



**2019 Cultural Alliance of York County**  
Partner Application for General Operating Support

York County History Center

# Application for General Operating Support

Mail completed form to:  
 The Cultural Alliance of York County  
 14 W. Market Street  
 York, PA 17401

Directions: Completed application includes Cover Sheet, Check Off List, and Grant Application. Please include all requested information listed on Check Off List. Submit completed application in un-bound, loose-leaf form in the following order:

- Cover Sheet
- Check off List
- Grant Application
- Budget Summary
- Attachments from Check off List
- Attachments from Grant Application

**Forms must be received no later than Wednesday, May 1 2019 at 4pm**

|                                     |  |
|-------------------------------------|--|
| Organization Name:                  | York County History Center   |
| Street Address                      | 250 E. Market Street   |
| Mailing Address:                    | 250 E. Market Street   |
| City/State/Zip:                     | York, PA 17403   |
| E-Mail Address:                     | <a href="mailto:jmummert@yorkhistorycenter.org">jmummert@yorkhistorycenter.org</a> |
| Website:                            | <a href="http://www.yorkhistorycenter.org">www.yorkhistorycenter.org</a>           |
| Year organization was founded:      | 1895   |
| Organization's Fiscal Year:         | 07/2019  |
| Name of ED or CEO:                  | Joan J. Mummert  |
| Signature of ED or CEO:             |  |
| Name of Chairman of the Board:      | Rev. Patrick J. Rooney, STS  |
| Signature of Chairman of the Board: |  |

**CHECK OFF LIST**

Provide one copy of the following:

**Items 1 to 4 are required with the first application, only.**

1. Copy of IRS Notice of 501(c)(3) tax Exempt Status
2. Copy of registration with Bureau of Charitable Organizations (if required)
3. Copy of by-laws
4. Copy of Mission/vision Statement

**Items 5 to 7 are required annually.**

5. A current list of board of directors with addresses and telephone numbers and occupations or sectors of community represented.
6. Copy of most recent audit or reviewed financial statements for those agencies not requiring an audit.
7. Copies of printed materials (programs, announcements, etc. crediting contributions from the Cultural Alliance [highlight recognition and CAYC logo with marker])

**APPLICATION PREAMBLE**

The goal of the allocation process is to be a positive experience for our partners to help assure continuous improvement, financial strength, achievement of mission, and the growth of audiences, membership, and support.

Background: The role of the Cultural Alliance in the community is to raise unrestricted money and to help transform the community through the arts. To represent the agencies and to be good stewards of the community, the Cultural Alliance needs to understand the agencies' goals and the objectives that lead to the achievement of those goals, help identify significant issues, and when necessary, work with the agencies to construct an improvement plan. In order to apply for funds, each agency and its board is expected to complete a self-evaluation each year as part of the allocations process of the Alliance. Specifically:

- A review of your agency's performance - what factors do you use to determine excellence and how do you measure it? Please list any factors you use which are not included in the body of the application with a brief explanation
  - A review of your strategic planning - what change activities have you undertaken from your plan - what will you do next year?
  - A review of your agency's financials, addressing issues of sustainability and best practices
  - A review of your commitment to the Cultural Alliance and the arts community in general - do you promote the arts/do you partner with member agencies and others/do you do joint marketing/joint special events/does your board participate in the campaign?

You will still be required to present to the Allocations Panel. The panel will focus solely on the allocation application. No other presentation is necessary.

