Culture & Heritage
Board of Commissioners Meeting
January 12, 2016
6:00 PM
Museum of York County

Approved: 02-16-2016

Person Presiding: Dale Dove, Co-Chair
Members Present: James Duncan, Jeff Lyon, Craig Lentz, Nancy Craig, Bessie Meeks,
Penny Sheppard
Ex Officio Absent: Carolyn Mendenhall
Staff Present: Carey Tilley, Barbara Ardrey
Others Present: County Attorney Michael Kendree, County Treasurer Beth Latham,
Auditors Kevin Madden and Keith Campbell

Prior to the meeting being called to order, Attorney Kendree administered the oath of office to Penny Sheppard, the new commissioner for District 1.

Call to Order

James Duncan, called the meeting to order at 6:10pm in the absence of Chair Dale Dove who had informed the group that he would be late.

Duncan introduced Penney Sheppard and Bessie Meeks, the new CHC Commissioners representing Districts 1 and 2 respectively, and they each spoke briefly about their backgrounds, etc.

Duncan noted that the first order of business was the approval of the draft minutes of the November 23, 2015, meeting.
Craig Lentz moved to accept the draft minutes of the November 23, 2015 CHC meeting; Jeff Lyon seconded; no discussion; a vote was taken and the motion passed unanimously.

[Duncan suggested skipping down to the Committee Reports while waiting for the Chair to arrive so that he would not miss the audit presentation.]

Committee Reports

- Finance Committee
  - Nancy Craig advised there was a financial statement through December 31, 2015, in the Board packets that along with the auditors’ presentation will be considered the Financial Report.

- Collections Committee
  - Chair Craig Lentz noted that there was no action by the committee since the last meeting and no Recommendations for Accession or Deaccession to be considered this month.
• Governance Committee
  o Update on Process for Director’s Performance Appraisal
    ▪ Duncan reported that the Governance Committee will be meeting soon to
discuss the Executive Director’s review. We will meet before the next
commission meeting so that we can report on the outcome. From now on,
Tilley’s review will be based on his specific job description rather than a generic
version. Public notice of the governance meeting will be required.

  o Filling Vacant Seats
    ▪ Only one ex officio position is vacant at the moment. Tilley noted that he had
spoken with the Clerk to Council and no new applications had been received as
of a few days ago. Also, Karen Brogdon informed Tilley that if someone had
applied for a position previously and then wanted to apply again at a later date,
they would need to furnish a new application.

  o Filling of Finance Committee Spaces
    ▪ Finance Committee Chair Nancy Craig asked for help and requested volunteers
to serve on this committee. Penny Sheppard agreed to serve.

Duncan asked for a nomination. Lyon nominated Penny Sheppard to serve on the Finance Committee;
Lentz seconded; a vote was taken and the nomination was unanimously accepted.

  ▪ Duncan noted that Dale Dove as Chair would also serve on Finance but asked for
one more volunteer. Bessie Meeks asked not to be put on Finance.

[Duncan moved on to Old Business. Carey asked to wait on the “Institutional Planning” discussion until
after Dove’s arrival.]

Old Business

• Email Service
  o Tilley reported that Richard Campbell spoke with the County IT Director, Joel Abernathy,
and his understanding is that the County cannot host the emails. Tilley deferred to
Kendree about using an outside host. Kendree noted that he had talked with IT but had
not heard back. He will follow up.

• Carolina Thread Trail Update
  o Tilley advised that there was not a lot of new information to report. The Thread Trail
folks have asked for a path across our property (on the Catawba River) and we have
agreed subject to some details that need to be worked out – one being archaeology.
They will cut a path through the area they want and clear the brush back and then we
will be able to get in there and see what needs to be done.
  o We had talked about getting out to the property for a site visit but until the path is cut,
we would probably have trouble getting through.
  o Tilley recommended that we try for a site visit in early March. Defer until next February
meeting.
[Duncan suggested moving on to New Business. It was decided to wait for Chair Dove regarding those items. Duncan then noted that in the interest of time it might be good to get started with the Audit Presentation.]

