

## 2020 Budget Request Form – Douglas County, KS

### Summary and Community Partner Overview

Community Partner:	<b>Douglas County Historical Society</b>
2020 Request	\$235,539

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#### Community Partner Overview:

The Douglas County Historical Society was formed in 1933 out of a community interest to preserve local history. In 1975, the Society opened the Watkins Museum of History in the former Watkins National Bank Building, an architecturally significant historic landmark at the corner of 11th and Massachusetts Street in downtown Lawrence. The mission of the Douglas County Historical Society is to encourage civic engagement by supporting the research and interpretation of Douglas County history through active exhibits and thought-provoking educational programs. The Watkins Museum provides the Society a home base for public engagement with history: housing 3-D and archival collections numbering about 30,000 items and providing a venue for research, exhibitions, educational programs, and events.

Thanks to the continued financial support of Douglas County, the Douglas County Historical Society has enhanced the stature of the Watkins Museum of History and created a vital, community-engaged institution that is achieving a higher level of public involvement than at any time in its 43 year history. Partnerships with Freedom’s Frontier National Heritage Area, University of Kansas Museum Studies Program, and Kansas Museums Association, and programming for educators from metropolitan Kansas City school districts have established a reputation for professional leadership and the raised the profile of the organization regionally.

Funding from Douglas County will primarily support occupancy and staffing expenses associated with ongoing operations of the Watkins Museum of History. Operational activities include public programming exploring the heritage of Douglas County, its intersections with state and national history, and its connections with today’s issues and concerns; curriculum-based tours, in-school, and distance-learning programs for students K-university; changing exhibits presented in three different museum galleries; processing and maintaining collections materials; assisting researchers, both on-site and via phone and e-mail; providing meeting space for community groups such as the Sons of Union Veterans of the Civil War, the League of Women Voters, the Lawrence Arts Roundtable, and Downtown Lawrence, Inc.; and maintaining open hours for public access. County funds also support maintenance of the historic 1888 Watkins National Bank Building, which houses the museum. In addition to building maintenance, major operational expenses for the Watkins Museum include utilities, insurance, and staffing. Four full time and eight part-time positions (ranging from 29 to 10 hours/week), 27 volunteers, and two interns (funded by a foundation grant) provide visitor service, collections management, facilities maintenance, research assistance, and facilitate public programming.

## 2020 Budget Request Form – Douglas County, KS

### Service Overview - Metrics and/or data that describe the service impact:

Efforts to raise the professionalism of museum operations and increase public engagement started by the Douglas County Historical Society in 2010, with financial support from the County, have achieved a high level of community impact, evidenced by steadily increasing attendance, increased community partnerships, greater involvement with regional schools and educators, growing membership, increased earned revenue, higher levels of public awareness, and a broader base of financial support. Douglas County's investment produced a museum that is a significantly more vital community asset:

2018 attendance of 22,249 shows a 25% increase over 2017. In 2018 the Watkins Museum:

- Presented 13 changing exhibits, 52 public programs, and 64 experiences for students, K-university.
- Increased membership by 12% to 308.
- Maintained a robust social media presence increasing Instagram followers 57%, to 1,215 and Facebook followers 27% to 3,422; e-newsletter subscribers increased 38% to 769.

Between 2010 and 2018, the DCHS raised just over \$1,000,000 in grants and private donations:

- \$533,000 to install state-of-the art core exhibits on the second and third floors (the second phase of 3rd floor installation will open fall 2019).
- \$265,000 on restoration and upgrading mechanical, security, lighting, and electrical systems in the 130-year-old Watkins building, listed on the National Register of Historic Places.

The Watkins Museum engages communities county-wide with local history:

- Traveling the Fair Housing exhibit co-developed with the City of Lawrence to six local venues in 2018.
- Working with University of Kansas, Bowersock Mills and Power Company, and Guardians of Grover Barn to develop outdoor interpretive kiosks exploring heritage stories on their sites.
- Collaborating with the Wakarusa River Valley Heritage Museum to develop family programming and provide staffing for weekend museum public hours at Clinton Lake.
- Coordinating production of traveling exhibits on Freedom's Frontier Heritage Area themes for display in partner organizations across the heritage area.

