STRATEGY 4: Develop a strong brand identity that draws audiences throughout the southeastern United States.

Site: Historic Brattonsville
Project Coordinator: Richard Campbell
Target Completion Date: June 2018
Estimated Total New Costs: $20,000 (Branding)
Sources of Funding: Fund balance; existing budget
Required Resources: Branding agency; current CHM staff; community, audiences

Measures of Success:
- Approved strategic branding brief.
- Approved creative brief.
- New marketing plan incorporating the new brand identity.

Action Steps and Target Completion Dates:
- Secure funding and hire a branding agency (August 2017).
- Provide oversight and cooperation as branding agency completes the branding project (June 2018).
- Implement a marketing plan that incorporates new brand identity (August 2018).
GOAL III:
Strengthen the position of Main Street Children’s Museum as a community leader in early childhood education and creative learning experiences.

STRATEGY 1: Expand community-inspired partnerships and resources to further engage families in creative and educational opportunities for preschool children.

Site: Main Street Children’s Museum
Project Coordinator: Cate Crane
Target Completion Date: Ongoing
Estimated Total New Costs: $1,000 annually by FYE 2019
Sources of Funding: Reallocation of existing budget
Required Resources: Staff, community partners

Measure of Success:
- New programs are supported through membership and attendance.

Action Steps and Target Completion Dates:
- Develop and implement new program streams to enhance parental engagement and creative play (March 2017).
- Continue to provide Exhibit department staff resources to enhance and maintain interactive exhibit areas (ongoing).
- Identify appropriate key community partners to discuss future programmatic opportunities and partnerships (April 2017 and ongoing).
- Coordinate offsite venues for existing Vernon Grant mini-exhibit, such as schools, libraries, community centers and events (February 2018).
- Track community participation and public response (ongoing).
STRATEGY 2: Maintain strong brand identity while increasing awareness within the community of the importance of early childhood education and creative play.

**Site:** Main Street Children’s Museum
**Project Coordinator:** Richard Campbell
**Target Completion Date:** June 2018
**Estimated Total New Costs:** $20,000 (Branding)
**Sources of Funding:** Fund balance; existing budget
**Required Resources:** branding agency, current CHM staff, community, audiences

**Measures of Success:**
- Approved strategic branding brief.
- Approved creative brief.
- New marketing plan incorporating the new brand identity.

**Action Steps and Target Completion Dates:**
- Secure funding and hire a branding agency (August 2017).
- Provide oversight and cooperation as branding agency completes the branding project (June 2018).
- Implement a marketing plan that incorporates new brand identity (August 2018).
STRATEGY 3: Monitor growth and explore ways to address capacity issues that may result from continued strong rise in visitation.

Site: Main Street Children's Museum  
Project Coordinator: Cate Crane  
Target Completion Date: Ongoing  
Estimated Total New Costs: None  
Sources of Funding: Existing budget  
Required Resources: Current CHM staff, community members, local governmental officials

Measures of Success:
- Growth is successfully managed with visitor satisfaction remaining high.
- Due diligence is given to capacity issues and alternatives considered.

Action Steps and Target Completion Dates:
- Monitor growth annually including number of days per year the site is at capacity (each July).
- Seek formal input from visitors (ongoing).
- Engage community to explore new sites/ideas for the Main Street Children’s Museum (ongoing).
- Develop a list of potential new sites for the Main Street Children’s Museum including logistical challenges and estimated financial impact (as warranted by results of monitoring and projections of future growth).
GOAL IV: Expand the use of the McCelvey campus while promoting it as the regional historical center for Carolina Piedmont research, education and preservation of cultural resources.

STRATEGY 1: Unite the collective roles and services of McCelvey campus under one mission and develop a brand identity to communicate that mission.

Site: McCelvey campus
Project Coordinator: Carey Tilley, Nancy Sambets
Target Completion Date: June 2018
Estimated Total New Costs: $20,000 (Branding)
Sources of Funding: Fund balance; existing budget
Required Resources: Current CHM staff, stakeholders, branding agency

Measures of Success:
- New cohesive mission statement vetted in community and approved by CHM Board.
- Completed branding plan ready for launching.

Action Steps and Target Completion Dates:
- Continue to seek, document, and utilize stakeholder feedback (April 2017 and ongoing).
- Develop a singular mission statement that unites the activities on the McCelvey campus under the overall CHM mission with a focus on regional history (May 2017).
- Clarify the name of the McCelvey campus and its various components (April 2018).
- Evaluate programs, concerts and preservation activities to ensure alignment under one mission (May 2017 and ongoing).
- Secure funding to hire consultants to develop a brand identity for the McCelvey campus based on the new mission statement (August 2017).
- Provide oversight and cooperation as branding agency completes the branding project (June 2018).
- Implement a marketing plan that incorporates new brand identity (September 2018).
STRATEGY 2: Determine the future role of the McCelvey School building to potentially expand operational capacity and educational programming opportunities.

**Site:** McCelvey campus  
**Project Coordinator:** Carey Tilley, Nancy Sambets  
**Target Completion Date:** December 2017  
**Estimated Total New Costs:** None  
**Sources of Funding:** Existing budget  
**Required Resources:** Current CHM staff, volunteers, stakeholders, York County representatives

**Measure of Success:**
- Development of a comprehensive usage plan for the McCelvey School building that has been vetted by stakeholders and target audience and approved by CHM Board.

**Action Steps and Target Completion Dates:**
- Create a comprehensive usage plan for McCelvey School building to include exhibits, programs, collections, and administrative services, including preliminary projected costs, timelines, staffing needs, building upgrades and maintenance (December 2017).
- Seek, record, and incorporate community input (October 2017).
- Continue to use the Lowry Family Theater and rental rooms as a venue for community enrichment (ongoing).
STRATEGY 3: Address preservation needs of the McCelvey School building.

