Culture & Heritage
Board of Commissioners Meeting
February 16, 2016
6:00 PM
McElvey Center, York, SC

Approved: 03-15-2016

Person Presiding: Dale Dove, Co-Chair
Members Present: James Duncan, Jeff Lyon, Craig Lentz, Nancy Craig, Bessie Meeks
Members Absent: Penny Sheppard
Ex Officio Present: Rick Chacon
Ex Officio Absent: Carolyn Mendenhall
Staff Present: Carey Tilley, Barbara Ardrey
Others Present: County Attorney Michael Kendree

Prior to the meeting being called to order, Attorney Kendree administered the oath of office to Richard (Rick) Chacon, the new ex officio member of the Board.

Call to Order

Chair Dale Dove called the meeting to order at 6:04 pm. He began by introducing Rick Chacon as the new ex officio member of the Board and asked him to speak briefly about his background.

Dove then called for a motion to approve the draft minutes of the January 12, 2016 meeting; Duncan so moved; Lentz seconded; no discussion; a vote was taken and the motion passed unanimously.

Staff Reports and Information

- Report of Executive Director
- Key Points Included:
  - Agreement with the Foundation for the Carolinas for $939,400 was signed in January. Combined with $150,000 from RH Morrison Foundation we have over $1 million to complete Phase I of the Historic Brattonsville Plan.
  - Visitation continues to grow – Overall visitation is up 10% over this time last year.
  - Mentioned rentals at McElvey - almost 3,000 at end of January and growing – not counted in our visitation numbers.
  - Number of members crossed 1,400 for first time in our records and is up 16.5% from Year-to-date last year
  - Projecting significant growth by year end in revenue from admissions
  - Presented strong trend in membership and admission income (see charts in report)
  - Mentioned social media. We do quite a bit. Two events taking off. Will send links electronically. If have thoughts, Richard (Campbell – Business Director) will be glad to speak with you.
  - Institutional Plan moving forward according to plan – will discuss more later

(Full report attached to these minutes as Addendum “A”.)
Committee Reports

- Finance Committee
  - Treasurer's Report
    - Finance Committee – no formal meeting
    - At Dove's request, Craig gave an overview of her background in Finance
    - Financial statement in packet. Everything appears to be on target looking at expenditure side. Next month may look at income.
  - Budget Amendment for Capital Projects
    - Nancy Craig noted the need to address the $939,400 which will be transferred from the FFTC. We want to draw out Phase 1 of it to cover the Historic Brattonsville Interpretive Plan. The items are listed on the front of Carey's Report.
    - Dove asked about the status of the 60 acres on the Catawba River that was part of the Settlement Agreement. It is currently in the name of the Commission but, by ordinance, it needs to be transferred to the County. Kendree said that County Attorney's office should generate the deeds and include in Commission's packets for review and the Commission could authorize the transfer. Kendree said he could prepare for next meeting. Tilley requested that the document clarify that the intent was to benefit the commission. Kendree said that could be done in the grant.
    - Dove requested something summarizing the FFTC agreement. Craig pointed out that we would be covering that in the meeting at HB next month. Tilley said he could send the Fund Agreement with FFTC and that he would try to summarize a short version for circulation as well.
    - Dove then asked for confirmation that the Commission needs to amend the present budget to show this income coming in and then to show the anticipated expenditure of the $939,400. Craig confirmed and explained that the $939,400 would not be coming in as a lump sum but rather piecemeal, although the County requires that it be budgeted in its entirety in this year's budget. Nancy Craig then made the following motion:

    I make a motion to amend the CHM adopted fiscal year 2016 budget by adding revenue to be transferred from the Foundation For The Carolinas in the amount of $939,400; and offsetting expenditures in the same amount for projects itemized in Phase I of the Historic Brattonsville Interpretive Plan; James Duncan seconded; discussion: for clarification Tilley noted that each project will have to be set up in a different account; a vote was taken and the motion passed unanimously.

- Collections Committee
  - Recommendations for Accession(s)/Deaccession(s)
    - Lentz noted that the Collections Committee had to move its meeting to February 25 but they did circulate the Recommendations for Accession and all were in agreement that they be presented to the Commission.
    - Lentz then offered the following Recommendations for Accession:
      - Collection of Items formerly belonging to WWII Veteran Claude R. Smith (TC87)
      - Primary materials related to RHHS and some items related to history of Rock Hill, Bennett Tarleton donor (TC90)
Items from the Rosa Alba Garden Club donated by Bettye McKee (TC89)

Items from the Thursday Afternoon Book Club donated by Melinda McKeown (TC92).

Craig Lentz made a motion to accept the Recommendations for Accession as presented; Lyon seconded; no discussion; a vote was taken and the motion passed unanimously.

Four Recommendations for Accession attached collectively to these minutes as Addendum "B".