The Watkins Museum promotes heritage tourism, economic development, and the vitality of downtown Lawrence:

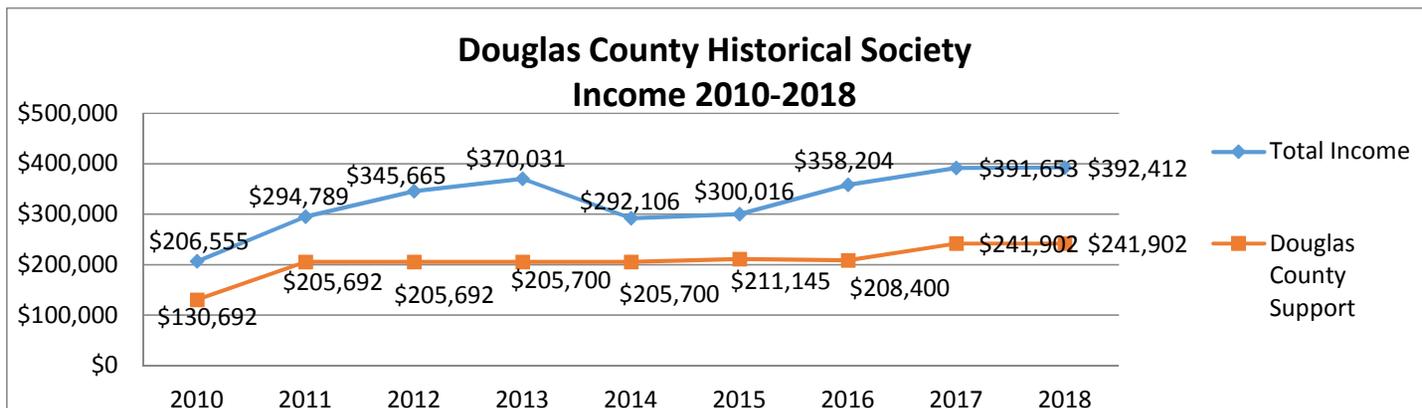
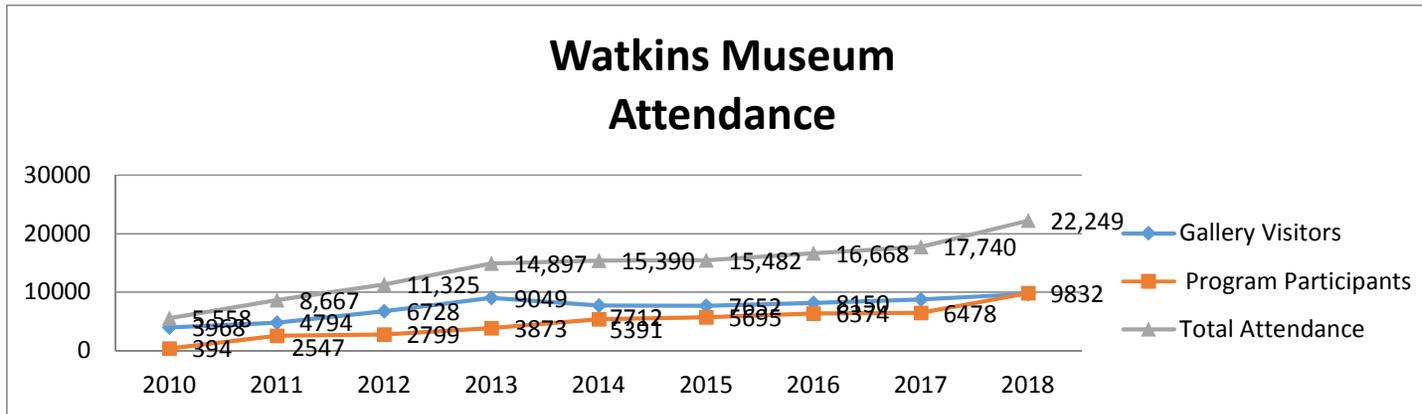
- Participating in Explore Lawrence's initiatives to increase heritage tourism in Douglas County and, with their advice, developing a new promotional brochure to engage visitors who might not have an initial interest in history museums.