**Site:** McCelvey campus  
**Project Coordinator:** Carey Tilley, Richard Campbell  
**Target Completion Date:** June 2020  
**Estimated Total New Costs:** To be determined  
**Sources of Funding:** Capital budget, fund balance, CHC Capital Projects Fund  
**Required Resources:** Current CHM Staff, professional expertise, consultants, contractors

**Measure of Success:**  
- Threats to the building have been mitigated.  
- Major aesthetic issues have been addressed.  
- Building is capable of effectively serving operational and programming goals.

**Action Steps and Target Completion Dates:**  
- Evaluate preservation needs (June 2017).  
- Develop a prioritized list of projects (June 2017).  
- Develop a scope of work for each project (December 2017).  
- Determine if projects can be handled internally or require external expertise (December 2017).  
- Determine rough budget and phasing for projects (February 2018).  
- Secure funding and appropriate approval (July 2019).  
- Implement plans in a fiscally responsible manner (June 2020).
STRATEGY 4: Play a leadership role in initiating the Southern Campaign of the American Revolution (SOCA) National Heritage Area (NHA), also referred to as a National Heritage Corridor.

Site: McElvee campus
Project Coordinator: Michael Scoggins
Target Completion Date: Three years following congressional approval
Estimated Total New Costs: $660,000 by year three (plus $240,000 In-Kind)\(^1\)
Sources of Funding: Federal NHA funding, matching funds generated through partnerships with other sites, municipalities, and CVB/Tourism boards; local, state, and private grants; private and corporate contributions; and reallocation of budgeted staff time
Required Resources: Congressional approval, current CHM staff, office space, and logistical support; contracted position; NPS cooperation; regional partnerships

Measures of Success:
- Acceptance of management plan by NPS/Congress and passage of Congressional legislation to create the SOCA NHA.
- Creation and implementation of a viable NHA Management Plan.

Action Steps and Target Completion Dates:
- Continue to work with existing partners (ongoing).
- Host a meeting of potential stakeholders to create enthusiasm and gain momentum (May 2017).
- Meet with elected Congressional officials or their staff to discuss moving the NHA proposal forward in Congress. (Congress must draft legislation authorizing and allocating funds for the designated coordinating entity (CHM) to create an NHA management plan) (July 2017).
- Once funding is authorized, hire a Program Coordinator to facilitate stakeholder cooperation, draft the Management Plan, promote the project and secure matching funds from private, corporate and governmental sponsors (target completion date is dependent on timing of Congressional approval).
- Working with local and regional stakeholders, create an NHA management plan within a three-year timetable (target completion date is dependent on timing of Congressional approval).
- Submit the completed management plan to the National Park Service for approval (three years after Congressional approval and award of funding). (Upon approval, NPS will submit the management plan to Congress for legislative action creating the NHA and funding it from the existing Congressional NHA budget.)

\(^1\) The funding for the proposed National Heritage Area is not included in the current Financial Plan because Congressional Approval remains a prerequisite and the dates and timelines for funding are unknown. The legislation, if passed, would include new federal funding to develop a plan. This funding would be matched through solicitation of new external funds from benefitting partners and donors as well as in-kind contributions from partners, volunteers, and the CHM.
**Priority II:** Strengthen collections and intellectual resources critical to the preservation and appreciation of the Carolina Piedmont's natural and cultural heritage.

**Goal I:**
Continue building a collection of specimens, objects and archives representative of the Carolina Piedmont past and present.

**Strategy 1:** Create a Collections Plan to clearly define the scope of CHM collections and outline the mission-based acquisition of objects to strengthen focus on the Carolina Piedmont.

**Site:** Historic Brattonsville, McElvey campus, Museum of York County  
**Project Coordinator:** Latasha Richards  
**Target Completion Date:** January 2018  
**Estimated Total New Costs:** None  
**Sources of Funding:** Existing budget  
**Required Resources:** Current CHM staff; Collections Committee, Board

**Measure of Success:**
- A Collections Plan is drafted and reviewed by the Collections Committee and approved by the Culture & Heritage Commission.

**Action Steps and Target Completion Dates:**
- Determine directional framework for the Collections Plan (February 2017).  
- Create a vision for all CHM collections by identifying key areas to collect and strategies for implementation (May 2017).  
- Evaluate current collections to identify strengths and weaknesses (August 2017).  
- Draft Collections Plan for review by key staff and Collections Committee (November 2017).  
- Submit Plan to CHC for final review and approval (January 2018).  
- Review Plan annually (Each January).
STRATEGY 2: Ensure that items in the collection are aligned with the organization’s mission.

Site: McElvey campus, Museum of York County, Historic Brattonsville
Project Coordinator: Latasha Richards
Target Completion Date: June 2018 (Ongoing)
Estimated Total New Costs: $9,600 (for inventory consultant) in FYE 2018
Sources of Funding: Existing budget, designated fund balance account
Required Resources: external consultant, staff time

Measures of Success:
- All accessioned items in the Collections have been assigned a mission rating.
- All items at Historic Brattonsville have been properly classified and remaining accessioned items have been moved to a secure environment.
- Inventory of African Ethnographic Collection has been completed.
- Items that should be deaccessioned are identified and clear guidelines are followed in deaccession efforts.