Name of Organization: *York County History Center*

Fiscal Year: *06/2019*

**AGENCY OPERATIONAL PERFORMANCE  
AGENCY ACTIVITY**

| PREVIOUS<br>YEAR ACUTAL | CURRENT<br>YEAR FORECAST |
|-------------------------|--------------------------|
|-------------------------|--------------------------|

**Audience or visitors**

- 1 - Audience attendance
- 2 - Visitor attendance

|        |        |
|--------|--------|
| n/a    | n/a    |
| 27,671 | 28,000 |

Notes:

**Volunteers**

- 1 - number of people
- 2 - number of hours

|        |        |
|--------|--------|
| 315    | 320    |
| 10,217 | 11,000 |

Notes:

**Participants**

- 1 - Classes
- 2 - Others served

|        |        |
|--------|--------|
| 16,378 | 17,000 |
| 53,000 | 54,000 |

Notes:

Others served includes website clicks/online presence

**Auditions**

- 1 - Number of auditions
- 2 - Number of people auditioning

|     |     |
|-----|-----|
| n/a | n/a |
| n/a | n/a |

Notes:

**Sponsorships**

- 1- Number of sponsorships
- 2 - Dollars of sponsorships

|        |        |
|--------|--------|
| 34     | 40     |
| 28,600 | 35,000 |

Notes:

**Memberships**

- 1 - Number of memberships
- 2- Dollars of memberships

|        |        |
|--------|--------|
| 1,401  | 1,425  |
| 94,613 | 95,000 |

Notes:

**Board participation**

- 1 - Percent of board members attending 80% of board meetings
- 2 - Percent of board members participating in committees
- 3 - Percent of board supporting agency financially

|     |     |
|-----|-----|
| 90  | 90  |
| 100 | 100 |
| 100 | 100 |

Notes:

If any if the above are not increasing, please comment (i.e. describe the national trends under which you operate):

This is a narrative answer.

Name of Organization:

*York County History Center*

Fiscal Year: *06/2019*

**AGENCY OPERATIONAL PERFORMANCE  
AGENCY ANALYSIS**

- (1) What audiences are you targeting? And have you made any changes in your targeting in the past year? Do you have a plan for measuring the success of your efforts? If so, please describe briefly.

The History Center has 4 focus areas of audience development as outlined in our Strategic Plan: Families and Children, Schools, Racial and Ethnic Groups, and Young Adults. Throughout the past year we have made a concerted effort to understand the challenges and opportunities in reaching each of these groups through community conversations and meetings with stakeholders and community gatherings. These conversations will ultimately help us define the museum experience for all visitors and provide a direction for the organization that address the needs of the entire community.

- (2) Describe how you use marketing to attract your audiences. i.e. Social media, print, radio, etc.

The History Center continues to be aggressive in the use of social media to promote our activities and events. In the fall of 2018, the History Center hired a new director of Marketing and PR. Through the use of Facebook, Twitter, Instagram, Pinterest and others, we have been able to engage potential supporters to the organization. In addition to the social media outreach, we continue to use traditional methods for communication: printed newsletter, membership mailings, flyers, brochures available at our sites and off site at local events. Finally, each event at the History Center includes an opportunity for name and email capture for visitors to be included on our mailing/email lists.

- (3) Describe the diversity of your participants and audiences. How do you measure it? Describe any programs you have to achieve said diversity.

The History Center looks at diversity in a number of ways: using the interests of our visitors to create programs and exhibits that are relevant to varying audiences from kids through adults, identifying and strengthening relationships with members of the diverse community to increase our organizational capacity, and planning future strategies to achieve diversity representative of the whole York County community. The History Center's Strategic Plan focuses heavily on audience development and through the use of a Task Force conversations and outreach programs have been established. As an example in the summer of 2018, the History Center hired Ophelia Chambliss as the Community Historian for Diversity and Inclusion. She has been working to collect the stories and artifacts from under-represented groups in York that will be used to enhance our library and archives holdings as well as increase the relevancy of the Your Story Gallery in the new History Center. To date she has held over 60 interviews and collected many stories relating to York's diverse history. This position was funded through the York County Community Foundations Fund for York County.

- (4) Do you conduct performance reviews for paid staff?

- (5) Do you have current job descriptions for:

Paid staff?

Volunteers?

Board of Directors?

- (6) Does the board conduct an annual review of the executive director?

- (7) Does the board maintain a current job description for the executive director?

- (8) Describe the biggest challenge facing the board at this time.