- Governance Committee
  - Update on Process for Director's Performance Appraisal
    - Duncan recapped concerns over the current appraisal. He reported that the Committee had met on February 11, 2016, to discuss the form being used to appraise Tilley's job performance. Form too generic.
    - Tilley had provided committee members with his job description -- his duties and his responsibilities. Duncan with the committee's approval drafted an appraisal that uses the language of the job description. This draft has been reviewed and approved by Michael Kendree (County Attorney) and Lisa Davidson (County HR) as filling the procedural role. Commission approval is necessary for substantive material.
    - Tilley stated that he would have a copy of the job description sent to the Commissioners.
    - Duncan then outlined as follows the proposed timeline to be used for this appraisal process:
      - April – Hand out appraisals for Commissioners to take home and fill out, make comments and grade
      - May – Get individual appraisals to Governance Chair at least one week prior to May meeting to discuss in Executive Session at May meeting without Executive Director being present. Decide what to send to HR for official compilation
      - June – Get together and compile results to go to HR Director
    - Meeks suggested that visually it would be better to reverse order in defining rankings (5 on top).
    - Dove pointed out importance of timing because previous review was after terms had expired and most of the former commissioners were not around for the review.
    - Lyons pointed out that items were subjective.
    - Duncan said that there is always a certain degree that you analyze past, present, and future.
    - Tilley offered to address the issues ahead of review and present things done to focus on specific issues. That is where metrics might come into play.
    - Dove offered that Tilley could address issues in Executive Session in April in preparation for the evaluation.
    - Dove cited examples for process in which discussed summary in executive session without Executive Director then bringing Exec. Director in to have group dynamic. Suggested we take process and bullet-point it out for each meeting.
    - Discussion of how to compile scores.
• Tilley stated it was important to him that comments in the review not be anonymous.
• Kendree clarified that numerical rating does affect employees (raises, etc.) but would only be punitive if score was exceptionally low.
• Kendree also commented that people governed by Boards, etc. do not have one-on-one reviews. Panel discussion provides opportunity to make comments to the individual. Comments should not be compromised or summarized and individual commission members would address it in that forum. County staff supervisors are required to go over comments with employees.
• Duncan stated that would be done in June.
• Tilley pointed out the challenge of starting process in April because the year is not over.
• Duncan recommended to defer any action until the next meeting to give everyone an opportunity review the process and form. He stated that he would welcome comments in the meantime.

○ Dove asked that the Governance Committee consider the need for rotation of Commissioners/staggered terms. Kendree suggested that the Commission take that up and then make a request to Council to see if the terms can be changed and see if we can get authority to change the ordinance.

Old Business

• Institutional Planning
  ○ Tilley reported that his senior management team has been working on reorganizing and reformatting the document so that it is more consistent with what AAM is looking for in its look and appearance. At AAM’s request we have added a financial component and a sustainability component. We have now produced a draft that can be taken out to the staff meetings. We will then take this out to key stakeholders and get their thoughts in the areas that pertain to them, and then we will draft something, very similar to what was passed last year but worded and arranged differently and with those two components added, to bring to the Commission at the retreat.
  ○ Tilley advised that the idea is to walk away from the retreat with a draft that the staff and Commission are behind. He did note, however, that this is a living document and will be reviewed annually. After the retreat, we want to take this out to the community.
  ○ The retreat itself will probably be four hours, including dinner, on a Friday night and Saturday, maybe four or five hours. Possible dates were sent out to everyone and almost everybody could make April 8 and 9.

After discussion, Dove asked for a motion to have the Commission Retreat at Rightower Hall on Friday, April 8, beginning at 6:00pm and then continue on Saturday, April 9, starting at 8:30am to approximately 1:00pm; Duncan so moved; Lentz seconded; during discussion there was clarification as to times – Friday night 6:00 pm to 10:00pm and then Saturday, 8:30am to 1:00pm; Dove asked the moving party and the second if they accepted that clarification and they confirmed; a vote was taken and the motion passed unanimously with all those present. (Commissioner Lyon was not in the room for the vote.)
The interim report to AAM which will include a draft of the Institutional Plan is due April 29th.

After the Retreat we will have at least three stakeholders meetings at different sites which will be open to the public.

(Commissioners took a short recess.)

- Development/Community Engagement
  - Tilley presented a PowerPoint concentrating on development to show the Commission historic trends and projections. This report focused on historic trends in Annual Fundraising Income in the four years since the major governance changes in 2011. It showed that Gross Annual Fundraising Income actually went up over that time period despite cutting expenses by $105,000 including the elimination of the Development Director position from the budget. Tilley focused on the importance of the Net ("the number that matters") which has climbed steadily over the four-year period making an additional $148,000 available for programs and service over the base year (a 235% increase). Cost to Raise a Dollar (CRD) has dropped from $0.70 to $0.17 and the Return on Investment for this category has risen from $1.42 to $5.97. The report also examined the categories that were most likely to be influenced by the Development Director Position and projected a relatively aggressive growth scenario over the next four years that could result from the re-opening of the position. In this scenario, which tripled over its current amount in year four, the cumulative net income (new income minus the expense of the position) would be slightly less than $0. (No new “related contributions” would be available for programs as a result of hiring the position.) Three other categories represent the areas of growth in fundraising since 2011-12 and have actually went up since the elimination of the Development Position. Tilley identified three areas in which we can take action to have greater impact: fundraising events because we are not doing anything now, general membership which has grown 75% since 2011-12 and should continue to grow, and volunteer impact which has been identified as a need in the Historic Brattonsville Interpretive Plan. In conclusion Tilley reiterated the steady and strong growth in Net Annual Fundraising Income and the facts that the trends clearly show the success of eliminating the Development Director position at that point in time. As we decide how much we are willing to spend on Advancement, we must be aware of the trends and make realistic projections. There are options short of hiring a Development Director that can have a more positive impact in key area.