Action Steps and Target Completion Dates:
- Improve intellectual and physical control over all registration records on paper and in PastPerfect (ongoing – evaluate progress quarterly).
- Assign a mission rating to all archival material, art, and historic objects in collections (January 2018).
- Classify items at Historic Brattonsville as living history, exhibit, or permanent collections and take steps to ensure appropriate use and care (Classification complete by March 2017, care is ongoing).
- Complete inventory of ethnographic collection using a consultant specializing in African Ethnographic material (September 2017).
- Create guidelines within existing policy for determining the process to deaccession non-mission related objects (March 2017).
- Utilize deaccessioning guidelines and collection management policy to deaccession items that are not related to the mission or are in poor condition and not viable candidates for conservation (ongoing as items for deaccession are identified)).
STRATEGY 3: Expand collections storage capacity and improve conditions to ensure long-term preservation and security of objects.

Site: McCellvey Campus, Museum of York County
Project Coordinator: Latasha Richards
Target Completion Date: June 2020
Estimated Total New Costs: $112,500 (Fluid Preservation Facility)²
Sources of Funding: CHC Capital Projects Fund; existing York County McCellvey Annex Project (HVAC issues), existing budget, and reallocation of existing budget,
Required Resources: Current CHM staff; professional movers; supplies and equipment; A/E services, contracted services

Measures of Success:
- The Historical Center of York County’s HVAC system is meeting all target ranges.
- All items slated for relocation to the Historical Center have been moved with their updated locations entered into their respective databases.
- Completion of the Fluid Preservation Facility at the Museum of York County that meets code-compliance.

Action Steps and Target Completion Dates:
- Evaluate preservation and security needs for continued collections storage use at the McCellvey Center and for Natural History storage at the Museum of York County (April 2017 and ongoing).
- Take steps to ensure the Collections Management Policy is followed in regards to appropriate use and care of all CHM collections (ongoing).
- Work with the County to resolve design issues with the HVAC system of the new facility to make sure it meets targeted humidity and temperature ranges as specified in original contract documents (June 2017).
- Move slated collections objects currently stored in the McCellvey Center and at the Cotton Factory to the Historical Center as soon as HVAC design issues are resolved (October 2017).
- Maximize storage space within the McCellvey Center for object collections and archives (January 2018 and ongoing).
- Maximize storage space at the Museum of York County for Natural History and temporary exhibit storage (March 2018 and ongoing).
- Refine cost estimates, create scope for design, and secure funding for designing and building a 900 square-foot stand-alone Fluid Preservation Facility on the property of the Museum of York County (December 2017).
- Select architect and engineer for design; complete design and construction documents (November 2018).
- Construct Fluid Preservation Facility according to fire code regulations (June 2019).

² Costs to ensure the HVAC system consistently performs within standard ranges are still to be determined. These costs would be paid from a balance held by York County Engineering from the original renovations funding.
GOAL II:
Expand opportunities and investment in professional development.

STRATEGY 1: Consider procedures to document institutional knowledge and experience.

Site: All CHM sites  
Project Coordinator: Steve Fields  
Target Completion Date: June 30, 2018  
Estimated Total New Costs: None  
Sources of Funding: Reallocation of the existing budget  
Required Resources: Current CHM staff

Measures of Success:
- Establishment of a centralized location for institutional records.
- Development of an Emergency Succession Plan.
- Development of a digital and physical library for professional sources.
- Staff is well-versed in institutional policies and procedures.
- All new staff members receive institutional orientation.

Action Steps and Target Completion Dates:
- Establish a centralized location to backup/preserve institutional records related to organizational history, policies and procedures (January 2018).
- Create an updated Standard Operating Procedures manual for major departmental tasks (June 2018).
- Ensure regular review and revision of institutional policies and procedures (ongoing annually).
- Develop an Emergency Succession Plan to be used in the event of a temporary, unplanned absence of the executive director or any senior staff member (March 2018).
- Increase staff awareness of policies through institutional orientation and regular communications with departments (ongoing).
- Develop a digital and physical library of research papers and related articles from professional resources that correlate to the management of the Culture & Heritage Museums and its collections (June 2017).
STRATEGY 2: Value and pursue staff development opportunities.

**Site:** All CHM Sites  
**Project Coordinator:** Carey Tilley  
**Target Completion Date:** Ongoing  
**Estimated Total New Costs:** $10,000 annually  
**Sources of Funding:** Reallocation of existing budget  
**Required Resources:** Current CHM staff; conference and training opportunities

**Measures of Success:**
- Staff training and associated line items are increased in a fiscally responsible manner for each Department.
- Each Manager identifies meaningful opportunities for staff development for their department that are within the budgetary limitations.

**Action Steps and Target Completion Dates:**
- Identify and Prioritize critical areas in each department that could be strengthened by additional training (December 2017, revisited annually prior to budgeting process).
- Identify both external and internal training opportunities that address the identified critical areas (January 2018, revisited annually prior to budgeting process).
- Plan for training time in work schedules (each January).
- Invest in current staff by providing funding for growth opportunities (annually during budgeting process).
- Value and recognize experience, improvement, and new training when considering advancement opportunities (ongoing).
- Explore ways to create needed intermediate positions with higher grade and level of responsibility that fit within budgetary and policy limitations (initially March 2017 and then ongoing).
**PRIORITY III: Increase capacity and resources to ensure quality and sustainability of facilities, operations, and programming.**

**GOAL I:**
Broaden funding resources to supplement County support and allow for programmatic growth.

**STRATEGY 1:** Strengthen relationships with key stakeholders, donors, volunteers, and community partners.

**Site:** All CHM sites  
**Project Coordinator:** Windy Cole  
**Target Completion Date:** Ongoing  
**Estimated Total New Costs:** $50,000 annually by FYE 2019  
**Sources of Funding:** Increased annual revenue through contributions, sponsorships, and grants and reallocation of existing budget  
**Required Resources:** Current CHM staff, commissioners, volunteers