Funding for the new History Center building project continues to be the biggest challenge facing the organization at this time. In December 2017, the state awarded the History Center \$7M in RCAP funding, \$3M short of the request. And while the Capital Campaign exceeded expectations, raising just over \$6.5M to date, there is still a funding gap that must be closed in order to get the project off the ground. Applications for Historic Tax Credits, New Market Tax Credits and an additional RCAP request for \$3M as well as federal, state and local grant requests are still all under consideration and awaiting approvals. Delays in the Federal Government due to the shutdown and HTC approvals have pushed the timing of construction back approximately 1 year. The planned opening of the new History Center is now slated for 2021.

- (9) Describe the board's practices regarding self development. i.e. is there a board development committee, how are new board directors recruited, are term limits (if they exist) adhered to, does board make-up meet the needs of the organization?

The History Center has a Governance Committee responsible for the recruiting of new board members, ensuring that each is equipped with the information and tools necessary to carry out his/her responsibilities of the organization. The board of the History Center consists of community members with expertise in the areas of finance, real estate, technology, planning and economic and community development. Board members are chosen for their interest in the organization as well as their willingness to use their networks to further the mission. Achieving diversity, in both race and professional standing is important to enhance the quality and future viability of the board. Term limits are in place and adhered to.

Name of Organization: *York County History Center*Fiscal Year: *06/2019***STRATEGIC PLANNING**

- (1) Has your board adopted a strategic plan within the last 2-3 years? If so, summarize your mission and its major goals, objectives, and the time periods they relate to, and indicate your progress toward achieving goals. If not, has your organization engaged in any Board analysis, evaluation, planning, training or reorganization in the past 3 years? If so, please describe the outcome of the process.

The board is in the middle of the current Strategic Plan which sets forth strategies and tactics to guide the decisions and actions of the board and staff from 2016 to 2021. It is designed to focus attention and resources on the work needed to open the new York County History Center campus in 2020, while also transforming the institution into an engaging cultural destination through place making and community participation that attracts visitors to York County. At each board meeting a review of the current strategies and tactics that have been accomplished are discussed as well as future work still to be done. This allowed the staff and board maintain constant communication and deal with any obstacles that may arise in order to complete this work.

- (2) What are the specific "change activities" you have undertaken or will undertake within the context of your plan and the current economic conditions?

The specific change activities that the History Center will undertake are: (1) Create a History Center Campus that produces positive cultural and economic impact in York County. (2) Develop and construct a new museum, library and archives in the former Met-Ed Steam Plant. (3) Strengthen organizational capacity. (4) Refine and monitor the financial sustainability model (5) Develop a comprehensive collections plan that addresses current scope, condition and size of the collection, collecting goals and storage needs. Our work over the next five years will drive us to achieve our vision. We have identified strategies and tactics in the areas of Audience Development, Partnerships, Membership, Interpretation and Education, Library, Collections, Technology, Board and Staff Development and Finance and have assigned individuals, departments, committees and/or task forces for the responsibility to move the strategies and tactics forward in the appropriate timeframe as it relates to the overall Strategic Plan.

- (3) What are your strategic challenges and what is your plan to address the potential obstacles to your success? If you have a plan, what strides have you made towards overcoming obstacles to success?

Today's audiences seek museum and library experiences that engage, entertain and teach information through creative and interactive means. To meet these demands, and position the History Center for the future, a change is necessary to attract younger, diverse audiences while providing an educational experience that appeals to varying learning styles. The History Center is focused on four main visitor groups: Families, Diverse Audiences, History Buffs and Young Professionals. Beyond visitor engagement, we also need to improve how we care for our vast three dimensional and paper-based collections. This new direction is a significant departure from our traditional institutional museum experience and while we strive to attract new audiences in this manner, we must not discount, nor diminish the contributions of those who are considered our traditional audience. Our success will be measured in the way we can engage and connect with both audiences.

- (4) How do you distinguish yourselves A) in the community at large, and B) within the larger arts community and especially among other organizations like yours: what is your unique competitive advantage?

The History Center's collection encompasses more than 90,000 artifacts highlighting nearly 300 years of York's impressive history. These artifacts document the development, culture, and contributions of the York County community.

