



Strategic Planning Assistance **SAMPLE** Application Form

***** Please note that this application reflects the questions asked in our current application form, submitted online through Submittable. It does not necessarily reflect the format of the current application. *****

INSTRUCTIONS

The application requires you to complete a narrative section, provide general information about your institution, and upload several attachments. If you are a department, division, or section of a larger organization (e.g., an archives department in a larger museum, a university archive or library), please answer questions about staff and budget related to your department, division, or section rather than the institution as a whole.

Responses to the **Narrative** and **General Information** questions require you to check off all applicable answers to each question and/or can be entered in the appropriate text box.

The following **Attachments** are required at the time of submission:

- **Commitment Letter from Director or Board Chair:** The commitment letter should show that the institution as a whole is committed to seeing through the service for which you are applying. The letter should express support from the board and/or staff for the strategic planning process and committing to the three-year plan that will result. In addition, the letter should identify the contact person who will be responsible for coordinating with DHPSNY. Overall, the letter should show that the board is aware of what the service is providing and has made a commitment to working with DHPSNY and their staff to see it through. Depending on your organization, this letter should be signed by the highest ranking board and/or staff member.
- **Proof of Tax Exempt Status:** A letter or certificate from the Internal Revenue Service or New York Department of Taxation and Finance.
- **Most Recent Annual Financial Statements:** If your most recent financial statements are not available, a copy of Form 990 (Return of Organization Exempt from Income Tax) is also acceptable. *Please do not attach bank statements.*
- **List of all Board Members and Key Staff:** This list should include the entirety of the Board and any staff members that will be taking part in the strategic planning process. If you are a department, division, or section of a larger organization utilizing a working group for strategic planning, please also identify all members of the working group.
- **Any Relevant Background Information:** This can include brochures, rack cards, newsletters, etc. If you have received a survey or assessment previously, include a copy of the executive summary or full report.

General Information

Organization Name: Davis Kettering Birthplace Museum

Address: 200 Bridge Street
Old Bridge, NY 12755

Phone: 716-215-3030

Institution's Website Address: <http://friendsofdavis.org>

Director: Karl Mack

Director's Email: director@friendsofdavis.org

Contact Person: Bob Wagner **Phone:** 716-215-3030

Title: Volunteer Curator **Email:** info@friendsofdavis.org

Type of Organization:

- | | | |
|---|---|--|
| <input type="checkbox"/> Academic archive | <input type="checkbox"/> Independent non-profit archive | |
| <input type="checkbox"/> Academic library | <input type="checkbox"/> Public library | <input type="checkbox"/> Special library |
| <input type="checkbox"/> Historical Society | <input type="checkbox"/> Historic house/site | |
| <input type="checkbox"/> Museum | <input type="checkbox"/> Non-profit with library and archival collections | |
| <input type="checkbox"/> Other _____ | | |

County:

- | | | | | |
|-------------------------------------|---|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Albany | <input type="checkbox"/> Alleghany | <input type="checkbox"/> Bronx | <input type="checkbox"/> Broome | <input type="checkbox"/> Cattaraugus |
| <input type="checkbox"/> Cayuga | <input type="checkbox"/> Chautauqua | <input type="checkbox"/> Chemung | <input type="checkbox"/> Chenango | <input type="checkbox"/> Clinton |
| <input type="checkbox"/> Columbia | <input type="checkbox"/> Cortland | <input type="checkbox"/> Delaware | <input type="checkbox"/> Dutchess | <input type="checkbox"/> Erie |
| <input type="checkbox"/> Essex | <input type="checkbox"/> Franklin | <input type="checkbox"/> Fulton | <input type="checkbox"/> Genesee | <input type="checkbox"/> Greene |
| <input type="checkbox"/> Hamilton | <input type="checkbox"/> Herkimer | <input type="checkbox"/> Jefferson | <input type="checkbox"/> Kings | <input type="checkbox"/> Lewis |
| <input type="checkbox"/> Livingston | <input type="checkbox"/> Madison | <input type="checkbox"/> Monroe | <input type="checkbox"/> Montgomery | <input type="checkbox"/> Nassau |
| <input type="checkbox"/> New York | <input checked="" type="checkbox"/> Niagara | <input type="checkbox"/> Oneida | <input type="checkbox"/> Onondaga | <input type="checkbox"/> Ontario |
| <input type="checkbox"/> Orange | <input type="checkbox"/> Orleans | <input type="checkbox"/> Oswego | <input type="checkbox"/> Otsego | <input type="checkbox"/> Putnam |
| <input type="checkbox"/> Queens | <input type="checkbox"/> Rensselaer | <input type="checkbox"/> Richmond | <input type="checkbox"/> Rockland | <input type="checkbox"/> Saint Lawrence |
| <input type="checkbox"/> Saratoga | <input type="checkbox"/> Schenectady | <input type="checkbox"/> Schoharie | <input type="checkbox"/> Schuyler | <input type="checkbox"/> Seneca |
| <input type="checkbox"/> Steuben | <input type="checkbox"/> Suffolk | <input type="checkbox"/> Sullivan | <input type="checkbox"/> Tioga | <input type="checkbox"/> Tompkins |
| <input type="checkbox"/> Ulster | <input type="checkbox"/> Warren | <input type="checkbox"/> Washington | <input type="checkbox"/> Wayne | <input type="checkbox"/> Westchester |
| <input type="checkbox"/> Wyoming | <input type="checkbox"/> Yates | | | |