(PowerPoint attached to these minutes as Addendum "C").

- Discussion followed.

- Tilley will put together three alternatives for the development director position and present those at the next meeting.

- Email Service Update
  - Dove reiterated the need for a special email account exclusively for Commission business for the benefit of any new Commissioners.
  - Tilley reported that he had spoken to the IT Department who had an idea of how to do this but needed to speak with his Supervisor.
  - Commissioner Lyon offered to work on a solution with Tilley and the IT staff.
• Carolina Thread Trail Update  
  o Tilley reported that they have marked the trail. He noted there would be a need for archaeological evaluation along the way.  
  o Dove clarified that this is on the CHC property consisting of 60 acres along the river on the Fort Mill side.  
  o Tilley mentioned the possibility of a site visit for anyone who is interested. It was decided to meet Saturday, February 20 and to invite Chief Harris and Wynonah Haire with the Catawba Indian Tribe.

• Catawba Partnership  
  o Dove noted that he hopes that the CHC can help promote the Catawbas, celebrating the river and the people with such things as living villages along the river with access from the water and/or road.

(Commissioners Craig Lentz had to excuse himself from the meeting.)

New Business

• Admission and Membership Prices  
  o Discussed increasing prices for both. Dove questioned whether this is something for the Commission or a management decision.  
  o There was general agreement that it is a management decision and no action was taken.

• Approval of Proposed CHC Meeting Dates for 2016  
  o It was decided to postpone a vote on all of the dates until the next meeting.  
  o The following motion was made and voted on as to the March meeting:

Dove asked for a motion to move the March meeting to Tuesday, March 15, beginning at 6:00pm at the Historic Brattonsville site; Duncan so moved; Lyon seconded; all presented voted in favor and the motion passed.  
Dove declared no reason for Executive Session.

Calendar Review

• Dove asked that this wait until the next meeting but that going forward, the Calendar Review be placed at the front of the Agenda.

There being no further business to come before the Board, the meeting was adjourned at 9:04pm.

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

Culture and Heritage Museums
Director’s Report
February 16th, 2016

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

CHC Commissioners,
Through the month of January, the museums continue to explore new program opportunities as our attendance numbers continue to rise. Some of the major areas that staff is currently working on include preparation for capital projects and institutional planning, filling vacant positions, identifying 2016-17 budgetary needs, and upcoming special events.

Historic Brattonsville Interpretive Plan: Capital Projects for Phase I
The agreement with the Foundation for the Carolinas awarding us a grant of $939,400 from the CHC Capital Projects Fund has been signed. This amount, combined with the $150,000 committed from the Robert Haywood Morrison Foundation will address all of the estimated costs associated with Phase I of the Interpretive Plan. Although the Commission has already approved the projects and request, as a formality, we will need the Commission to approve a budget amendment allowing for the new revenue and expenses. Once the funds are budgeted we need to finalize the various Requests for Qualifications and Proposals (RFQ/RFP) and work with York County Purchasing to gather proposals. The RFQ/RFP for the Site Master Plan has been drafted and is awaiting review from Preservation Architect, Martin Meek. We also are ready to move forward with getting quotes for the 1780 Farm Interpretive Plan which will be a simpler process because the total cost will be under $30,000.

Historic Brattonsville Interpretive Plan
Phase I Components

- 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

On-site Visitation
Through January overall attendance at the Culture and Heritage Museums is up 10% from last year. The seven-month total of 53,868 represents continued growth that exceeds the average of the previous three years by 19%. Our three major visitation sites (Museum of York County, Historic Brattonsville, and the Main Street Children’s Museum) are all up from last year with both MYCO and MSCM seeing a 15% rise. Research Room attendance at the McElvay Center is up, but overall attendance is down because of
smaller numbers at our fall shows. We do expect strong attendance at the Southern Sound Series which kicked off in January. Although we do not generally report rental numbers in the visitation totals, McCelvey has been active in 2015-16 with almost 3,000 people using the facility as of January 31st with another 300 so far in February. We anticipate over 1,000 people this weekend with SHOWTIME Theatre Productions multi-show presentation of *The Wizard of Oz.*

**Visitation Totals through January 31st**

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>MYCO</th>
<th>HB</th>
<th>MSCM</th>
<th>McCelvey</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD 2015-2016</td>
<td>53,868</td>
<td>19,645</td>
<td>16,777</td>
<td>16,008</td>
<td>1,438</td>
</tr>
<tr>
<td>YTD 2014-2015</td>
<td>49,114</td>
<td>17,119</td>
<td>16,249</td>
<td>13,918</td>
<td>1,828</td>
</tr>
<tr>
<td>Change from Previous Year</td>
<td>+4,754</td>
<td>+2,526</td>
<td>+528</td>
<td>+2,090</td>
<td>-390</td>
</tr>
<tr>
<td>% Change from Previous Year</td>
<td>+10%</td>
<td>+15%</td>
<td>+3%</td>
<td>+15%</td>
<td>-21%</td>
</tr>
<tr>
<td>Avg. of last 3 yrs.</td>
<td>45,278</td>
<td>15,781</td>
<td>15,441</td>
<td>12,370</td>
<td>1,685</td>
</tr>
<tr>
<td>Change from Avg.</td>
<td>8,590</td>
<td>3,864</td>
<td>1,336</td>
<td>3,638</td>
<td>-247</td>
</tr>
<tr>
<td>% Change from Avg.</td>
<td>+19%</td>
<td>+24.5%</td>
<td>+9%</td>
<td>+29%</td>
<td>-15%</td>
</tr>
</tbody>
</table>