**Measure of Success:**
- Average annual growth of 10% in Individual and corporate contributions and sponsorships over the next four years.
- Fundraising events have a minimum annual combined net income of $30,000 by 2020

**Action Steps and Target Completion Dates:**
- Identify key stakeholders, donors, & community partners (March 2017).
- Build, re-build, and strengthen relationships with key stakeholders (ongoing).
- Hold additional individual and group meetings with key stakeholders (ongoing).
- Join civic organizations that share an interest with our key stakeholders (ongoing).
- Create at least one new annual fundraising event that has the potential to generate community excitement and reach established fundraising goals (June 2017).
- Expand communication with key stakeholders and host fiscally responsible donor recognition and community awareness events (ongoing beginning in January 2017).
- Add a full-time Volunteer Coordinator position by year three to allow the Development Director to concentrate more fully on fundraising and building donor relationships (July 2018).
- Track results and feedback (ongoing).
STRATEGY 2: Continue to increase membership and visitation.

Site: All CHM sites  
Project Coordinator: Windy Cole  
Target Completion Date: Ongoing  
Estimated Total New Costs: $2,000 annually by FYE 2019  
Sources of Funding: Growth in existing budget, existing budget  
Required Resources: Current CHM staff, volunteers

Measure of Success:
- Maintain an average of 10% increase in membership income annually through FY 2020.
- Maintain at least 5% growth annually in overall visitation through FY 2019 and at least 10% in FY 2020.

Action Steps and Target Completion Dates:
- Work with Site Managers to develop additional membership incentives (March 2017).
- Increase visibility of on-site membership signage (April 2017).
- Raise awareness of membership opportunities and benefits in the community (ongoing).
- Maintain and ensure quality experience for all members and visitors (ongoing).
- Seek greater documentable input and feedback from members to be used for improving programming (June 2017).
- Use visitor surveys to better understand and document reasons for growth (ongoing).
- Improve overall experience at each site by implementing planned capital and programming strategies (June 2020 and ongoing).
- Track results and feedback (ongoing).
STRATEGY 3: Seek grant opportunities and new public and corporate sponsorships to support existing and planned programming needs.

Site: All CHM sites
Project Coordinator: Windy Cole
Target Completion Date: Ongoing
Estimated Total New Costs: None
Sources of Funding: Existing budget
Required Resources: Current CHM staff

Measure of Success:
- Average increase of 10% in income from grants and sponsorships annually for the next four years.

Action Steps and Target Completion Dates:
- Determine sponsorship levels and corresponding benefits for all special events and exhibits (January 2017).
- Identify potential sponsors and their interests then offer them meaningful opportunities to support the CHM (March 2017 and ongoing).
- Systematically identify and prioritize organizational needs and opportunities to better serve our community that are beyond current funding levels (June 2017).
- Identify and apply for grants that match organizational needs and opportunities (ongoing).
- Collaborate with other community agencies on grant opportunities (ongoing).
- Track results and feedback (ongoing).
STRATEGY 4: Expand retail services at HB and MYCO with value added amenities.

Site: Historic Brattonsville and the Museum of York County
Project Coordinator: Richard Campbell
Target Completion Date: To be determined during Master and Renovation Planning process
Estimated Total New Costs: To be determined during Master and Renovation Planning process
Sources of Funding: Capital budget, fund balance, CHC Capital Projects Fund
Required Resources: Current CHM staff, volunteers, potentially professional and contracted services

Measure of Success:
- Expanded retail services/food service establishments up and running.

Action Steps and Target Completion Dates:
- Determine what is needed based on previously compiled and additional stakeholder input (September 2018).
- Develop scope of work (December 2018).
- Determine if projects can be handled internally or require external expertise (January 2018).
- Determine rough budget and prioritize projects (March 2018).
- Secure funding and appropriate approval (June 2018).
- Implement plans in a fiscally responsible manner (June 2019).
- Track public response. (ongoing)
GOAL II: Develop and implement methods to engage and measure public interest and support.

STRATEGY 1: Increase community advisory opportunities through committees, project teams and program planning.

Site: All CHM sites
Project Coordinator: Carey Tilley, Sarah Lewis
Target Completion Date: Ongoing
Estimated Total New Costs: $1,000 annually by FYE 2019
Sources of Funding: Reallocation of existing budget
Required Resources: Current CHM staff, commissioners, partners, volunteers

Measure of Success:
- Representatives of diverse segments of the community serve on committees and planning teams for the CHC.

Action Steps and Target Completion Dates:
- Continue to utilize existing community committees and project teams (ongoing).
- Identify areas and initiatives within the organization that could benefit the most from greater community input (April 2017).
- Establish standing and/or ad hoc committees to address the identified areas (June 2017).
- Appoint representatives to committees that are in a position to offer meaningful input and reflect a cross-section of the community (August 2017 & ongoing).
- Create schedule and hold committee/planning meetings on regular basis (ongoing).
STRATEGY 2: Increase audience input through various evaluation methods.

**Site:** All CHM sites  
**Project Coordinator:** Carey Tilley, Sarah Lewis  
**Target Completion Date:** Ongoing  
**Estimated Total New Costs:** None  
**Sources of Funding:** Reallocation of existing budget  
**Required Resources:** Current CHM staff

**Measure of Success:**  
- Useful data of sufficient sample size and from target groups are gathered for each site.  
- Information is documented and available for planning.