2015 Financial Audit Presentation by Kevin Madden and Keith Campbell

- (See printed PowerPoint presentation attached hereto as Appendix “A”.)

- Result was that an unmodified opinion was issued, which is the best opinion the commission can receive.

- Questions were taken throughout the presentation.

(Note: Dove arrived early into the presentation.)

Discussion ensued regarding the audit and 990 as to filing requirements, whether these documents are posted on our website, conflict of interest matters, etc. Dove wants to make sure that this type of information is included on our annual calendar. Tilley noted that although it was determined that this Commission does not need to file any disclosure as to conflict of interest with the Secretary of State, we as a body decided to self-impose a requirement for disclosing any conflict of interest by our own Code of Ethics. Dove suggested this pledge be renewed annually.

James Duncan made a motion to renew our Ethics Pledge annually in conjunction with the 990 review; Penny Sheppard seconded; no discussion; a vote was taken and the motion passed unanimously.

[With the audit presentation completed, the Commission took a short recess with the tape running.]

The meeting continued with Dove taking over as Chair. Tilley noted that the Committee Reports had been covered so basically we would start with the Executive Director’s report and then on to Institutional Planning and then the new business items.

Duncan reiterated that with regard to committee meetings, they are subject to FOIA so a public notice is necessary. Further discussion followed concerning rules related to email contact among commissioners. Informational contact is acceptable and does not constitute a meeting. A question came up about calling in to a committee meeting. CHC Bylaws prohibit that for the Commission meeting but the rules for committee meetings may differ. Tilley will check on that. Under the bylaws, the Committees are not empowered to act without the Board. There was additional discussion on the email server issue. Another question came up as to whether or not fundraising issues as to personal giving can be discussed in Executive Session rather than in public. Kendree will check on that.

Staff Reports and Information

- Report of Executive Director (See Full Report attached to approved minutes as Appendix “B”.)
  - Report included a mid-year “State of the Museum” report. Key points included:
    - Emphasized that we are not in crisis mode
    - Lawsuit has been settled with positive benefits
    - Visitation continues to rise
- Membership is at record high
- Financially Sound w/ healthy fund balance and funds available through the Foundation for the Carolinas for capital projects
- Receiving positive community feedback

  o Social Media and On-line Presence
    - (See summary prepared by CHM Integrated Marketing Coordinator attached as Addendum 2 to Director’s Report.)
    - Discussion followed.

  o Institutional Planning
    - Tilley advised that he had contacted AAM about their expectations with respect to the reaccreditation process. He stressed the importance of focusing on what the Accreditation Commission has asked us to do in their letter (review and refine the Institutional Plan to provide greater opportunity for community engagement) and not the peer reviewers comments.
    - Based on additional research of AAM expectations, previous conversations with AAM staff, and discussion with the Department Heads and County Planning Staff, Tilley drafted a process for moving forward with Institutional Planning that would get greater stakeholder input. This process was submitted to AAM staff for review. Their comment was that it looked “great”. They did want us to ensure that the Commission was included in identification of Key Stakeholders.
    - Tilley then reviewed Addendum 1, “Recent Myths about Institutional Planning”, attached to his Report in which he addressed recent misunderstandings related to the Institutional Plan including inaccurate statements made by the Peer Reviewers.
    - Tilley reiterated that our focus should be on getting input from Key Stakeholders from the community.

Old Business (continued)

  • Institutional Planning
    o Tilley went over the document entitled “Review and Revision of Institutional Plan: Draft Outline of Process” dated January 3, 2016 and the nine steps involved. The Board Retreat will be a vital part of the process.
    o Question came up as to timeline. No firm dates set yet on each step. A Progress Report is due to AAM by April 29 and we would like to demonstrate significant progress at that time for their review and comment.
    o Discussed how to determine key stakeholders.
    o Commissioners spent time collectively creating a list of stakeholders.