**Membership through January**

As of January 31st we had crossed 1,400 members for the first time on record. The total of 1,405 members is up by 16.5% from the year-to-date total in 2015. Total Membership Income continues to be up boosted by the 28% growth in General Membership Income. While the Children's Museum continues to be the largest source of new members, new membership coded at MYCO is up 67% from this time last year while new membership at HB is up 30%. MSCM is up 37% and the overall increase in new members of 36%. Only McCelvey is down in new members by a total of three. Renewals which represent 53% of our total membership and are generally more diverse in their place of origin also continue to be strong. Unfortunately because of the change of software last year, the totals for the first three months of 2014-15 have not yet been tabulated for comparison.

**Membership Totals through January 31st**

<table>
<thead>
<tr>
<th></th>
<th>Total Memberships</th>
<th>Total Membership Income</th>
<th>General Membership Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>1,405</td>
<td>$52,183.50</td>
<td>$45,673.50</td>
</tr>
<tr>
<td>2014-2015</td>
<td>1,206</td>
<td>$42,833.69</td>
<td>$35,748.69</td>
</tr>
<tr>
<td>Change From Prev. Year</td>
<td>+199</td>
<td>$9,349.81</td>
<td>+9,924.81</td>
</tr>
<tr>
<td>% Change from Prev. Year</td>
<td>+16.5%</td>
<td>22%</td>
<td>28%</td>
</tr>
</tbody>
</table>
Admissions & Membership Income Trends
For the last couple of years I have had the opportunity to report significant and sustained growth in On-site Visitation and General Membership. These two categories indicate strong the broad-based support of the community. Our Marketing Department is doing an excellent job of getting the word out and people are responding positively to what we offer. With budgeting time approaching, it is also encouraging to look at the positive financial impact of this growth. The climb in these key categories is demonstrated in the charts below. Admission includes both General Admission (Walk-ups) and Special Events Admission. We are able to project continued positive growth by year-end of this fiscal year by adding performance of the last six months of 2014-15 to the first six months of 2015-16 to get a projected total. To meet this number we simply have to match what we did in the second half of last year. The trend suggests we will do even better. Last year we used conservative numbers to budget for revenue from these categories. This year, if we use the projected year-end numbers we can realistically add more than $60,000 of new revenue to our budget from these categories before factoring in any change in admission and membership prices. These funds will be very important for properly staffing our sites to keep up with the rapidly expanding visitor numbers.
Proposed Admission and Membership Rate Increases
Later in this meeting we will be proposing rate increases for admission and membership. We believe that neither of these categories has changed significantly for more than ten years and we are well below comparable standards. We will not be proposing an increase in school group rates. Based on 2014-15 year-end totals, the proposed admission changes would generate an additional $39,118 annually while the proposed increase in membership rates would generate an additional $21,540.

Social Media and On-line Presence
We are quite active in social media and rather than spending a lot of time talking about what we do, I encourage you to go to the links below and check out what we are posting at each of our sites. I will also send the links to you electronically.

Institutional Planning
We continue to move forward with internal review of the Institutional Plan. The Senior Managers (Department Heads) are functioning as an internal planning team to reformat the document for additional review (Step 1). Latasha Richards (Collections Manager) and Teresa Armour (Exhibits Manager) are reformatting and working on language based on discussions from the meetings. In the next two to three weeks we will be discussing the document and gathering input from all the staff at formal meetings at each of the sites. During that time we will also begin meeting with key stakeholders either individually or in small groups (Step 3). Leading up to the retreat, we will consider further revisions to the document based on the feedback from the key stakeholders and staff. Later in this meeting we will be discussing the retreat in which the Senior Managers and Commission will review and discuss the document as it has evolved up to that point (Step 5). We will leave the retreat with a document ready to take to the stakeholder meetings for their input. In April, following the retreat, we will submit a report on our progress to the American Association of Museums to be reviewed by the accreditation commission in June. In the coming months, we will hold the formal stakeholder meetings (Step 6) and make any necessary revisions based on the community feedback (Step 7). By late summer, we should be ready for final Commission review and approval (Step 8). The Institutional Plan should be considered a living document which is reviewed annually (Step 9). It is likely that fresh ideas will emerge as we go through this process. There may not be time to fully explore and incorporate every idea that comes forward; however, worthy ideas can be researched in the coming year and considered during the annual review process.

On a final note Alison Gray (Membership Coordinator) could use a couple of people to help at the “Meet and Greet” events for the supporters of the Southern Sound Series and promoting membership opportunities at special events at Historic Brattonsville. It is a great way to get involved and meet some of our supporters. Once again I thank you for your service to this community and to the CHM’s.

