

Culture & Heritage
Board of Commissioners Meeting
June 25, 2012
6:00 pm
Museum of York County

Approved 7/23/12

Person Presiding: Chair, David Plexico
Members Present: Hester Benitez, Ragin Craig, David Duncan, Dennis Getter, Jonell Hagner, and Rick Lee
Ex-Officio Present: Bob McCann
Absent: Pat Veasey
Staff Present: Carey Tilley and Barbara Ardrey
Other: Beth Latham, County Treasurer; Michael Kendree, County Attorney; Member of the Public

The meeting was called to order by David Plexico, CHC Chair, at 6:00 pm.

Motion was made by David Duncan and seconded by Ragin Craig to approve the minutes of the 5-29-12 CHC meeting as presented. Motion passed with five in favor and one abstention by Rick Lee who was not present at the 5-29-12 meeting.

David Plexico introduced Beth Latham to give a review of the Budget as approved by County Council and answer any questions.

- Latham reported additional revenue from Hospitality Tax Committee since Budget was adopted, to be used to fund the Brick House; when amount is known, the Budget can then be amended and brought before Commission; County Council is aware of this .
- Millage rate is the same as last year – 2.6
- Only changes with expenditures were personnel changes already discussed or approved – took money from contingency funds
- Overall staffing changes since 2011 indicated on last page – 55.0 FTE's in 2011, 47.2 in 2012, and 48.1 in 2013

Jonell Hagner asked about H-Tax Committee money for MYCO roof. Tilley reported \$300,000 for roof was declined because they felt that it was a maintenance project and therefore did not qualify; \$130,000 for Brick House funding will be recommended by the H-Tax Committee with an additional \$100,000 for the planetarium. If that is approved, \$230,000 that was originally budgeted to come out of fund balance would be freed up to use toward roof project and hopefully find additional funds from County to cover balance.

May Financial Reports were reviewed. Summary shows revenues exceed expenditures by \$220,000 – Beth anticipates surplus in fund balance. Hard to compare department by department this year because people have been shifted around and budget transfers have not been kept on track this year because of all the changes. Total is right.

Rick Lee asked with anticipated surplus that will go back into fund balance and with changes from Hospitality Tax for next budget year what is your ballpark impact on the fund balance for the money we will ultimately have to take out. Latham explained the two fund balance accounts, one on the Museum books and one on the County books designated for the Museums; beginning of fiscal year, \$1,200,000 in combined fund balance -- we estimate using \$575,000 for 2013 so combined fund balance should be about \$667,000 – does not include additional Hospitality Tax money because that is on a reimbursement basis. That leaves 18% fund balance as percent of expenditure balance-- County target is 25%. 18% is good.

Staff Reports and Information

Report from Executive Director

- Council approved Budget and Org Chart with minor changes
 - Minor changes in Org Chart dealing with job titles to comply with County requirements;
 - o Membership Coordinator changed to Contributions Manager
 - o Facilities Associates changed to Operations Associates
 - o Carroll School Teachers changed to Academy Assistants and listed under HB Manager
 - Change in how positions are listed
 - o Rather than individual positions being listed, the County only needs full-time equivalents which is now indicated under Sr. Managers on the Org Chart
 - o Gives us more flexibility

Tilley asked for official approval of the Org Chart with changes as set forth above. Rick Lee moved to approve the Organizational Chart as presented and Jonell Hagner seconded. Motion passed unanimously.

- Tilley presented schedule for major planning that happens every year
 - Proposed three-year Strategic Plan to be presented to Commission for approval at the January meeting, followed by Programming at the February meeting and Budget at the March meeting (to be implemented in 2013-2014)
 - Staff will start process in November; Commission will need to be involved
- Briefly discussed programming
 - Full scale evaluation of programs is necessary
 - Tilley presented Program Sheet template with different criteria to help with evaluation
 - Sr. Managers are being asked to create a program sheet for each of their programs
 - Tilley hopes to present some completed sheets to the Commission in July
- Organizational Values discussed
 - Tilley will hold staff accountable to the values of Authenticity; Professionalism; Meaningful Visitor Experiences and Respect for those we represent and for our natural world and would like these approved as our organizational values
 - Other values that he believes should be considered are Transparency, Stewardship of Resources, and Donor Rights
- Planetarium Update
 - September 30, 2012, set for completion
 - Large marketing campaign is being planned
 - Anticipate significant growth
- Money for Marketing
 - \$18,891 awarded from York County Accommodations Tax
 - \$20,000 awarded from Rock Hill Parks, Recreation & Tourism
 - \$22,550 from SC Parks, Recreation and Tourism

Looking at new branding ideas – identify what is special about each of our sites and promote accordingly. Each would have a sub-mission that feeds into our main mission.