New Business

  • Approval of Proposed CHC Meeting Dates for 2016
    o Discussed whether or not to move meeting day from fourth Monday to third Tuesday of each month. Meeks has possible conflict. She will let Tilley know and we will set meeting day accordingly.
    o Matter to be tabled until next meeting and finalized at that time.
• Meeting at Historic Brattonsville
  o Discussed holding monthly meetings at the various sites.
  o Discussed possibility of holding March meeting at HB and making it our retreat.
  o Discussed having one meeting at Museum of Western York County. Tilley will approach possibility with Paul Boger.
  o Duncan would like a soft agreement to meet at other sites.
  o Dove then made the following suggestions: February meeting at McCelvey; March meeting at HB; April meeting at the Museum of Western York County and potentially the Children’s Museum for the May meeting and called for a motion.

Duncan so moved; Lentz seconded; no further discussion; all voted in favor and the motion passed unanimously.

In the interest of time, Tilley asked if the board would like to meet in late January to plan the retreat or if they would rather task it so that he would meet with Craig Lentz and Nancy Craig and they could do the planning. Dove noted that since that deals with how we operate, could we put it to the Governance Committee and have them come back to us by email and at least decide on a date.

• Development/Community Engagement
  o Dove asked if we want to discuss need for a development director at next meeting.
  o Nancy Craig suggested discussing at retreat/workshop and then later suggested putting off discussion until next meeting. This would need to be in the budget for the next fiscal year.

Lentz made a motion to approve a development position and add it to budget; Duncan seconded;

Dove suggested someone make a motion, second it, and then table discussion until next meeting. Dove asked to accept an amendment to add community engagement, as a friendly amendment. Accepted by Lentz and Duncan. Dove entertained a motion to table that until the next meeting.

Meeks moved to table discussion until the next meeting; Duncan seconded; all voted in favor and the motion passed unanimously.

  o Nancy Craig noted that the job description for the development director would need to be rewritten and regraded.
  o Tilley advised that there is a risk with adding this position and there will be some tough decisions to make.

Dove noted there were no issues for Executive Session.

Annual Calendar Review
  • Dove would like to show the whole year.

Penny Sheppard made a motion to adjourn; Lentz seconded; all voted in favor and the meeting was adjourned.

Prepared by: Barbara Ardrey             Submitted by: Nancy Craig, Secretary/Treasurer
Appendix A

CULTURE AND HERITAGE COMMISSION OF YORK COUNTY

Financial Audit Presentation
Year Ended June 30, 2015

2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

• OPINION
  • The Commission’s responsibility:
    • Effective internal controls
    • Financial statements
  • GF&H responsibility:
    • Opinion – reasonable assurance that financial statements are materially correct
    • Issued unmodified opinion
    • BEST OPINION THE COMMISSION CAN RECEIVE
2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

**General Fund**
- Total fund balance of $1,618k
- Increase of $378k
- Non-spendable fund balance of $96k for prepaids and inventory
- Restricted fund balance of $28k for cultural programs
- Assigned fund balance of $78k for capital outlay
- Unassigned fund balance of $1,416k

![Bar chart showing fund balance for 2013, 2014, and 2015.]

2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

**General Fund**
- Unassigned fund balance is $1,416k
- Represents 44% of 2015 actual expenditures and 39% of 2016 budgeted expenditures of $3,661k

![Bar chart showing unassigned fund balance as a % of General Fund Expenditures for 2014 and 2015.]
2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

- Major Reasons To Maintain An Adequate Fund Balance:
  - Significant emergencies and unanticipated expenditures
  - Flexibility for discretionary funding needs
  - To cover potential shortfalls that may come from the County and other primary funding sources
  - Extremely important given the uncertain economic times

2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

**General Fund Revenues:**

- $3.6M for 2015:
  - $2.8M in County appropriations
    - Over 79% of total revenues
  - $0.6M in program revenues (includes $155k in grants from the County and others)
  - $0.1M in other support
- $0.4M (10%) decrease from 2014:
  - Primarily due to lower actual County appropriations of $0.3M related to capital outlay
- Revenues were in line with budget:
  - Approximately $2k higher than budget

**General Fund Revenues**

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<th>2015</th>
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<tr>
<td>Other Support</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Program Revenues</td>
<td>$4,000,000</td>
<td>$3,500,000</td>
</tr>
<tr>
<td>County Appropriations</td>
<td>$3,500,000</td>
<td>$3,000,000</td>
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<tr>
<td></td>
<td>$2,500,000</td>
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<td>$500,000</td>
</tr>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
### 2015 Financial Audit
**Culture and Heritage Commission**