Sincerely,

(submitted electronically)

Carey L. Tilley
Executive Director
Culture and Heritage Museums
Director's Report
February 16th, 2016

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RECOMMENDATION FOR ACCESSION

Temporary Custody ID: TC87
Collection Type: Archives & History
Method of Acquisition: Donation

Name of Donor: Steve Smith

Description of Accession:
The following items formerly belonged to Claude R. Smith (1924-2015), who was born in Waynesville, NC, grew up in Rock Hill, SC, attended Clemson College, and served in the US Army Air Force during World War II. During the war, Smith flew 24 combat missions as a navigator on a Consolidated B-24 "Liberator" heavy bomber in the 5th Army Air Force, in the Southwest Pacific Theater of Operations. The items offered to CHM by his family are as follows:
1. "Navigator's Information File" notebook
2. United States Army Air Force "Pilot's Navigation Kit" portfolio (listed as a briefcase on the TC and GA, but we are going to classify it as a portfolio in the records from this point on)
3. "Know Your Command" pamphlet
4. 5th Air Force uniform shoulder patch
5. Blood chits
6. Possible War Trophy
7. "Cairo Declaration" flyer in Japanese and Traditional Chinese

Overall Condition: □ Excellent  ■ Good  □ Fair  □ Poor

General/Comparable Size of Collection
- Archival Materials: the notebook is a standard sized notebook, the flyer is smaller than a sheet of paper, and the pamphlet is the size of an average pamphlet.
- Objects: The uniform patch is roughly 2" in diameter, the blood chits and trophy are the size of handkerchiefs, and the leather portfolio is about the size of a folder.

Significance/Ownership History:
These items are recommended for accession for a number of reasons. Mr. Smith's mother and her family were natives of York County and were among the early settlers here, and they have deep connections to the history of York County and the Carolina Piedmont. Mr. Smith lived in York County and Rock Hill for most of his youth prior to enrolling in Clemson College and serving in the Army Air Force. The military items offered in this collection are directly related to his service as an officer and a navigator in the 5th Air Force in the Southwest Theater of Operations during World War II. The Navigator's Information File and Pilot's Navigation Kit are technical references used by Army Air Force navigators in the performance of their duties, and are not items that are generally encountered in World War II veterans' collections. As such they are extremely rare, and this makes them highly desirable as military artifacts from World War II. The 5th Air Force is one of the lesser known of the numbered Air Forces that composed the US Army Air Force during World War II. The 5th is certainly much less well known that the 8th, 9th and 15th Air Forces that served in Europe, and the 14th and 20th Air Forces that served in Asia and the Pacific. Original relics of the 5th Air Force, such as the shoulder patches that were worn on uniforms and flight jackets, and the "Know Your Command" pamphlet, are valuable historical artifacts and we have nothing from the 5th Air Force in our collection.
The so-called "blood chits" are also valuable military artifacts that were only used in the Pacific and Asian theaters of operations during World War II. The blood chit is a cloth document that was issued to American airmen who might be shot down over Japanese occupied territory. The chit contained instructions in Chinese and/or other local languages, indicating that the airman was American, not Japanese, and should be treated as a friendly ally and should be assisted in evading capture and in returning to allied forces. During World War II, these chits were heavily used in the China-Burma-India Theater of Operations and in the Southwest Pacific Theater around New Guinea and the Solomon Islands. These blood chits were made famous by the American Volunteer Group, better known as the "Flying Tigers," who flew combat missions against the Japanese over Burma and China during 1940-1941.

The possible war trophy of the signed Japanese rising sun is an item Mr. Smith would have brought back with him from his time with the 5th Air Force division. Japanese flags signed by prisoners of war appear to have been a "trophy" that some members of the United States Armed Forces brought back after the war. CHM staff plans to have the piece translated so that we have a better understanding of the story this item can tell about Mr. Smith's experiences during the War.

The Cairo Declaration was produced by a joint conference between President Franklin Roosevelt of the United States, Prime Minister Winston Churchill of Great Britain, and Generalissimo Chiang Kai-shek of China. The conference was held in Cairo, Egypt, in November 1943, and the declaration produced by the joint conference outlined the goals of the three allied nations in halting the expansion of the Japanese Empire in Asia and the Pacific, defeating its armies and navies, restoring the Chinese territories conquered by Japan to Chinese control, and expelling Japanese occupation forces from other independent nations in the Far East. This flyer is a rare and important document relating to Mr. Smith's service in the Far East and would also be a valuable item to add to our collection.

All of these items complement the other items from Mr. Smith's military service during World War II that were accepted and accessioned by CHM in 2015.

**Potential Uses:** Research  Exhibition  Loan

These items could be used in exhibitions on the history of York County and the Carolina Piedmont, or in exhibitions relating to York County's involvement in World War II or its services to the United States military in general. They would also be quite useful for illustrative purposes in books and publications on these subjects, and for historical research on this important period of American history.