- o Currently what we do at MYCO is natural history so we would like this to be known as a natural history museum. We also need a plan for the art.
- o McCelvey could be a history center to tell the story of York County, keeping archives and research space in place.
- o Historic Brattonsville – our big draw regionally. Tell the significance of the Bratton family story in illustrating American History
- o Main Street Children's Museum speaks for itself. Art for children and chance for children to use their imagination in a place that pays homage to Vernon Grant.

Tilley would like to put strategy together in the future as to how to go forward with this concept.

- Fundraising Concerns
 - Charts provided in packet show steady drop in Fundraisers, Memberships and Gifts since 2008
 - Tilley is working with Development to identify reasons for this trend and to come up with a plan to reverse it
 - Money budgeted for this year for contributed income is conservative but it is a 25% increase in what was brought in through May; expenses are still too high for amount raised and that needs to be turned around.

General discussion on fundraising ideas and concerns. Some new fundraisers are being planned but nothing large – we do need a large fundraiser but we need to be cautious. **Commission requested Calendar of Events.**

- Numerical Targets for 2012-2013
 - Shows successes and some intended growth
 - Some important growth is projected although operating budget for programs is fairly stagnant this year; there is extra money for capital projects but except for the planetarium, most will be behind the scenes
 - Tilley reviewed list of numerical targets provided in board packet and answered questions.

Committee Reports

- Finance – no meeting but Dennis Getter reported on the following
 - o We are in good shape for May.
 - o We got what we proposed in the Annual Budget.
 - o Update on Foundation in light of recent news article; included 990s for 2008, 2009 and 2010 and Schedule R for Commissioners' information to make them aware of the 990s; aware of the drop in assets in last three years; aware that they said they didn't include the land -- the contradiction being in Schedule R where they did include it but said it was worth zero.
- Governance
 - o Discussed Organizational Chart with respect to job duties and descriptions

General discussion on allowing Executive Director flexibility in moving people around; Dennis Getter suggested changes at Sr. Manager level go through Commission but below that level should be at Director's discretion, as long as Budget is not affected.

Old Business

Discussion of change in CHC By-Laws to add a Statement of Delegation of Authority and action related thereto

- County Attorney, Michael Kendree, brought up issue with language in amendment, particularly "commission shall delegate full authority," – Commission is charged with running the Museum, not delegating to anyone. Kendree offered possible alternative language using the words "charged or entrusted" rather than delegate. Kendree suggested that amendment needs to be worded to put in proper context the role of the Commission and the role of the Executive Director or the absence of the Executive Director.
- Getter brought up Museum Accreditation requirements as it relates to language being proposed
- Tilley stated that language was drawn directly from the American Association of Museums Accreditation language – not necessarily recommended but the language they used to describe it's purpose– they want full authority for day-to-day and maybe we want define day-to-day and there could be exclusions; the purpose is actually to make sure that the Commission stays out of the staff's business and not dictate what Director does on a day-to-day basis.
- Getter noted that Tilley has the responsibility to make changes and if the Commission doesn't like it they can stop it.

- Kendree noted that the wording is not consistent with the creation of boards and commissions in York County; the word "delegate" is a bad word from a legal standpoint in that they are abdicating their responsibility.
- Tilley advised that the "delegate" word is very specific to AAM; they want it shown that you have delegated authority for day-to-day – not for the governance – to an individual who has the proper training to run a museum.
- Tilley suggested a need to better define what day-to-day authority is. He recommended meeting with Attorney Kendree to allow him the benefit of what AAM suggests. Issue needs to be resolved before passing.
- Agreed to wait until next meeting for approval.

Discussion of Organizational Values and action thereto related

- Tilley noted that the Values were discussed and asked if action needed to be taken. Eventually the Commission will need to adopt some Organizational Values. Tilley reiterated that he was personally adopting the first four values at the staff level and would like the support of the Commission but that could wait for the strategic planning process.
- David Duncan noted that he liked all seven values listed; Tilley indicated his support for those also.

Motion made by Ragin Craig and seconded by David Duncan to adopt all of the Organizational Values as set forth. Motion passed unanimously.

New Business

County Policy on Alcohol Use at Special Events

- Michael Kendree reported that the County Ordinance prohibits the use of alcohol on county property and that is the rule but there is a built-in exception and that is with special permission received by both the County Attorney and County Manager and then sets forth a number of protective measures. Special Events Insurance can be purchased for additional coverage. County insurance policy does not place a prohibition on the use of alcohol but there is no granted permission either.

Executive Session

- Receipt of Legal Advice

Reconvene to Open Session

With no further business to discuss, the meeting was adjourned.

Prepared By: Barbara Ardrey
Submitted By: Dennis Getter, CHC Secretary/Treasurer