## 2020 Budget Request Form – Douglas County, KS

- Engaging in Downtown Lawrence, Inc.'s efforts to draw business to downtown and providing DLI's downtown discount passport as a benefit of DCHS membership.

County funding helped the DCHS leverage an additional \$150,500 in operating funds in 2018

The oversight of the DCHS Board of Directors, the responsible management and creativity of Watkins Museum staff, and the financial investment made by Douglas County have created a noteworthy institution, supported by the community, that achieves a great deal through effective use of limited resources—an institution that is emerging as a cultural anchor in downtown Lawrence of the stature of the Lawrence Arts Center and Lawrence Public Library.



## 2020 Budget Request Form – Douglas County, KS

### Alignment to County Focus Areas and Collaboration:

Community Partner:	<b>Douglas County Historical Society</b>
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<b>Focus Area:</b>	Heritage Conservation and Land Management
<p>The work of the Douglas County Historical Society and Watkins Museum of History aligns primarily with the focus area of Heritage Conservation. The DCHS preserves and maintains the historic 1888 Watkins National Bank Building, a significant architectural and historic landmark in downtown Lawrence, listed on the national, state, and Lawrence register of historic places. The building houses the Watkins Museum of History and its collection of artifacts, photographs, historic documents, and research files that preserve the record of Douglas County’s past. Equally important to its preservation activities are the activities the DCHS undertakes, through programs, tours, exhibits, and educational experiences presented at the Watkins Museum and offsite in the community, to engage the public with Douglas County heritage and connect stories of the people and events that shaped the county with the artifacts, documents, and historic places that represent the past.</p> <ul style="list-style-type: none"><li>• Attendance for 2018 was 22,249, a 25% increase over FY 2017</li><li>• Walk-in visitors accounted for 8,861 of the total, a 12% increase over 2017</li><li>• 852 people participated in a guided tour of the Watkins Museum</li><li>• 2,632 people attended meetings or rental events at the museum</li><li>• 133 researchers visited the archives</li><li>• 7,784 people attended programs at the museum</li><li>• 2,048 attended museum programs and presentations held off-site</li><li>• The Watkins presented 13 changing exhibits, 52 public programs, and 64 educational activities for students K-univ.</li><li>• Watkins staff and volunteers addressed 300 public research requests by phone, e-mail, or in-person</li><li>• 250 photographs and 1,358 pages of documents were scanned for individual and organizational research projects</li><li>• 36 artifacts/collections of photos and documents, representing about 500 individual items, were added to collections.</li><li>• 3,158 new records were entered into the collections database</li><li>• 6 lenders provided historic materials for public display in changing exhibits</li><li>• 27 volunteers provided 3,118 hours of service</li></ul>	

## 2020 Budget Request Form – Douglas County, KS

- 28 community organizations collaborated with the Watkins to present public programs

In 2019, the DCHS/Watkins Museum is expanding the variety of collaborative activities it undertakes; the support and leadership it provides to the Freedom's Frontier National Heritage Area, FFNHA partners, and Douglas County heritage organizations; and its role in engaging the public with local history community-wide:

- In partnership with community organizations, businesses, and other institutions, the Watkins is facilitating development of interpretive kiosks for the Bowersock Dam/Kansas River, the Victory Highway Memorial Eagle Sculpture installed at KU, and the Grover Barn.
- The museum is partnering with the Clinton Lake Historical Society to develop family-focused programming at the Wakarusa River Valley Heritage Museum and will recruit, train, administer, and schedule staff for weekend public hours at the Clinton Lake site.
- The museum director and students from KU are assisting the Eudora Area Historical Society in the development of their interpretive masterplan and core exhibit.
- The Watkins is partnering with Explore Lawrence to develop a joint program to recruit, train, and deploy volunteers at the new downtown Visitors' Center and Watkins Museum visitor services desk.
- The Watkins has contracted with Explore Lawrence to develop training on Douglas County history for their new tourism ambassadors program.
- Museum staff serve on advisory boards or provide support to organizations including FFNHA, the Guardians of Grover Barn, the history committee of the NAACP, KU's Max Kade Center, KU's Hall Center Public Humanities Roundtable, KU's 19th Amendment Centennial Celebration Committee, and the KU Museum Studies Program