One of the ways that the History Center distinguishes itself is by telling the remarkable stories of York County's different ethnic and socio-economic groups, businesses, inventions, and historic events. These stories are interpreted through creative and sometimes interactive displays of artifacts from the History Center's diverse collection. Visitors are encouraged to visit all five of our impressive museums in order to gain a full appreciation for all of York County's history.

Name of Organization: York County History Center 06/2019

**NOTE:** Information on this tab is transferable from "Financial" and "Endowment" tab's. These figures are automatically drawn from the appropriate pages.

**SUMMARY FINANCIAL INFORMATION**  
*(Summarized from tab "Financial Data")*

|  | MOST RECENT<br>FISCAL YEAR END | CURRENT YEAR<br>ACTUAL |
|--|--------------------------------|------------------------|
| CA Contribution to expenses            | 11.6%                          | 0.0%                   |
| CA Contribution to total Contributions | 4.5%                           | 0.0%                   |
| Contributed income percentage          | 77.4%                          | 38.0%                  |

**SURPLUS (OR DEFICIT)**

|   |                  |                |
|---|------------------|----------------|
| SURPLUS (OR DEFICIT)                            | 3,871,621        | (31,895)       |
| Depreciation                                    | 218,888          | 160,146        |
| <b>SURPLUS OR (DEFICIT) before Depreciation</b> | <b>4,090,509</b> | <b>128,251</b> |

**ENDOWMENT ACTIVITY**

*(Summarized from "Endowment Activity" tab)*

|                                  | MOST RECENT<br>FISCAL YEAR END | CURRENT<br>YEAR ACTUAL |
|----------------------------------|--------------------------------|------------------------|
| TOTAL ENDOWMENT GOAL: \$         | 7,500,000                      |                        |
| BEGINNING ENDOWMENT FUND BALANCE | 5,547,984                      | 5,769,323              |
| TOTAL INCOME AND SUPPORT         | 413,198                        | 304,460                |
| TOTAL EXPENSES                   | 330,993                        | 325,961                |
| ENDING ENDOWMENT FUND BALANCE    | 5,769,323                      | 5,722,822              |

**Notes to Summary Sheet**

**NOTE:** Please footnote any significant variance from one fiscal year to another.

Name of Organization: York County History Center Fiscal Year: 06/2019

| <b>FINANCIAL INFORMATION</b>                             | <b>MOST RECENT</b>     | <b>CURRENT</b>     |
|--|------------------------|--------------------|
|  | <b>FISCAL YEAR END</b> | <b>YEAR ACTUAL</b> |
|  | <b>43,281</b>          | <b>9 mos</b>       |
| <b>Income:</b>   |                        |                    |
| Contributed Income (excludes CA contribution)            | 4,396,688              | 519,885            |
| Cultural Alliance contributions                          | 209,316                | -                  |
| Grants   | 194,888                | 59,555             |
| Program Service Revenue*                                 | 197,814                | 329,820            |
| Other Income*  | 684,069                | 458,856            |
| <b>Subtotal</b>  | <b>5,682,775</b>       | <b>1,368,116</b>   |
| In-Kind contributions                                    | 13,776                 | 290                |
| <b>TOTAL INCOME</b>                                      | <b>5,696,551</b>       | <b>1,368,406</b>   |
| <b>Expenses:</b>   |                        |                    |
| Personnel expenses                                       | 1,057,321              | 833,532            |
| Production/Programming expenses (excludes personnel)     | 318,483                | 248,694            |
| Marketing expenses (excludes personnel)                  | 46,048                 | 40,607             |
| Fundraising expenses (excludes personnel)                | 76,467                 | 89,728             |
| General and Administrative expenses (excludes personnel) | 312,835                | 187,450            |
| <b>Subtotal</b>  | <b>1,811,154</b>       | <b>1,400,011</b>   |
| In-Kind expenses   | 13,776                 | 290                |
| <b>TOTAL EXPENSES</b>                                    | <b>1,824,930</b>       | <b>1,400,301</b>   |
| <b>SURPLUS (OR DEFICIT)</b>                              | <b>3,871,621</b>       | <b>(31,895)</b>    |
| <b>Depreciation</b>                                      | <b>218,888</b>         | <b>160,146</b>     |
| Current Assets*  | 1,634,816              | 4,093,518          |
| Capital Assets*  | 5,069,402              | 5,016,353          |
| Long Term assets (excludes capital assets)               | 12,320,244             | 9,543,685          |
| <b>Total Assets</b>                                      | <b>19,024,462</b>      | <b>18,653,556</b>  |
| Current Liabilities                                      | 131,219                | 155,504            |
| Long Term liabilities                                    | 2,136,401              | 2,032,537          |
| <b>Total Liabilities</b>                                 | <b>2,267,620</b>       | <b>2,188,041</b>   |
| <b>Total Net Assets</b>                                  | <b>16,756,842</b>      | <b>16,465,515</b>  |
| <b>RATIO:</b> Current Assets / Current Liabilities       | 1246%                  | 2632%              |