#### General Fund Expenditures:
- **$3.2M for 2015:**
  - $3.2M in operations and programs
  - $32k in capital outlay
- **$0.8M (20%) decrease from 2014**
  - Primarily due to decrease in capital outlay ($0.9M) for roof repairs, Brick House renovations, and furniture/fixtures for the renovated McElveen Annex in the Prior Year
- **$0.5M (13%) under budget**
  - Primarily due to lower than expected capital outlay ($0.1M), salaries and benefits ($0.1M), and specialized department supplies ($0.1M).

#### General Fund Expenditures Chart:
- Capital Outlay
- Operations and Programs

### Other Items of Note:
- The Commission has no debt
- Total capital assets were $0.9M at 6/30/15 – decrease of $99k from 6/30/14:
  - Items purchased for $14k
  - Depreciation expense of $113k
- The majority of the Commission’s facilities and equipment are owned and maintained by York County and are reported in the County’s financial statements
- Settled the lawsuit against the Foundation —
  - Certain specified acreage was deeded to the County (for the Commission’s use), and monetary assets will be held by the Foundation for the Carolinas in favor of the Commission
2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

Government-Wide (GASB #34)
- Assets - $2,689k
  - $923k in capital assets
  - $1,443k in cash
  - $323k in other assets
- Deferred Outflows - $0.2M
- Liabilities - $3,646k
  - $291k for accounts payable and other accruals / unearned revenues, compensated absences
  - $2,892k for net pension liability
  - $463k for Other Post Employment Benefit Obligation
    - see next slide
- Deferred Inflows - $0.2M
- Net Position - ($954k)
  - $923k Net Investment in Capital Assets
  - $28k Restricted
  - ($1,905k) Unrestricted (Deficit)
- Revenues - $3.6M
- Expenses - $2.2M
  - $113k is non-cash depreciation

2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

Other Post Employment Benefits (OPEB):
- The Commission, in conjunction with York County, sponsors a plan to provide health insurance to eligible retirees
- GASB #45 requires governments to recognize the cost of providing OPEB over the active service life of its employees
- GASB #45 does not REQUIRE governments to fund its annual required contributions (ARC), but any portion that is not funded is required to be recorded as a liability on the Government-Wide (GASB 34) Statements (not the General Fund)
- The Commission amended its OPEB plan during 2015, capping contributions to $675/month (pre-65 retirees) and $350/month (post-65 retirees), along with other changes
- Net result of these changes reduced the liability for unfunded ARC by $1,287k at 6/30/15
- The liability as of 6/30/15 is $463k
- See Note IV. D (page 33) in the Financial Statements for more details
Other Items of Note:

- Implemented Statement No. 68 “Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27” and GASB Statement No. 71 “Pension Transition for Contributions Made Subsequent to the Measurement Date – an amendment of GASB Statement No. 68” in 2015:
  - Commission participates in cost sharing multiple-employer plan – South Carolina Retirement System (SCRS)
  - Commission was required to record its pro-rata portion of the net pension liability and deferred outflows/inflows of resources associated with these plans in its Statement of Net Position which has significantly decreased the Commission’s beginning net position by approximately $2.9 million
  - See Note IV. A (page 26) in the Financial Statements for more details

AUDITING/ACCOUNTING UPDATE:

- Future Significant Changes in Auditing Principles:
  - None

- Future Significant Changes in Accounting Principles:
  - OPEB – GASB issued new statements in June 2015 that will make OPEB accounting to be very similar with the new pension accounting; OPEB plans will have to implement for FY 2017 and employers for FY 2018.
2015 FINANCIAL AUDIT
CULTURE AND HERITAGE COMMISSION

Compliance
- No findings, significant deficiencies, or material weaknesses were noted

Management Letter
- Required communications to management and those charged with governance
Appendix B

Culture and Heritage Museums
Director’s Report
January 12th, 2016

Mission: to communicate and preserve the natural and cultural histories of the Carolina Piedmont, inspiring a lifetime of learning.