How did you learn about DHSPNY?

- | | |
|---|--|
| <input type="checkbox"/> Brochure | <input checked="" type="checkbox"/> DHSPNY website |
| <input type="checkbox"/> DHSPNY Email | <input type="checkbox"/> Colleague |
| <input type="checkbox"/> DHSPNY Facebook Page | <input type="checkbox"/> Other: _____ |

A. Application Narrative

1. Briefly describe the mission and history of your organization.

The Museum's mission is to preserve the legacy of local industrialist and inventor Davis Kettering through the maintenance of his birthplace and a personal archive and museum housed in a newer facility on the original grounds. Kettering's birthplace was built in 1840, placed on the State Register of Historic Places in 1990, and an addition housing archival collection was completed in 1997. We aim to engage and educate the local community about Kettering while presenting his work in context of the history of the entire region.

2. What is the historical significance or uniqueness of your collection, and how are your collections holdings related to the mission of your organization?

The Museum's collections constitute the largest, most comprehensive single record of the life and work of Davis Kettering. Museums and archives throughout the country feature select items within larger collections related to American inventors and entrepreneurs, but ours is the most comprehensive collection focused solely on Kettering, representing the entire arc of his life and career.

We fulfill our mission to educate the public about Kettering, and by extension the industrial history of the entire region, through public exhibitions in three main exhibit spaces and tours of the Kettering House when possible. Through our education outreach program, school groups from around the state have been bussed in for tours, and we held an annual Fall Festival that served as our biggest fundraiser. Currently, we are presented modified programming in compliance with local health regulations and presenting virtual programming to local schools.

3. Briefly describe the types of materials in your collections and the approximate total size of your collection.

Our archival collection includes roughly 2,000 items ranging from documents, such as manuscripts, letters, correspondence, patents, to a 500-volume personal library. The collection also consists of a number of objects such as clothing, tools, games, and jewelry. The collection contains materials documenting Davis Kettering and his work, as well as his larger impact on manufacturing on a regional as well as national scale.

4. Briefly describe any past planning efforts at your institution. (Note: Previous strategic planning experience is not required for application.)

In 2007, the Kettering Museum's Board of Trustees took advantage of a free planning consultation sponsored by the New York Museum Consortium. The program's coordinator, Russell McDaniel, met with members of the board and the museum director in a daylong session to assess the organization and outline recommendations. Mr. McDaniel noted budget deficits in the years immediately after our facility upgrades but stated that our financial picture was healthy, and expenses had been carefully measured. Board involvement was active, and a clear development plan was in place. Board and staff were both committed to the continued expansion of the organization. One recommendation that came from the 2007 consultation was the implementation of a planning committee to develop long-range strategies for outreach and marketing, staffing and volunteer recruitment, and facility issues.