Restrictions:
None

Unusual Costs:
None

Staff Recommendation (Signature & Title):

Michael C. Aegerter

Date: 2/4/16
Director Recommends (Signature):  
Larry E. Allen  
Date: 2/4/16

Approved by Culture & Heritage Commission on: 2/16/16  
Signature, Title:  
Larry E. Allen  
Date: 2/22/16

"Know Your Command" Pamphlet  
"Cairo Declaration" flyer
Navigators’ Notebook

Navigation Kit

5th Air Force Patch
Blood Chits & War Trophy
RECOMMENDATION FOR ACCESSION

Temporary Custody ID: TC 90
Collection Type: Archives
Method of Acquisition: Donation

Name of Donor:
Bennett Tarleton

Description of Accession:
Primary materials related to Rock Hill High School: 14 programs including commencement, dramas, football, Beta Club, and SC Scholastic Press Association; a "Senior Handbook"; 1 candy wrapper advertising the Student Press Association; 11 newspaper clippings. The collection also includes items related to the history of Rock Hill: 4 Jack Bollin prints of various sites in Rock Hill. See attached inventory.

Overall Condition: [ ] Excellent  X Good  [ ] Fair  [ ] Poor

General/Comparable Size of Collection
The archival donation will fit into 4 folders. These materials will be added to RG-198 Rock Hill High School Collection donated by Bennett Tarleton in 2015.

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 donor attended Rock Hill High School from 1957 to 1961. He was co-editor of the student newspaper, played the alto saxophone in band, and served as class historian. Over the years he collected these items and was a member of the Rock Hill High School Committee that worked with Michael Scoggins to erect an historical marker in 2007. This archival collection documents the activities of Rock Hill High School students. It will add to the collection of school materials already in the archives: original annual reports and copies of school ledgers, school books, yearbooks, diplomas, floor plans, photos and report cards from various schools in York County. These items help document the educational history of the county. The remaining items help document the community of Rock Hill circa 1960 including local events and organizations.

History:
The Rock Hill High School has its origins in the Rock Hill Graded School opened in 1888 for grades 1-9. The name Rock Hill High was first used in 1907 for a boys' school housed in the former Presbyterian High School. The school closed after a year and in 1914 a new coeducational Rock Hill High School was built for grades 8-10. Additions and new structures were added to the campus 1923-1952. The high school traded buildings and moved into a school on Eden Terrace Road in 1965. In 1977 a new high school was built on Springdale Road and the 1914 building was demolished in 1978. The Rock Hill High School Class of 1961 erected a historical marker in 2007 on the site of the 1914 building.

Potential Uses: X Research  [ ] Exhibition  [ ] Loan
<table>
<thead>
<tr>
<th><strong>Culture &amp; Heritage Museums</strong></th>
</tr>
</thead>
</table>

**Explanation of Use:**
The archival materials will be available for research. They contain information useful to genealogists and may be helpful for writing a history of local schools for a publication.

**Restrictions:**
None

**Unusual Costs:**
None

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<table>
<thead>
<tr>
<th><strong>Staff Recommendation (Signature &amp; Title):</strong></th>
<th><strong>Date:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy Hamlet, Archivist</td>
<td>1-11-16</td>
</tr>
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<th><strong>Director Recommends (Signature):</strong></th>
<th><strong>Date:</strong></th>
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<tbody>
<tr>
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<td>2/12/16</td>
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Approved by Culture & Heritage Commission on: 2/16/16

<table>
<thead>
<tr>
<th><strong>Signature, Title:</strong></th>
<th><strong>Date:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry L. Clay</td>
<td>2/22/16</td>
</tr>
</tbody>
</table>
• 16 programs
  o 1 football: Rock Hill Bearcats vs. Dreher, November 15
  o South Carolina Scholastic Press Association, District V, Annual Fall Meeting, 1960
  o The National Beta Club Convention, 1960-61
  o 2 church: The Episcopal Church of Our Saviour in the City of Rock Hill, South Carolina, 1960; First Presbyterian Church Main Street at Saluda Rock Hill, South Carolina, 1961
• 4 Jack Bolin prints
  o Ebenezer Presbyterian Church, Academy, Cemetery circa 1892 (78/500)
  o Main Street, Rock Hill, South Carolina circa 1912 (78/500)
  o Trade Street, Rock Hill, South Carolina circa 1889 (78/500)
  o Tillman Hall, Winthrop College circa 1901 (78/500)
• 1 “Senior Handbook”
• 1 candy wrapper, "World’s Finest Milk Chocolate Filled with Roasted Almonds Made especially for Garnet & Back Rock Hill High School Rock Hill, S.C. Member of National Quill and Scroll Member of Student Press Association”
• 1 commencement announcement, Rock Hill High School, 1961
• 11 newspaper clippings:
  o 9 related to Rock Hill High School: “Bearcat’ is dedicated to Miss Gill” (copy); “Festival Is Staged” (copy); “Merchants Not Satisfied, They’ll “Wait and See”, Evening Herald, May 10, 1963; “Queen of May Day”; “Look Homeward, Angel Kept Alive by Doswell’s Acting”, Evening Herald, December 6, 1962; “Accepts Trophy”; “Record Number of Graduates Scheduled to Receive Diplomas In Exercises in Schools of York County”, Evening Herald, May 30, 1958 (pages 13-24)
  o 1 Jack Bolin, “Greasy Corner knew artist’s father”, Rock Hill Herald, April 6, 1976
  o 1 Jay Langston, “Langston Honorary Tenn. Gold Captain”
**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>TC89</td>
<td>Archives</td>
<td>Donation</td>
</tr>
</tbody>
</table>