CHC Commissioners,

Once again I would like to express my appreciation for your service on the Culture and Heritage Commission. December 31st marked the mid-point of our fiscal year and we continue to move in a positive direction. The Culture and Heritage Museums are no longer in crisis mode. The lawsuit has been settled in a manner favorable to the museums and the people we serve. Visitation in 2014-15 was at a five-year high at each of our four sites and continues to rise through the first six months of 2015-16. The Children’s Museum as our newest facility accounts for roughly half of our growth since its first full year in 2011-12 but is not the sole reason for our rise in attendance. The Museum of York County, which has been around for sixty-five years, represents a close second and has been recognized statewide and regionally for the prototype of a new exhibit concept. With the recently completed Interpretive Plan, Historic Brattonsville is poised to become a major regional destination and we have a state of the art facility at the McElveen Center to protect our collections and archives. We also ended the last fiscal year at five-year highs in all three of our major admission categories (General Admission, Special Events, and Groups). Membership is currently at a record level. While we do agree that there is a need for other means of formal documentation of community input, the visitation and membership numbers indicate strong and growing broad-based community support. In the past few months we have increased our efforts for audience feedback through surveys with overwhelmingly positive responses. In the coming months we will focus on reaching out to our stakeholders to ensure we are aligned in our planning. Financially we have exercised extreme fiscal responsibility. We are serving more people with less money. We have more than tripled our fund balance and we are in the enviable position of having funds available for our capital projects.

Mid-Year Overall Visitation Comparisons

![Bar Chart](Image)

On-site Visitation

Overall attendance through the first six months of our fiscal year has climbed to 47,522 and is up almost 12% from this same time last year. This year’s mid-point total accelerates the already strong growth reported at year-end in June and represents a 19% increase over the average of the last three years. All
three major visitation sites (Museum of York County, Historic Brattonsville, and Main Street Children’s Museum) are up with the Southern Sound Series at McCelvey still to come.

### Mid-Year Visitation Totals

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>MYCO</th>
<th>HB</th>
<th>MSCM</th>
<th>McCelvey</th>
</tr>
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<tbody>
<tr>
<td>YTD 2015-2016</td>
<td>47,522</td>
<td>17,092</td>
<td>15,468</td>
<td>13,900</td>
<td>1,062</td>
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<tr>
<td>YTD 2014-2015</td>
<td>42,548</td>
<td>14,450</td>
<td>15,002</td>
<td>11,725</td>
<td>1,371</td>
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<tr>
<td>Change from Previous Year</td>
<td>+4,974</td>
<td>+2,642</td>
<td>+466</td>
<td>+2,175</td>
<td>-309</td>
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<tr>
<td>% Change from Previous Year</td>
<td>+11.7%</td>
<td>+18.3%</td>
<td>+3.1%</td>
<td>+18.6%</td>
<td>-22.5%</td>
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<tr>
<td>Avg. of last 3 yrs.</td>
<td>39,849</td>
<td>13,547</td>
<td>14,518</td>
<td>10,564</td>
<td>1,220</td>
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<tr>
<td>Change from Avg.</td>
<td>+7,673</td>
<td>+3,545</td>
<td>+950</td>
<td>+3,336</td>
<td>-158</td>
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<tr>
<td>% Change from Avg.</td>
<td>+19.3%</td>
<td>+26.2%</td>
<td>+6.5%</td>
<td>+31.6%</td>
<td>-13.0%</td>
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</tbody>
</table>

### Membership through December

CHM Membership stood at 1,385 at the end of December. This total is up 16% from last year at this time (1,192) and represents the highest total on record going back to FYE 2001. Membership totals, which fluctuate from month to month with expirations as well as new and renewing members, have now risen ten of the last twelve months. The **Total** Year-to-Date Membership Income of $43,658, which includes General, Donor, and Corporate membership categories, is up by 21% from $36,003 through last December. **General** Membership Income has risen 30% through this same period. As stated in the November report, General Membership (memberships under $150) accounts for the bulk of both our membership and the income contributed through our membership program. The growth on this category over the past few years represents strong broad-based support from the community.