As a major cultural anchor in downtown Lawrence, the Watkins Museum also has an economic impact in downtown Lawrence and is a destination for heritage tourism in Douglas County.

- The Watkins is an active partner in Explore Lawrence's heritage tourism initiatives, including the new U-Trip itinerary planner, and regularly provides information for their online/social media-based tourism communications.
- Periodic visitor surveys, taken annually, consistently show that about 15% of visitors are from outside Douglas County and that over 40% of museum participants also shop and eat while they are downtown, increasing the museum's economic impact on local business.
- In 2018, if Watkins visitors spent an additional \$20 while they were downtown, museum visitation generated about \$130,000 in sales.

## 2020 Budget Request Form – Douglas County, KS

double click on spreadsheet to open

[2020 Budget Request Detail](#)

calculated fields

Community Partner:	<b>Douglas County Historical Society</b>					
	2016 Actuals	2017 Actuals	2018 Actuals	2019 Adopted Budget	2019 Current Estimates	2020 Budget Request
<b>Revenues:</b>						
Unrestricted Fund Balance 1/1/xx		67	3,812		969	138
<b>Douglas County</b>	<b>208,400</b>	<b>241,902</b>	<b>241,902</b>	<b>235,539</b>	<b>235,539</b>	<b>235,539</b>
City of Lawrence			13,174	13,000	13,000	22,000
United Way						
Grants/Restricted Income	54,192	37,768	31,449	14,000	24,100	28,000
Fundraisers			6,581	7,500	7,500	18,000
Contributions-DCHS Membership/Donations	31,209	60,234	46,375	54,700	54,700	63,750
Endowment Income/Reserve Funds	35,100	34,730	56,800	90,000	73,500	63,500
Sales and Fees	15,879	10,960	12,913	24,476	24,476	20,300
Interest/Misc Income	1,872	6,059	5,218	7,768	7,768	6,440
<b>Total Revenues:</b>	<b>346,652</b>	<b>391,653</b>	<b>414,412</b>	<b>446,983</b>	<b>440,583</b>	<b>457,529</b>
<b>Total Revenues and Fund Balance</b>	<b>346,652</b>	<b>391,720</b>	<b>418,224</b>	<b>446,983</b>	<b>441,552</b>	<b>457,667</b>
<b>Expenditures:</b>						
Salaries/Wages/Payroll Taxes	201,938	218,863	263,387	292,496	292,496	304,943
Employee Benefits (Retirement)	9,485	11,193	12,748	13,295	13,295	13,651
Health Insurance	9,628	18,305	22,158	26,855	24,355	31,520
Supplies-Exhibits/Collections /Programming	34,461	16,615	20,117	22,711	22,300	19,460
Utilities, Building Maintenance/Repair	29,123	42,115	36,046	36,400	34,400	35,800
Travel & Training	2,360	1,449	2,443	500	500	500
Office Equipment/Admin Expense	16,621	25,524	21,277	9,800	9,300	9,900
Insurance/Professional Fees	25,316	25,446	27,419	33,947	29,583	30,607
Sales/Cost of Goods Sold	2,287	1,838	1,035	1,500	1,500	1,500
Fundraising Expense	8,250	22,586	6,465	6,000	6,000	6,000
Marketing	7,116	3,974	4,160	4,000	8,000	4,000
<b>Total Expenditures:</b>	<b>346,585</b>	<b>387,908</b>	<b>417,255</b>	<b>447,504</b>	<b>441,729</b>	<b>457,881</b>
<b>Ending Fund Balance 12/31/xx</b>	<b>67</b>	<b>3,812</b>	<b>969</b>	<b>(521)</b>	<b>(177)</b>	<b>(214)</b>