**Name of Donor:**

Bettye McKee

**Description of Accession:**


- 1 notebook of club minutes: September 2007-September 2010
  - Address of Sheryl Sommers
  - 3 cards: 2 letters of resignation, 1 thank you (with envelope)
  - 2 newspaper clippings, Frances Martin Barron

**Overall Condition:**

- □ Excellent  X Good  □ Fair  □ Poor

**General/Comparable Size of Collection**

All items will fit into two file folders and be added to RG-62

**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 donor Bettye McKee, a Rosa Alba Garden Club member, collected these original papers. She was the Secretary from 2007 to 2010 and was given the yearbooks by other club members. Garden club records were donated in 2005 and more in 2010 so these few items will help complete the collection identified as RG-62 Rosa Alba Garden Club Records. The 9 yearbooks will fill in the gaps for some of the yearbooks that are missing. The collection already contains the earliest minutes 1952 through 2003 so adding the 2007 to 2010 will almost complete the history of the club, which disbanded in 2010.

**History:**

The Rosa Alba Garden Club was the oldest garden club in York chartered on September 22, 1952 with 20 charter members. Constitution and By-laws were established in October 1952, revised in 1954, amendments in 1956 and revised again in 2002. The club disbanded in 2010 due to low membership.

**Potential Uses:**

X Research  □ Exhibition  □ Loan

**Explanation of Use:**

These club records are a primary source and these will be useful for patrons and staff researching activities and members of civic organizations and their contributions to the community.

**Restrictions:**
Culture & Heritage

Museums

None

Unusual Costs:
None

Staff Recommendation (Signature & Title):
Nancy Lamba Archivist
Date: 1/11/16

Director Recommends (Signature):
Amy Z. Allen
Date: 2/2/16

Approved by Culture & Heritage Commission on:
Signature, Title:
Date: 2/2/16
RECOMMENDATION FOR ACCESSION

<table>
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<th>Temporary Custody ID:</th>
<th>Collection Type:</th>
<th>Method of Acquisition:</th>
</tr>
</thead>
<tbody>
<tr>
<td>TC 92</td>
<td>Archives</td>
<td>Donation</td>
</tr>
</tbody>
</table>

Name of Donor:

Melinda McKeown for the Thursday Afternoon Book Club

Description of Accession:

2 scrapbooks dating from 1920 to 2015 containing programs, news clippings, photos, histories of the club, souvenirs, and letters from members. 1 record book containing minutes dating from 1996 to 2003.

Overall Condition: □ Excellent  □ Good  □ Fair  □ Poor

General/Comparable Size of Collection

The two scrapbooks are 14 3/8" x 12" x 4 5/8" and the record book is 11 5/8" x 7" x 4". They will fit into 3 separate size-appropriate clamshell boxes.

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 Thursday Afternoon Book Club was organized in 1920 by Margaret Marshall and 25 ladies. Rachel Wylie served as the first president. The Club belonged to the north central district of the Federation of Women’s Clubs. As a book club, they were civic-minded and over the years supported many causes such as the library in the York Graded School, sold tuberculous seals, beautified the cemetery, sponsored lighting of the Christmas tree, served Christmas dinners for the York Crusheakers Club, donated over 400 dolls to less fortunate children at Christmas, supported many beautification efforts in York, and hosted several book signings. They met twice a month until recently and now only once a month. Over the years, programs included guest speakers, food, games, and sometimes travel to see museum exhibits. The Thursday Afternoon Book Club is still in existence and is older than the Tea & Topics Book Club and the York Book Club (both are still active).

In 2008, Tea & Topics donated their constitution, minutes, and yearbooks dating from 1952 to 1997. In 2015, the York Book Club donated their minutes dating from 1956 to 1984. This new donation would continue the long history of civic organizations as well as document the activities of book clubs in York. Their minutes and membership lists provide helpful information to genealogists or others researching female citizens of York.

Potential Uses: X Research  □ Exhibition  □ Loan

Explanation of Use:

These primary materials help document the social activities of female citizens in York and provide details of civic organizations. These materials may be used to write a history of book clubs or a short YC Magazine article.

Restrictions:

None
Unusual Costs:
None

Staff Recommendation (Signature & Title):
Nancy Sambito, Archivist
1-11-16

Director Recommends (Signature):
Amy L. Alley
2/2/16

Approved by Culture & Heritage Commission on: 2/16/16
Signature, Title:
Amy L. Alley
2/22/16
Culture and Heritage Museums

OVERVIEW OF ANNUAL FUNDRAISING INCOME
Capital Fundraising vs. Annual Fundraising

Capital Fundraising Income

- Supports projects generally over $5,000 including primarily “Bricks & Mortar”, Design & Planning, Relocation, Landscaping, Property Acquisition, and Equipment
- Supports Non-recurring expenses
- Amount needed fluctuates significantly each year as capital needs and projects change
- Contributions vary widely and are often large, one-time gifts
Capital Fundraising vs. Annual Fundraising

Annual Fundraising Income

- Supports the annual operating (non-capital) budget
- Supports programming, salaries, administration, maintenance, costs of sales, and fundraising
- Supports recurring expenses
- Needs to be a predictable revenue source based on historic patterns
**Net** Annual Fundraising Income: The number that counts.