### Mid-Year Membership Totals

<table>
<thead>
<tr>
<th></th>
<th>Total Memberships</th>
<th>Total Membership Income</th>
<th>General Membership Income</th>
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<td>2015-2016</td>
<td>1,385</td>
<td>$43,658.50</td>
<td>$37,548.50</td>
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<td>2014-2015</td>
<td>1,192</td>
<td>$36,003.69</td>
<td>$28,918.69</td>
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<tr>
<td>Change From Prev. Year</td>
<td>+193</td>
<td>+$7,654.81</td>
<td>+$8,629.91</td>
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<tr>
<td>% Change from Prev. Year</td>
<td>+16.2%</td>
<td>+21.3%</td>
<td>+29.8%</td>
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Mid-Year Membership Income Comparisons

December Events
Attendance at the two nights of Christmas Candlelight at Historic Brattonsville on December 5th and 12th was exceptionally strong this year with over 2,268 visitors. For the first time in three years we had two weekends of clear weather and it helped in creating a 35% increase over last year and the highest total visitors for the event since 2007. Although the line was long for a time on the second weekend, there were activities and live music in the area and most of the visitors remained in good spirits. Other December events were well-received with 193 showing up at MYCO to have “Cookies with Santa” and 764 at the Children’s Museum during Rock Hill’s four-day “Christmasville” festival.

Historic Brattonsville Interpretive Plan: Capital Projects for Phase I
On December 7th, The CHC Capital Projects Fund Advisory Committee voted 7-0 to recommend funding for all of the remaining requested components for implementing Phase I of the Brattonsville Interpretive Plan. Combined with the funds awarded in November, this recommendation represents complete funding of our 2015 request totaling $939,400. The Foundation for the Carolinas has indicated that they would accept the recommendation. There was a technical hold-up on the final language of the agreement that has now been resolved and we are awaiting the formal paperwork from the Foundation which should arrive this week.

Once the paperwork is signed, we can move forward with the bidding and contracting process for the components of Phase I in sequential order.

- HB Site Master Plan
- Paint Analysis of Original Structures
- Archaeology Evaluation
- Homestead Structural and Architectural Report
- Bratton Brick House Restoration
- Bratton Brick House Furnishing Plan
- 1780 Farm Interpretive Plan
- Relocation of the Bratton Academy
- Construction of Educational Area restrooms
- Contingency 10% of the total.
(Funding for the Relocation of the Bratton Academy and construction of the Educational Area Restrooms is conditional upon the recommendation of the Master Plan).

In December, we also received the first of three annual $50,000 grants from the Robert Haywood Morrison Foundation for the Brick House Restoration. Combined the FFTC and RHMF funds will total $1,089,400 approved for HB in 2015. This amount will cover all but $11,950 of the estimated costs of Phase I of the Interpretive Plan Capital projects.

**Social Media and On-line Presence**
At our last meeting we discussed online presence and social media. Our Integrated Marketing Coordinator, Stephen Crotts, has prepared a summary of what we are currently doing and some potential venues for additional outlets. The summary is attached as addendum 2 to this report.

**Institutional Planning**
Later in the meeting we will be talking about our process for reviewing and revising our Institutional Plan. In addition to conducting research and meeting with the CHC Department Heads and members of the York County planning staff, I have been in contact with the Alliance of American Museums about their expectations and drafting a proper review process that is consistent with those expectations. I will be presenting a process endorsed by our American Alliance of Museums liaison for accreditation later in the meeting. Recently, there have been some myths circulating about the Institutional Plan. I would like to take this opportunity to address a few of them. (See Addendum 1 for written version of this portion of the report).

Thank you once again for your service and commitment to the mission of the Culture and Heritage Museums.

Sincerely,

*(submitted electronically)*

Carey L. Tilley
Executive Director
Director's Report: January 12, 2016
Addendum 1: Recent Myths about Institutional Planning

Myth #1: "There does not appear to be a formalized strategic planning process."