\*Program Service Revenue - can be ticket sales, memberships, tuition or special event income (including sponsorships)

\*Other Income - this is represented by rent, investment income, interest and dividend income, and any misc. income

\*Current Assets - Cash, Accounts receivable, inventory, prepaid accounts

\*Capital Assets - These are items that are depreciated

Name of Organization: York County History Center

Fiscal Year: 06/2019

**FINANCIAL ANALYSIS**

(1) Do you have a cash reserve policy. Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, please document your policy below or attach a copy.

\_\_\_\_\_

If you have a cash reserve policy, are you meeting it throughout the year?

Yes \_\_\_\_\_  No \_\_\_\_\_

(2) Have you had a loss in the past three years? Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, please put the amount below:

|             | Year 1 (most current) | Year 2   | Year 3 |
|-------------|-----------------------|----------|--------|
| Gain/(Loss) | (32,106)              | (58,844) | 1,724  |

(3) In the past 3 years, have you missed your budget which resulted in a deficit? Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, please explain reasoning for missed budget.

The History Center projects an operating loss for the 2018-19 fiscal year of (\$32,108). This projected operating deficit is less than what was budgeted. The reasons for the loss in 2017-18 and 2018-19 are the increased staffing needed as the organization focuses on preparation to move the organization to our new location at the former Met-Ed Steam Plant

(4) Do you have a line of credit? Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, what is the limit:

\$

Did you reach your limit at any time during the last fiscal year? Yes \_\_\_\_\_ No

Is it paid down at least once a year? n/a not used Yes \_\_\_\_\_ No \_\_\_\_\_

(5) Do you have any outstanding debt besides the line of credit? Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, how are you funding the repayments?

In January 2019 the History Center began making principal payments in addition to interest payments on our long term debt with M&T Bank. These payments are funded from the net rental income generated from real estate. Previous loan payments have been funded through the proceeds from the sale of real estate

(6) Specify if your organization met its financial budget last fiscal year and if projections are on target for this year. If last years projections weren't met. What strategies are being utilized to enhance or

For the 2018-19 fiscal year, the History Center projects an operating deficit. However the projected deficit is better than what was budgeted.

(7) Is your contribution base of support diversified? (diversified means no one contributor is greater than 15%) Yes \_\_\_\_\_  No \_\_\_\_\_

If yes, please explain why this will not change or how the board is addressing better diversification.