**Action Steps and Target Completion Dates:**  
- Revise survey forms for each site to ensure that they are compatible with each other (February 2017).  
- Create and implement a plan to more effectively encourage response to surveys (April 2017).  
- Provide meeting opportunities for support groups and volunteers to give direct input to management and program planners (ongoing).  
- Utilize our over 1,500 members as a source for feedback on specific questions through online communication and surveys (ongoing).
STRATEGY 3: Review and apply audience input to inform planning for capital projects, programs, exhibitions, marketing and visitor services.

Site: All CHM sites
Project Coordinator: Carey Tilley, Sarah Lewis
Target Completion Date: Ongoing
Estimated Total New Costs: None
Sources of Funding: Existing budget
Required Resources: Current CHM staff

Measure of Success:
- Audience input is gathered, documented, synthesized, and analyzed for all major programming and capital projects.

Action Steps and Target Completion Dates:
- Collect audience feedback through surveys, group meetings, individual conversations, and online comments (ongoing).
- Consider factors such as attendance and sample size when evaluating whether or not feedback is representative of the experience (ongoing).
- Analyze data to determine areas that need to be improved or strengthened (annually and as needed for specific programs and projects).
- Improve program or project as appropriate in response to feedback (annually and as needed for specific programs and projects).
- Evaluate ongoing programs annually (each August).
GOAL III: Continue to improve visitor services, amenities and accessibility.

STRATEGY 1: Develop staffing plan to accommodate increasing attendance and institutional growth.

Site: All CHM sites
Project Coordinator: Carey Tilley, Sarah Lewis
Target Completion Date: March 2017
Estimated Total New Costs: None
Sources of Funding: Existing Budget
Required Resources: Current CHM staff

Measure of Success:
- Creation of a five-year plan to address staffing needs.

Action Steps and Target Completion Dates:
- Assess growth trends and projected impact of proposed programmatic and capital changes on visitation (January 2017).
- Identify positions throughout the organizations that will be needed to keep up with anticipated growth (February 2017).
- Identify costs for new positions (February 2017).
- Prioritize and create a timeline for new staffing needs (March 2017).
- Identify sources of funding to cover new costs (March 2017).
- Draft a five-year staffing plan (March of 2017).
- Review plan at least once each year as an integral part of the annual budgeting process (Each March).
**STRATEGY 2:** Improve operational capacity of facilities to ensure audience accessibility and safety as well as security for our resources.

**Site:** All CHM sites  
**Project Coordinator:** Richard Campbell  
**Target Completion Date:** Ongoing  
**Estimated Total New Costs:** TBD  
**Sources of Funding:** Capital budget, potentially fund balance and the CHC Capital Projects Fund  
**Required Resources:** Current CHM staff, potentially professional and contracted services

**Measure of Success:**  
- All facilities serve as effective venues to achieve stated programmatic and operational goals.

**Action Steps and Target Completion Dates:**  
- Evaluate preservation needs (December 2017).  
- Develop a prioritized list of projects (January 2018).  
- Develop a scope of work for each project (February 2018).  
- Determine if projects can be handled internally or require external expertise (February 2018).  
- Determine rough budget and phasing for projects (March 2018).  
- Secure funding and appropriate approval (December 2018).  
- Implement plans in a fiscally responsible manner (June 2020).
STRATEGY 3: Explore ways to better reach underserved audiences.

Site: All CHM Sites
Project Coordinator: Carey Tilley, (Sarah Lewis)
Target Completion Date: December 2017 (with annual review)
Estimated Total New Costs: None
Sources of Funding: Existing budget
Required Resources: Current CHM staff, community partners

Measure of Success:
- Creation of an achievable plan that includes new programming that will be attractive and accessible to underserved audiences. The plan will also include costs and identification of funding sources to implement the new programming.

Action Steps and Target Completion Dates:
- Identify current and potential community partners that would be beneficial in planning services to underserved audiences (February 2017).
- Assess needs of underserved audiences within our community that we could positively impact (May 2017).
- Assess our current efforts to address the identified needs through internal and external evaluation (May 2017).
- Identify ways to make current programming more accessible to underserved audiences (July 2017).
- Identify new accessible programming opportunities that could attract underserved audiences and meet identified needs in the community (August 2017).
- Assess costs and logistical issues of current and potential new programming (September 2017).
- Test “pilot” programming and response of specific target audiences (November 2017).
- Identify funding sources for new costs and seek funding to implement new plans (December 2017).
- Incorporate new programs into annual budget, programming, and marketing plans (March 2018).
- Continue to review and refine efforts to reach underserved audiences annually (ongoing).
### Projected Revenues 2017-2020

<table>
<thead>
<tr>
<th>FY 2019</th>
<th>FY 2018</th>
<th>FY 2017</th>
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</thead>
<tbody>
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<td>$1,091,300</td>
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</table>

**Total Combined Revenues (Operating & Capital)**

- Foundation for the Carolinas (Capital)
- R.H. Morrison Foundation
- Total Capital Revenues
- Wells Fargo Designated Funds - Platinum
- Revenue for Capital Projects

**Projected Revenues for Operating**

- Total Operating Revenues
- Approved Fund Balance
- Designated Fund Balance Accounts
- Adj Income (Operating)
- Misc Income
- Exempt Income
- County

**Revenues for Operating**

- Millage Rate of a Mill (2.5% Growth Annually)
### Total Capital Expenditures

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<tr>
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<th>FY 2018</th>
<th>FY 2017</th>
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<tr>
<td>0.87</td>
<td>5.39</td>
<td>1.72</td>
<td>1.69</td>
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<tr>
<td>4.397</td>
<td>4.980</td>
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<td>4.317</td>
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<td>0.87</td>
<td>5.39</td>
<td>1.72</td>
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### Total Revenue (Operate & Capital)

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<td>0.87</td>
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### Projected Expenses 2017-2020

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<td>0.87</td>
<td>5.39</td>
<td>1.72</td>
<td>1.69</td>
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</table>
chosen to use the more moderate growth estimates in our current planning. However, we have
projected all suggestions that there is strong potential to significantly exceed these projections by FY 2020. Yet, we may
expect that recent growth trends, the conservative base year, and impending completion of major
financial improvements will result in years with a projection of 10% for FY 2020 reflecting conservative growth estimates in
inflation expected to result from the steady rise in overall inflation. After only a modest rise in FY 2014, the past two
years saw increases of over 10%. The increase in FY 2015 was in line with the projections, and this continues in FY 2016.

