

**DEPARTMENT 18
PHILADELPHIA HISTORY MUSEUM ATWATER KENT MUSEUM
FISCAL YEAR 2017 BUDGET TESTIMONY
May 17, 2016**

DEPARTMENT MISSION/PLANS

MISSION STATEMENT:

The Philadelphia History Museum (PHM) engages Philadelphians and regional visitors with its extraordinary collections that reflect Philadelphia's rich history and the diversity of its people and their neighborhoods through exhibitions, educational programs and technology that explore the past to better understand the present.

GOALS:

1. COLLECTIONS

GOAL: PHM will continue to build the region's most significant collection of material culture representing Philadelphia history with more emphasis on twentieth and twenty-first century objects.

2. EXHIBITIONS

GOAL: PHM will develop a sustainable changing exhibition rotation schedule including objects and issues from the mid-twentieth century to the present day.

3. PROGRAM

GOAL: PHM will become a leader in education for multicultural residents, including newly arrived or immigrants to Philadelphia, with programs relevant to contemporary audiences.

4. POSITIONING

GOAL: PHM will be a leader in the Philadelphia history community, stressing partnerships and collaborations with other cultural and educational institutions that serve the population of the city.

5. EARNED AND CONTRIBUTED INCOME

GOAL: PHM will build revenue streams from individuals, corporations and foundations so that they equal 25% of the total operating budget.

6. MANAGEMENT

GOAL: We will build the necessary infrastructure (board, committees, staff, membership, technology, and other resources) to achieve our vision.

Major FY17 Objectives

The 75-year-old Philadelphia History Museum, now in its fourth full year of public operation since undertaking a three-year building interior renovation, has established the following goals for Fiscal Year 2017:

1. Expand efforts to strengthen collaborations and partnerships with other historic educational institutions identified through a feasibility study supported by funding from the William Penn Foundation.
2. Identify and engage a highly qualified replacement for its Registrar position, along with additional staff support to grow and maintain a robust schedule of education programs, events and activities for both school children and adult audiences.

3. Continue to build upon the extraordinary success of the Museum's reopening by continuing to change small gallery installations and exhibitions several times throughout the year.
4. Continue to test and develop main gallery exhibitions that engage and involve input and reaction from tourists and residents alike in the exploration and interpretation of contemporary Philadelphia history.

Financial Summary by Class - General Fund

	Fiscal 2015	Fiscal 2016	Fiscal 2016	Fiscal 2017	Difference
	Actual Obligations	Original Appropriations	Estimated Obligations	Proposed Appropriations	FY16-FY15
Class 100 - Employee Compensation	\$180,906	\$243,498	\$243,498	\$244,817	\$1,319
Class 200 - Purchase of Services	\$0	\$0	\$0	\$0	\$0
Class 300 - Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Class 400 - Equipment	\$0	\$0	\$0	\$0	\$0
Class 500 - Contributions	\$50,000	\$50,000	\$50,000	\$50,000	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$230,906	\$293,498	\$293,498	\$294,817	\$1,319

Staff Demographics Summary (as of December 2015)

	Total	Minority	White	Female
Full-Time Staff	3	33%	66%	33%
Executive Staff	1	0%	100%	0%
Average Salary - Executive Staff	\$92,722	\$40,048	\$92,722	\$65,552
Median Salary - Executive Staff	\$92,722	\$40,048	\$92,722	\$65,552

Employment Levels (as of December 2015)

	Budgeted	Approved	Filled
Full-Time Positions	3	3	2
Part-Time Positions	0	0	0
Executive Positions	1	1	1

The Philadelphia History Museum at the Atwater Kent does not have any contracts.

PERFORMANCE (OPERATIONS)

Operationally, the Museum has its own 501(c)3 non-profit status, allowing it to raise funds as a tax-exempt organization. The 1826 historic building is owned by the City of Philadelphia.

CHALLENGES

The Museum’s challenges center around two issues, both financial. First, the Museum must deal with the incremental loss of city funding over the past decade, when the Museum’s operating budget was fully covered. Few, if any steps were taken to establish, attract or secure new funding sources to bridge the financial gap created by reduced city funding.

The Museum’s challenges have centered principally on finding a path to financial stability. Having reopened the Museum to the public in September 2012, after a 3-year, \$5.8 million renovation of all of the 1826 historic building’s HVAC and other systems, a \$2.5 million debt remained, which has been reduced to \$300,000 today.

Through lack of funding, the Museum has not had a full-time development professional on staff to help develop strategies to attract increased individual, corporate and foundation support to close the gap between operating costs and earned and unearned income streams. In the coming fiscal year, the Museum will intensify its efforts to engage a development officer to help build awareness and funding support.