Response:
Our Institutional Plan resulted from a process that has been evolving since initial work on Vision, Values, Site-specific Mission Statements, and Strategic Objectives and Initiatives started in 2012. These strategic topics were discussed to varying degrees by the Culture and Heritage Commission in at least eleven distinct governance meetings before the approval of the Institutional Plan in February of 2015. While the final version of the plan contained new tactical details it was built around Strategic Goals (or Objectives) and Initiatives that were first approved by the Commission in February of 2013 and formally reviewed and revised by our Commission again in October of 2014.

Myth #2: "The current institutional plan is a list of spending priorities for the monies remaining from the fundraising effort." - Or "What they presented as a strategic plan is a listing of priorities for the $8 million."

Response:
There are seventeen “Initiatives” included in our Institutional Plan. Eleven of the initiatives have nothing to do with use of the $8 million set aside for capital projects or the “fundraising efforts”. The remaining six relate to three capital projects which were conceived to address specific organizational needs identified long before the lawsuit or even any knowledge that funds would be available. The settlement agreement did; however, allow us to add more detail. We consider this to be a good thing.

The two major capital projects identified as initiatives in the Institutional Plan had also been identified in the previous iterations in 2013 & 2014. Beyond representing exciting programmatic opportunities, they address clear and long-identified needs. While there is flexibility in the details, our commitment to authenticity, preservation and mission should not be negotiable.

The new anchor exhibit at the Museum of York County had its origins in 2002 as a concept within the proposed new museum and was further emphasized in 2006 when the challenge of balancing the public affinity for one of our most enduring collections with its relevance to our geographical area was recognized in the initial AAM review process. A proto-type of our working concept to utilize portions of the collection to tell a very mission-specific story of extinct fauna of the Carolina Piedmont’s prehistoric past won professional awards from the museum community at both the state (SCFM) and regional (SEMC) level in 2013 & 2014.

Work on the Historic Brattonsville Interpretive Plan began in 1997 in response to National Park Service concerns about the introduction of numerous non-original historic structures to the property in the 1980’s and 1990’s. The concept of moving those buildings out of the formal historic district and using them to tell the story of other time periods and social classes was incorporated into the capital campaign that began in 2003.
The 2003 capital campaign for $60 million dollars and the associated focus on the $48 million proposed new museum on the river overshadowed work at Historic Brattonsville and the Museum of York County for years. With only a small fraction of the necessary funds raised or pledged by 2011 when the new County Ordinance changed the governance structure, the concept of the new museum was finally abandoned paving the way for focus on these other capital needs.

Significantly, the approval of initiatives related to a new anchor exhibition at the Museum of York County, the Historic Brattonsville improvements, and the Carolina Piedmont Specimen Room in 2013 pre-dates the litigation involving our former fundraising arm. The resulting $8 million dollar settlement for capital projects had not even been conceived when they were initially adopted. At that time, most of the fundraising organization’s cash assets from the campaign were gone, their for-profit land development subsidiary was in significant debt, and mystery surrounded the land they held for our benefit. There were no significant funds remaining from the campaign to commit to a list of projects when the initiatives were first adopted.

**Myth #3:** The new board did not have a chance for “input into the development of the priorities.”

**Response:**
The current version of the Institutional Plan was approved in February of 2015. The Commission serving from June of 2011 to June of 2015 was involved in the process in at least eleven distinct meetings. Under the County’s governing ordinance, most of the Commissioners’ terms expired in June of 2015 and they were not eligible to serve a third term. A majority of the current Commissioners did not start until at least July and had not been approved or even identified in February of 2015. While technically the myth may be correct, it would have been impossible for most of the current commissioners to have participated in a plan approved five months before they had even attended their first meeting.

**Myth #4:** “There is no mention of the Children’s Museum” in the Institutional Plan

**Response:**
Goal III of the Institutional Plan is clearly stated as “Strengthen the position of the Main Street Children’s Museum as a community leader in early childhood education.” There are two accompanying initiatives for the Children’s Museum with this goal.

**Myth #5:** “(The Children’s Museum) is already running at capacity...”

**Response:**
While the growth of the Children’s Museum has been phenomenal, we have not yet reached capacity. Strategic Initiative III-A recognizes the need to increase staffing to keep up with growing demand. The Action Steps call for immediate addition of staff hours and continued monitoring of growth.