2. Earned Income: Actual Earned income in FY 2016 followed an increase of 24% over the last four years, primarily
largely due to an increase in 2015 of $85,785 (\$1,025 + $85,785) of a mill.x

For budgeting purposes we have kept the number for the mill rate of delinquent taxes constant at $85,785. The
amount for delinquent taxes for future years is an unknown but generally would rise with the increase in the value of a mill.
The County uses a multiplier of 2.5% to adjust the value of a mill for delinquent taxes for future years.

The County Revenue: The primary source of funding for the County comes from a mill, use of a mill, or mill levy. The
current mill rate of 2.5000 is $5,370,350. When multiplied by

<table>
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<th>FY 2018</th>
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<td>$3,224,295</td>
<td>$3,080,050</td>
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<tr>
<td>2</td>
<td>$3,244,272</td>
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<tr>
<td>3</td>
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<td>4</td>
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<td>$8,000,000</td>
<td>$7,869,581</td>
<td>$7,869,581</td>
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</table>

Notes to Financial Projections

Total Operating Revenues

Appropriated Fund Balance Accounts

Designated Fund Balance Accounts

Ad valorem Income (Operating)

Nonad valorem Income (Operating)

Earned Income

County

Revenues for Operating
5. **Desired Fund Balance:**

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<tr>
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<th>3/5/3000.00</th>
<th>8/3000.00</th>
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<tr>
<td>Total</td>
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<tr>
<td>Friends of Nicely (Special Fund Events)</td>
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<tr>
<td>Membership (ave. 5% annually)</td>
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<tr>
<td>Ind./Corp Contributions (5%/10% 2018, 10%/2017)</td>
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<tr>
<td>Grants &amp; Sponsorships (ave. 10% annually)</td>
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<tr>
<td>Advancement Income (Operating)</td>
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5. **Miscellaneous Income:**

Every year, we receive a small amount of revenue that does not fit into the other categories. This number will show up in the actual revenue received; however, we do not include it in the budgeting process.

5. **Advancement Income (Operating):**

Advancement income includes revenue received through grants and sponsorships.

5. **Total Budgeted Acquisitions:**

The total budgeted acquisitions are built and all ones are strengthened.

Exhibit 5 shows that the total budgeted acquisitions are budgeted as follows:

<table>
<thead>
<tr>
<th></th>
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<td>Advancement Income (Operating)</td>
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5. **Total Budgeted Acquisitions:**

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5. **Total Budgeted Acquisitions:**

The total budgeted acquisitions are built and all ones are strengthened.

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<th>FY 2017</th>
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</table>
Incorporates the four pillars under one umbrella:

Each of the four pillars; however, the funds will be pooled to maximize efficiency and facilitate a unified effort that increases the institutional plan in order to accentuate the importance of addressing the unique needs, attributes, and audiences of the SDMD funds in 2018. Funding is presented in four separate strategies in the FY 2018 budget.

6. **Appropriation of Fund balance (Operating): at the end of each fiscal year, unused revenue that is not restricted for a specific expenditure that are non-operating. The current projections for new operating expenses include an appropriation of $80,000.

<table>
<thead>
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<th>FY 2019</th>
<th>FY 2018</th>
<th>FY 2017</th>
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<tbody>
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<td>600.00</td>
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<td><strong>$ 0.00</strong></td>
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</table>
percent (for use in capital projects) available funds that are not granted are added to the total available for request in the

calendar year. The CHF may ask up to 20% of the principal this year's annual sustainable allocation (usually 4 to 5

Funds). This Fund was not intended to be an endowment but a means to meet the capital objectives of the organization. Each

the Carolinas (FRC) for the exclusive benefit of capital projects of the Carolinas Historical Museums (CHM Capital

Projects) Foundation for the Carolinas (CAP): In FY 2015, a fund of approximately $5 million was established at the Foundation for

1. Foundation for the Carolinas: In FY 2015, the Foundation for the Carolinas in 2016 to complete the project.

2. The Foundation for the Carolinas: In FY 2015, the Foundation for the Carolinas in 2016 to complete the project.

from the Foundation for the Carolinas in FY 2016. This $1.5 million was awarded in the current budget and will be matched

current budget in FY 2017, we will receive the full amount of $50,000. Those funds will be combined with funds awarded

included in the FY 2017 budget. We are scheduled to receive an additional $50,000 in December, which is also included in the

in the FY 2017 budget. We are scheduled to receive an additional $50,000 in December which is also included in the

which has been received.

9. H. M. Morrison Foundation: In 2015, we were awarded a grant of $300,000 from the Robert Haywood Morrison

Foundation.

needs of the McClellan School building and more general facility needs are identified.