Net Annual Fundraising Income

- Gross Annual Fundraising Revenue minus Total Advancement Expenses (including employee compensation).

- Return on Investment (ROI): Gross Annual Fundraising Income divided by advancement expenses

- Cost to Raise a Dollar (CRD): Advancement expenses divided by Gross Annual Fundraising Income
Total Advancement Expense

<table>
<thead>
<tr>
<th>Year</th>
<th>Expense</th>
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<tbody>
<tr>
<td>2011-12</td>
<td>$160,000.00</td>
</tr>
<tr>
<td>2012-13</td>
<td>$140,000.00</td>
</tr>
<tr>
<td>2013-14</td>
<td>$120,000.00</td>
</tr>
<tr>
<td>2014-15</td>
<td>$100,000.00</td>
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</tbody>
</table>
Gross Annual Fundraising Income
Annual Fundraising Income vs Advancement Expense

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Expense</th>
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<tbody>
<tr>
<td>2011-12</td>
<td>$150,000.00</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>2012-13</td>
<td>$300,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>2013-14</td>
<td>$200,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>2014-15</td>
<td>$250,000.00</td>
<td>$50,000.00</td>
</tr>
</tbody>
</table>
Net Annual Fundraising Income

- 2011-12: $50,000.00
- 2012-13: $150,000.00
- 2013-14: $200,000.00
- 2014-15: $250,000.00
Cost to Raise a Dollar

"Charities spend money to make money, but they do not exist to raise money. Givers support charities for their programs and services, not for their ability to raise money."

Charity Navigator

- In 2011-12, the Culture and Heritage Museums spent $0.70 of every dollar raised for its annual fund on fundraising.

- In 2014-15, the number had been reduced to $0.17.
Return on Investment (ROI)

---|---|---|---
$2.00  |  $3.00  |  $4.00  |  $6.00
“Related Contributions”

“Related contributions are funds raised as the result of fundraising activities.”

CharityWatch

This principle can be applied to contributions raised as a direct result of the actions of the Development Director or, conversely, contributions that would not be raised without a Development Director.
Advancement Categories most impacted by the Development Director

Corporate Gifts
Individual Gifts
Corporate Memberships
Donor Memberships
Sponsorships
Fundraising Events

Accounted for 23% or $58,702 of Annual Fundraising Income in 2014-15
Other Advancement Categories

General Membership

Grants

Affiliated Groups
(Includes Friends of HB, MYCO Guild)

Accounted for 77% or $194,233 of the total Annual Fundraising Income in 2014-15
## Projected Growth of Development Director Impact Categories

<table>
<thead>
<tr>
<th></th>
<th>Amt raised in 2014-15 (no Dev. Director)</th>
<th>% Increase over 2014-15 level</th>
<th>Amt of Increase over 2014-15 level</th>
<th>Cost of Dev. Director</th>
<th>Net Gain / (Loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>$58,702</td>
<td>33%</td>
<td>$19,372</td>
<td>$60,000</td>
<td>$(40,628)</td>
</tr>
<tr>
<td>2017-18</td>
<td>$58,702</td>
<td>67%</td>
<td>$39,330</td>
<td>$60,000</td>
<td>$(20,670)</td>
</tr>
<tr>
<td>2018-19</td>
<td>$58,702</td>
<td>100%</td>
<td>$58,702</td>
<td>$60,000</td>
<td>$(1,298)</td>
</tr>
<tr>
<td>2019-20</td>
<td>$58,702</td>
<td>200%</td>
<td>$117,404</td>
<td>$60,000</td>
<td>$57,404</td>
</tr>
<tr>
<td>Cumulative</td>
<td>$234,808</td>
<td></td>
<td>$234,808</td>
<td>$240,000</td>
<td>$(5,192)</td>
</tr>
</tbody>
</table>
Fundraising Event Impact

- Year 1 (2016-17): add one fundraising event that nets $10,000 to $15,000 annually.

- Year 2 (2017-18): add a second fundraising event that nets a minimum of $25,000 annually.

- Commit a proportionate amount of staff time to each event.

- Event should significantly utilize volunteers in a strategic manner.
General Membership Impact

- Total number of members has crossed 1,400 for first time on record.

- Income from general membership has risen 54% since 2011-12 and is projected to be up by 75% by year-end.

- Annual income from general membership has increased by at least 13% in each of the past three years.

- In addition to sustained growth, the proposed membership rate increase would generate approximately $20,000 in much-needed new income in 2016-17.
Volunteer Impact

- Time is an Asset: Volunteers make a donation of that asset.

- In 2014-15, over 700 volunteers donated a total of 25,413 hours.

- Volunteer Hours represented a cumulative value of $514,867 in 2014-15

- Cumulative volunteer value is up 23% or $95,546 since 2011-12
Every Dollar Matters

Net Annual Fundraising Income

$250,000.00
$200,000.00
$150,000.00
$100,000.00
$50,000.00
-$