We are very excited about the growth of our newest museum and as we have our annual reviews of the Institutional Plan we should consider if additional space is needed; however, we should also be mindful that many projects are successful in their first few years and then level off. The
fact that the governing board of the Culture and Heritage Museums in place at the time that our plan was approved chose to take a more conservative approach is a valid prerogative.

**Myth #6:** The Institutional Plan appears *"to be targeted at the Accreditation Process"*

**Response:**
The document is the result of planning that started in 2012 and has evolved and been revised to address our needs. Our strategic goals and initiatives as initially passed in 2013 have provided clear direction for our organization since that time. We did make a conscious effort to make sure that all of AAM’s required elements were included in the final document. This was actually a very helpful part of the process.

**Myth #7:** *"There are no program or evaluation plans to accompany the "Institutional Plan""*

**Response:**
The Institutional Plan is not intended to get into the specifics of our programming and it is our understanding that this level of detail in an Institutional Plan is not an expectation of AAM. We do, however, present simple action steps for addressing each initiative as a way to set direction and monitor progress. We also indicate how we will measure the success of each initiative within the document. In addition, Goal #7 clearly identifies future internal and external evaluation as a priority for our programming.
Director's Report January 12, 2016
Addendum 2

CHM ONLINE & SOCIAL MEDIA SUMMARY
Stephen Crotts

CURRENT PRACTICE
The majority of our online activity is centered on our website, Facebook, Twitter, Mailchimp emails and community calendars.

FACEBOOK
Each of the museums has its own Facebook page. We also make use of an overall CHM page, where information from all sites is shared. In addition to marketing staff, a number of interpreters at each site also contribute content to the pages for their sites. Access by staff to Facebook is generally prohibited by County policy, and must be approved by managers and specially allowed by IT. So far, the growth of these pages has been organic, with no paid advertisements or boosting within Facebook. We have an engaged audience using this platform to receive information, communicate with us about questions and share content related to the museums within their own Facebook networks.

Culture & Heritage Museums - 2,007 Likes
Historic Brattonsville - 1,594 Likes
Main Street Children’s Museum - 1,207 Likes
McElvey Center - 455 Likes
Museum of York County - 770 Likes
Hightower Hall (Event Venue) - 398 Likes

TWITTER - 1,188 Followers
Our CHM Twitter profile primarily shares the same information shared on the overall CHM Facebook page. We have the opportunity to create a Twitter profile for each site, which would pull content from their respective Facebook pages.

MAILCHIMP - 4,949 list members
MailChimp is a service we use to design, send and track emails to members and other list members who have attended events or otherwise signed up for updates.

CHMUSEUMS.ORG
Our website is our central location for sharing general information about our organization, locations and events.

COMMUNITY CALENDARS
We updated several free online community calendars with our events on an ongoing basis
POTENTIAL NEW VENUES

INSTAGRAM
Instagram is a popular mobile-based image sharing platform. The broader Instagram user base is able to find and like images they are interested in through the use of tagging and labeling posts. Additionally, users can follow others, similar to Facebook or Twitter, in order to stay current with posts. We have experimented with an Instagram profile for Historic Brattonsville.

Challenge: Instagram is a platform that works best when images which the user base finds pertinent, interesting and well-composed, are posted on a regular basis. This requires able staff who are equipped with a mobile device, either a smartphone or tablet with an internet connection.

YOUTUBE
YouTube is a video-sharing platform where users are able to share original content that is easy to access, like, comment on and link to. There are opportunities to make use of video to highlight programming and promote events.

Challenge: In order to make the best use of this platform, able staff or volunteers would need time and equipment (which could be a smartphone and a computer) to create appropriate content.

PINTEREST
Pinterest is a platform used to share and save creative ideas. This platform is especially popular among important audiences to the museums, such as teachers and parents. Unlike Facebook, Twitter, Instagram or YouTube, the content shared on Pinterest is not always original to the user. Users create themed “boards,” where creative ideas from around the internet are “pinned” and shared. Pinterest could give us a platform to remain “top of mind” by sharing creative educational ideas among a very engaged audience.

Challenge: Currently, access to Pinterest is prohibited by County IT.