8. Appropriation of fund balance (capital): These projects with funding in the FY 2017 budget remain partially incomplete at

the end of that year. These projects included various smaller improvements needed at Historic Preservation, completion of

projects was re-appropriated in the FY 2017 budget. Additional fund balances may need to be appropriated in future years as

projects were re-appropriated in the FY 2017 budget. Additional fund balances may need to be appropriated in future years as

6. Project funding (capital): The FY 2013 Appropriations Committee was able to provide $354,838 to the FY 2017 budget.

7. Wells Fargo designated funds: These funds are remaining from a grant received for the major upgrade of our Plantarium

Revenues for Capital

| Year | Revenues for Capital
<table>
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<tbody>
<tr>
<td>FY 2019</td>
<td>FY 2018</td>
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<td>$1,174,010.00</td>
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</table>

Revenues for Capital Projects

Total Capital Revenues

Foundation for the Carolinas (capital)

H. M. Morrison Foundation

Approve of fund balance (capital)

Wells Fargo designated funds - Plantarium

Wells Fargo designated funds - Plantarium
necessary to consider the timing of the use of FF&C funds to address those needs as well.

In addition, assessments of the Mccoy School building identify significant issues and their costs, if will be necessary. Master Site Planning and Architectural/Engineering efforts. Timeframe for capital projects may be extended into 2021.

County. These numbers are subject to change as cost estimates and phased needs are further defined through additional exhibits, the addition of a Fluid Preservation Facility, and General Revisions. The projections shown in both the 2019 and 2020 fiscal years are based on current estimates for completing the work at Historic Bronstonville and the Museum of York.

This specific project, Current Phase of Revisions at the Museum of York County, includes a major upgrade to our permanent Historic Bronstonville and A/V and design work for planned renovations at the Museum of York County. This second request has been included in the FY 2018 budget projection. However, the actual year is subject to change depending on the timing of

Historic Bronstonville and A/V and design work for planned renovations at the Museum of York County. This second request

process for the each project is completed. A small project was completed in FY 2016 while the remaining eight have been requested funds. In January of 2017, the FF&C awarded the CHC a grant of $99,900 for Phase 1 of the planned capital improvements at Historic Bronstonville. These separate projects, funds are transferred as the procurement

strategy. An advisory board has been established that includes representatives from the CHC and the CHC Foundation.

Following year, during the time that the funds are held by the FF&C they are invested according to the established investment
The fourth position is a full-time and a preparator that can assist with exhibits throughout the growing organization. These positions are full-time and will be used to assist with the new areas opening at the historic preservation site.

assuming budget projections are still on target in the following year, we will add four full-time positions to meet identified increasing needs. These positions include two new negotiators, to help cover the new areas opening at the historic preservation site.

In addition, the present position is part-time to full-time to keep pace with the increasing demands for our services. In FY 2018, we plan to change an existing full-time position to keep up with new demands. In FY 2018, we plan to change an existing

### New Salaries / Benefits: Anticipated continued growth in vischemicals with planned expansion at historic preservation site will require the creation of additional positions within the organization. It is anticipated that by FY 2022, we will need to add six

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.2. Current Salaries and Benefits: Salaries, wages and benefits of current staff are projected to increase at a rate of 4% per year.

### 2.3. Current Operating Expenses (non-operating): The FY 2017 budget includes a $2,000,000 payment of debt related to a general obligation bond. We have been making these payments for several years and the final payment will be made in FY 2018. In subsequent years, the funds used to cover this expense will be available for other projects expressed during this period.

### 2.4. Current Operating Expenses (operating): The FY 2017 budget includes $1,200,000 payment of debt related to a general obligation bond. We have been making these payments for several years and the final payment will be made in FY 2018. In subsequent years, the funds used to cover this expense will be available for other projects expressed during this period.

### 2.5. Current Operating Expenses (non-operating): The FY 2017 budget includes $1,200,000 payment of debt related to a general obligation bond. We have been making these payments for several years and the final payment will be made in FY 2018. In subsequent years, the funds used to cover this expense will be available for other projects expressed during this period.

### Expenditures for Operating

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Operating Expenses

- New Operating (non-operating)
- New Salaries/Benefits
- New gross construction (exhibits, repairs, replacement)
- Debt service (current)
- Current Operating (non-operating)
- Current Salaries/Benefits (4% annual growth)

### Expenditures for Operating - Current & New
through a thorough inventory of our ethnographic collection. Funding for the inventory will come from an account designated for care of artifacts.

Appropriation of general fund balance. That same year, we will also hire an accountant with proper expertise to conduct an audit of our books. The CHM makes sales and gains in the appraisals and purchases, and this will be funded through the general fund. Under the CHM umbrella, branding experiences a unique opportunity to enhance the visibility of each site while still uniting them.

2018, we will hire consultants to create a branding plan to communicate the individuality of each site while still uniting them.

In the next few years, we have identified specific areas within our strategic plans that will carry new expenses in FY 2018 and FY 2019. For example, we do expect to be able to keep the current non-potential operating expenses.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Preparatory</th>
<th>Volunteer Coordinator</th>
<th>Interpreter</th>
<th>Interpreter</th>
<th>Interpreter</th>
<th>Interpreter</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$9,918.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$4,470.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$4,470.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Planned New Positions by FY 2020

Identified as a strategy in our institutional plan, we worked closely with additional staffing needs that may emerge through the development of a comprehensive staffing plan. We need to keep pace with growth and add positions as critical to the success of current plans, we will be updating and rezoning. These positions have been identified as critical to the success of current plans.

 Interpreter at the museum of York County will complete the physical coverage needed for the planned expanded interpretive areas while a new interpreter will complete the physical coverage needed for the planned expanded interpretive areas at the museum of York County. The new positions will be a new position at the museum of York County. The new positions will be added. A full-time interpreter at the museum of York County will complete the physical coverage needed for the planned expanded interpretive areas while a new interpreter will complete the physical coverage needed for the planned expanded interpretive areas at the museum of York County.