The History Center continues to have diverse funding sources. In 2017-18, the primary sources of operating revenue were Annual Fund donations (21%), the Cultural Alliance distribution (15%) and net investment income (25%). Supplementing these sources are membership income, EITC donations, museum admission and program income, special event and rental income. No single contributor exceeds 15% of our total operating revenue. In addition to operating income, the History Center had

Name of Organization: *York County History Center* Fiscal Year: *06/2019*

**FINANCIAL INFORMATION**  
**ENDOWMENT ACTIVITY**

**Beginning Endowment Fund Balance:**

|  | MOST RECENT<br>FISCAL YEAR END | CURRENT<br>YEAR ACTUAL |
|--|--------------------------------|------------------------|
|  | 5,547,984                      | 5,769,323              |

**Additions:**

|                        |                |                |
|------------------------|----------------|----------------|
| Gifts                  | 5,104          | 0              |
| Other                  | 408,094        | 304,460        |
| <b>TOTAL ADDITIONS</b> | <b>413,198</b> | <b>304,460</b> |

**Deductions:**

|                         |                |                |
|-------------------------|----------------|----------------|
| Transfer to Operations  | 294,600        | 295,275        |
| Other                   | 36,393         | 30,686         |
| <b>TOTAL DEDUCTIONS</b> | <b>330,993</b> | <b>325,961</b> |

**Gain (or loss) in Market Value**

|  |         |          |
|--|---------|----------|
|  | 139,134 | (25,000) |
|--|---------|----------|

|                                       |           |           |
|---------------------------------------|-----------|-----------|
| <b>Ending Endowment Fund Balance:</b> | 5,769,323 | 5,722,822 |
| Amount restricted                     | 259,340   | 246,373   |
| Amount unrestricted                   | 5,357,840 | 5,331,913 |
| Amount temporarily restricted         | 152,143   | 144,536   |

**Endowment Goal:** 7,500,000

Do you have an investment policy?

Do you use an outside professional advisor?

Name of Organization: York County History CenterFiscal Year: 06/2019**SUPPORT OF THE CULTURAL ALLIANCE AND THE CREATIVE SECTOR**

(1) Do you use the Cultural Alliance logo on all publications? Include examples

Yes- the logo is used on all printed material including: Centerpiece Quarterly newsletter, brochures and rack cards, calendar of events, annual report, and prominently displayed on our website and e-blasts as well. The printed newsletter is distributed to over 1500 households in York County and the calendar of events is printed for distribution to visitors to our historic sites.

(2) Do you give the Alliance credit during curtain speeches, special events, or other times you thank donors? Explain.

Yes. Appreciation of the support of the Cultural Alliance is mentioned in prepared remarks given at events such as the Annual Meeting and Awards, opening receptions for exhibits, History on the Half Shell and other special programs and activities.

(3) Do you abide by both the letter and the spirit of the Blackout Policy? Explain how.

Yes. The History Center does not partake in new major donor/sponsorship fundraising during the blackout period. The development department reviews and adjusts its calendar of solicitations and fundraising initiatives annually and includes the blackout period in the calendar so as to not interfere with Cultural Alliance campaign activities.

(4) What is your board and agency friends' participation in the campaign? Give numbers and percentages.

The Board of Directors is supportive of the Cultural Alliance's campaign and fundraising activities. Currently, Fran Polk and Rick Hogentogler are the History Center Campaign Leaders and continue to bring a renewed energy and drive to encourage board members in the solicitation process. We have 19 board members (60%) participating as solicitors for the History Center as well as as solicitors or donors to the Cultural Alliance campaign. We continue to recruit participation and stress the importance of full involvement by the board to the campaign. Additionally, new members of the board are highly encouraged to participate as a solicitor to the campaign upon selection to our board.

(5) Describe how you demonstrate a spirit of cooperation with the Alliance as measured by:

- a. Attendance at monthly member meetings and communication of Alliance issues with your own Board
- b. Attendance at Board to Board Meetings
- c. Service on Committees and Task Forces of the Alliance
- d. Promotion of the Alliance and partner agencies as measured by:
  - Do you have links on your web site to theirs?
  - Do you cross promote in brochures?
  - Do you swap ads in your programs?

The History Center considers participation in partner meetings, Board to Boards, serving on task forces and committees as well as communicating all activities of the Cultural Alliance a priority for its staff. We also encourage participation of board members to serve on committees and provide input and guidance when asked. We continually strive to find ways to collaborate with other partner agencies and include their website links on our website, trade ad space and offer assistance when needed.