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# 2020 Budget Request Form – Douglas County, KS

## Budget Request Analysis

Community Partner: **Douglas County Historical Society**

### Analysis of Revenue Sources:

Earned revenue in 2018 showed considerable growth over 2017 due to increased museum visitation and participation in museum programs: Sales and Fees revenue increased 18%; Front Door donations increased 57%. Public participation remains strong in 2019

In 2018 the museum hired a part time membership coordinator; the impact was significant, with membership revenue increasing 47%. A significant increase in membership is anticipated in 2019 and the new Kid's Club reached 82% of it is membership goal in two months.

Long-standing outside funders reduced their support in 2019. Concerned about market volatility, the Rice Foundation reduced their annual grant by \$7,000 (33% reduction); the City of Lawrence did not fully fund the DCHS's request for support, awarding 66% of the amount requested; Douglas County reduced funding by 2.5%.

In 2019, museum staff began taking on research/exhibit development projects for other organizations. Four such projects have been scheduled so far. This creates a new revenue stream, though it is relatively small at this point (about \$2,500 in income). Such efforts take staff time that would go to museum projects. Activity in 2019 will help determine what capacity for outside projects staff has and if there is a potential for much revenue growth.

In 2020 the DCHS intends to increase their request for funding from the Rice Foundation and City of Lawrence. While the DCHS has been quite successful in raising grant funds and private donations for exhibit installation, capital repairs, and other special projects, there are limited opportunities to raise operational funding from those sources.

### Analysis of beginning & ending fund balances, and dedicated or restricted cash reserves:

To increase fundraising capacity the DCHS increased costs to add dedicated fundraising staff, part time in 2018, with the intention of increasing the position to full time mid-2019. As anticipated, this increase in expense was not completely offset by additional revenue within the fiscal year. This deficit does not mean the DCHS operations are in the red. Expenses not offset by revenue were covered from savings held in reserve and, if need be, can be covered from an investment account at the Douglas County Community Foundation. As of January 1 2019, this investment account was valued at \$166,000. As staffing for a development function is brought up to fill time in mid-2019, we anticipate this deficit to continue (and to continue to be offset with reserve funds). As fundraising capacity increases, we anticipate the operating deficit to decrease as well, likely disappearing by 2022 or 2023.

The DCHS's Richards Endowment Fund, also held at the DCCF, was valued at \$874,000 as of the beginning of the year. This endowment fund now produces \$35,000 in operating income annually. DCHS investments have grown about 2% in value in the first two months of 2019.

The DCHS is also holding about \$121,000 in temporarily restricted funds raised through grants and private donations supporting the development and installation of core exhibits on the Watkins Museum's third floor and capital repairs and improvements to building

## 2020 Budget Request Form – Douglas County, KS

systems. About \$90,000 of those funds will be spent in 2019 to complete the second phase of third floor core exhibit installation, which will open to the public in September. An additional \$123,000 dedicated to the third floor core exhibits has been pledged and will be collected over the next three years.

### **Analysis of expenditure changes:**

Staffing is the DCHS's most significant expense. Operation of the Watkins Museum, particularly the programming and exhibits that generate community engagement and the research services the museum provides are completely reliant on staff for development and implementation. The other costs associated with these core offerings are relatively small. Continues growth in public service requires continued investment in staffing.

With the exception of personnel expenses, which have increased due to the addition of a staff member dedicated to fundraising, expenditures planned for 2020 remain roughly the same as they have been for the past two years. The 2020 budget anticipates increases of roughly 10% for health and facilities insurance. Accounting fees and utilities are also expected to increase about 5%. As the museum's attendance and membership grow larger, the expense of cleaning, program supplies, printing, and mailing also increase, but at a manageable level so far. The DCHS has more ability to address increases in these types of expenses by finding alternative sources, using cheaper supplies, or adjusting program activities.