The last year volunteers accounted for over 25,000 hours of service. The volunteer coordinator currently held by the development director can focus more time on fundraising efforts while the volunteer coordinator will be dual responsibilities. The development director can focus more time on fundraising efforts while the volunteer coordinator will be dual responsibilities.
Use in FY 2018:

The appropriation of funds for Revenue was not needed to cover this expense. Thus, the funds remain available for special uses. However, some funds have been used over the years. Furthermore, Streat Children's Museum (operated in December 2017) has earned appreciation for the unique marketing budget. Since FY 2017, funds remaining from the campaign to build the Main Conservatory (fund balance)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2019</th>
<th>FY 2018</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibition budget increase</td>
<td>$ 92,000</td>
<td>$ 92,000</td>
<td>$ 92,000</td>
</tr>
<tr>
<td>Marketing campaign</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Community Meetings</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Exhibits increase</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Consultants (Marketing Collection)</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Utilities</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>TEC. associated with new FT positions 2018-2020</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Supplies for new programming not covered in capatail</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Period Capital</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Small Farm Equipment</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
</tbody>
</table>


Some funds beginning in FY 2019 to allow for more flexibility in the use of the non-original buildings. Reconnection of non-original structures, two not amenable to significant rise in the cost of utilities, still will have factored in the educational and community engagement of the Museum. The Museum's educational and community engagement programs, however, will be covered by the capital budget, there will still be a need for new equipment, replacement of current facilities, or the purchase of new buildings. The Museum is also amenable to the use of non-original buildings for new educational and community engagement programs. The Museum will also be covered by the capital budget, there will still be a need for new equipment, replacement of current facilities, or the purchase of new buildings. The Museum is also amenable to the use of non-original buildings for new educational and community engagement programs.
19. HB Interpretable Plan Implementation: The Interpretive Plan for Historic Brevardville was completed and approved by the commission in June of 2015. The project has been divided into phases to correspond with request cycles for funding through the CHC Capital Projects Fund. Funding has been awarded from the foundation for the construction and the Roberts Hawwood Foundation for Phase II. A request for Phase III will be made to the foundation for the construction and the Roberts Hawwood Foundation for Phase II. A request for Phase III.

20. Capital Projects (General): There are three general projects that were funded but not completed during FY 2015 including:

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>$1,764,000.00</td>
<td>$2,687,000.00</td>
<td>$1,723,786.88</td>
<td>$1,740,000.00</td>
</tr>
<tr>
<td>18</td>
<td>$2,110,000.00</td>
<td>$110,000.00</td>
<td>$1,650,000.00</td>
<td>$1,500,000.00</td>
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<tr>
<td>19</td>
<td>$550,000.00</td>
<td>$540,000.00</td>
<td>$573,000.00</td>
<td>$580,000.00</td>
</tr>
<tr>
<td>20</td>
<td>$1,764,000.00</td>
<td>$1,755,000.00</td>
<td>$1,745,000.00</td>
<td>$1,735,000.00</td>
</tr>
<tr>
<td>17</td>
<td>$1,000,000.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>18</td>
<td>$0.00</td>
<td>$703,000.00</td>
<td>$704,000.00</td>
<td>$705,000.00</td>
</tr>
<tr>
<td>19</td>
<td>$73,348.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
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<tr>
<td>20</td>
<td>$11,980.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
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</table>

Expenses for Capital Projects
<table>
<thead>
<tr>
<th>FY 2020</th>
<th>FY 2019</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue Over/(Under) Expenditures</td>
<td>0.87</td>
<td>5.52</td>
</tr>
<tr>
<td>$312.72</td>
<td>$1,129.38</td>
<td>$2,333.38</td>
</tr>
<tr>
<td>$98.18</td>
<td>$590.50</td>
<td>$3,949.85</td>
</tr>
<tr>
<td>$2.67</td>
<td>$10,98</td>
<td>$2,333.38</td>
</tr>
<tr>
<td>$1,129.38</td>
<td>$2,333.38</td>
<td>$1,764.00</td>
</tr>
<tr>
<td>Total Operating Expenditure</td>
<td>$1,129.38</td>
<td>$2,333.38</td>
</tr>
<tr>
<td>$98.18</td>
<td>$590.50</td>
<td>$3,949.85</td>
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</tr>
<tr>
<td>$1,129.38</td>
<td>$2,333.38</td>
<td>$1,764.00</td>
</tr>
<tr>
<td>Total Operating Expenditure</td>
<td>$1,129.38</td>
<td>$2,333.38</td>
</tr>
<tr>
<td>Total Capital Revenue</td>
<td>$1,129.38</td>
<td>$2,333.38</td>
</tr>
<tr>
<td>$98.18</td>
<td>$590.50</td>
<td>$3,949.85</td>
</tr>
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</tr>
<tr>
<td>$1,129.38</td>
<td>$2,333.38</td>
<td>$1,764.00</td>
</tr>
<tr>
<td>Total Capital Revenue</td>
<td>$1,129.38</td>
<td>$2,333.38</td>
</tr>
</tbody>
</table>

Total Revenues / Expenses and Net

Regional scientific community.

In addition, we plan to build a Field Preservation Facility on the site to fill an important preservation and research niche in the goals and organizational mission. The Planed project will feature an upgraded to permanent exhibits to better align with the site Mission of York County. At the same time there was an exhibition that the facility's first built in the 1960's needed.

MJO, with positive support from the public financial a commitment to Regional History and the Community foremost of the.

20. MJO Capitales and Permanent Exhibits: Dure our Institutional Planning process, the Commissioners and staff of the