Though the Museum has taken numerous steps to reduce its costs and increase its revenue through increased facilities rentals, more work needs to be done to make our garden area more attractive to potential renters. This too is a major priority for the institution.

Second, now that the Museum has been renovated and reopened to the public (since September 2012), reestablishing education and adult programs has been a major challenge, again due to the priorities of reducing construction debt (from \$2.5 million to \$300,000), and having sufficient financial resources available to sustain a robust program schedule to enhance visitorship and attract local civic engagement.

STAFFING LEVELS

Staffing levels have been static, and in fact have decreased from levels prior to the Museum’s closure for renovation, which resulted in the loss of staff. Since reopening (September 2012) to the public, we have not been able to hire sufficient staff to increase visitorship, nor add evening or Sunday hours, which would also provide more revenue opportunities.

Through our volunteer program, however, we have been able to attract unpaid individuals who represent a diverse mix of people, ranging from seniors to high school students, with an equal balance of males and females. Ethnically, our volunteers include African-Americans, Asians and Caucasians. At present, we do not have any Latino volunteers; however, we continue to make efforts to attract Latinos through a relationship with the Latino newspaper, Al Día.

PAST INITIATIVES

The major initiative undertaken between 2009 and 2012 was a complete interior renovation and installation of all new building systems at a cost of \$5.8 million. During this time, the Museum was not open to the public as the focus was focused entirely on bringing the 1826 historic structure up to established Museum standards to be able to display important art, artifacts and objects that represent the material culture across 330 years of the city’s history.

CURRENT INITIATIVES

The major initiative is to identify peer cultural institutions whose mission is similar to PHM—that is, telling the stories of the city’s history through the interpretation of Philadelphia’s material culture: art, artifacts and objects. Discussions are either now underway or set to begin with the African-American Museum of Philadelphia, the Historical Society of Pennsylvania, the Independence Seaport Museum, the Philadelphia Museum of Art, the Civil War Museum, and the soon-to-open Museum of the American Revolution.

Current initiatives are also focused on increasing the number of visitors to the Museum, especially Philadelphians, so they may take pride in the Museum as being a welcoming place to explore their hometown history, which is unique among American cities.

The Museum tracks visitors by zip code and country through visits to its website, completion of exit surveys conducted to track reaction and response of visitors, and a series of informal conversation evenings with historians and academic experts in the field.

Costs for these initiatives must come from revenue streams such as admission and facility rentals.

NEW INITIATIVES

New initiatives include replacing the retiring Registrar, a Civil Service position.

Plans also include adding capacity to the staff through hiring an education and community engagement specialist who will be able to dramatically change our program offerings to attract a diverse, multicultural audience that is representative of Philadelphia residents and neighborhoods.

Success will be measured through number of attendees, exit survey results and feedback from participants, as well as increase in Museum memberships directly attributed to these new program initiatives.

Costs for this initiative will have to be raised by the Museum through Foundation, individual and corporate support.

OTHER BUDGETARY IMPACTS

FEDERAL AND STATE

Unfortunately, little if any funding is available through federal or state grants. In fact, the decrease in state funding has been extremely hurtful to small Museums in meeting their missions. Through the Pennsylvania Historical and Museum Commission, a limited amount of funding is available, but clearly insufficient to have impact on mounting operating needs and budgets.

Staff Demographics (as of December 2015)

<i>Full-Time Staff</i>			<i>Executive Staff</i>		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
	White	White		White	White
<i>Total</i>	0	1	<i>Total</i>	1	0
<i>% of Total</i>	0.0%	50.0%	<i>% of Total</i>	100.0%	0.0%
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	1	0	<i>Total</i>	0	0
<i>% of Total</i>	50.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
	Asian	Asian		Asian	Asian
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
	Bi-lingual	Bi-lingual		Bi-lingual	Bi-lingual
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
	Male	Female		Male	Female
<i>Total</i>	1	1	<i>Total</i>	1	0
<i>% of Total</i>	50.0%	50.0%	<i>% of Total</i>	100.0%	0.0%

APPENDIX
(Other Relevant Data and Charts)

Presently, considering both our full and part-time staff and volunteer corps, we have bilingual capabilities in Spanish, French, German and Chinese. The Museum plans to add multi-language signage at the admissions desk and to produce Museum brochures in Korean and Spanish to reflect the largest number of ethnic visitors coming to the Museum. As budgets allow, the Museum will undertake adding language panels to its general brochure.