More recently, in 2013, the Museum applied for and received a grant from the New York Preservation Association to conduct a preservation survey and facility condition assessment. With the assistance of a local contractor, the assessments identified approximately \$20,000 in recommended environmental

improvements, most of which we were able to implement through fundraising efforts over the following two years.

5. Describe your organization's finances over the past three years, referring to total expenses and revenues reported for each of the years. Provide an explanation for any trends or variations including sources of revenue, major expenditures, etc.

The total operating income for the three years prior to 2020 was within a range that has been basically consistent for the past decade. The amounts were \$112,589 (2017), \$130,645 (2018), and \$115,798 (2019). Operating expenses for those years were \$115,781 (2017), \$120,645 (2018), and \$116,918 (2019). Across a 20 year timeframe, we had major expenditures in 1997 due to the construction of our current facility, but development efforts improved on the strength of our new museum space and increased programming.

Like many other organizations, our finances were impacted in 2020 due to the COVID-19 Pandemic. However, we were fortunate to procure a PPP Loan that enables us to maintain our staff and divert funds to cover essential operating expenses during the early months of the pandemic. While our revenue from onsite visits declined overall, we were fortunate to receive a number of donations from our membership base that have continued to help cover operational expenses.

In the past ten years, grant funding has made up an average of about 40% of our annual budget, while donations and other fundraising made up the balance. The only unusual recent development activity has been a 2009 bequest of \$10,000 that we received through the estate of local philanthropist Dot Wiggin.

6. How has the COVID-19 Pandemic affected your organization in terms of finances and programing? How has your organization responded?

At the start of the COVID-19 Pandemic, the Kettering Museum closed its doors to the public and required staff to work from home. We were able to open slightly in the summer, welcoming staff back on a staggered schedule and offering tours to local tourists. However, it is not the capacity we were typically used to over the summer, and we did not generate the same amount of income as previous years. We decided to close the building again in the winter of 2020 for the season and anticipate reopening to the public in late Spring 2021.

While we were unable to offer our usual in-person programming, we were able to pivot to provide some virtual programming. In particular, we developed a virtual program for school children to learn more about the history of Manufacturing in Niagara County. While this did not produce revenue, it was a welcome experience to develop our first virtual program, and well received by the local school district. However, we faced several limitations, including inconsistent internet access and the recognized need to upgrade technology should we pursue a similar project.

As stated in Question 5, our finances were impacted in 2020 due to the COVID-19 Pandemic. However, we were fortunate to procure funding to support salaries and operation expenses over the summer of 2020. In addition to receiving a number of donations from our existing members, we had many new members join from the community, bolstering income.

7. Do you anticipate any significant transitions to occur during the coming year?

We do not anticipate any significant changes or transitions in the foreseeable future beyond ongoing adaptations to our services due to the COVID-19 pandemic. One transition we do anticipate is a dwindling volunteer base, as many have expressed discomfort in returning to volunteer for the foreseeable future.

8. Explain why entering a program to develop a strategic plan is appropriate for your institution at this time.

The Kettering Museum has experienced modest growth in recent years and is in a fairly stable financial position at the moment. The COVID-19 Pandemic has impacted our services, and while we have been able to pivot relatively well, we recognize that we will be continuing in a changed landscape. What has worked for our Museum these past years may not hold true in the coming months, and we would like to ensure a strategic approach to these coming adjustments. We would like to capitalize on the recent gains we have made in marketing and outreach and continue to expand our role in the local heritage community, even if it is virtually in the coming year. We also know firsthand the value of strategic planning from the planning assistance that we received at points in the last ten years. As an organization, we are ready to revisit our mission and current policies and establish a new set of goals and objectives to advance our mission in a changing time.

B. Staffing and Collection Use

1. Staff size: 4

Full Time: 2

Part Time: 2

Volunteer: 20

Students/Interns: 0

2. Is your organization open to the public?
If yes, note hours open.

Y N

Before March 2020:
Weekdays 11 AM – 6 PM
Saturday 11AM – 3 PM

At present, the Museum is closed to the public for the season, but we anticipate reopening in Spring 2021.

3. Number of visitors per year: 720 (average of previous 3 years)

4. Number of researchers per year: Approximately 50

5. How do you make your archival materials available to the public and researchers?

Archival materials are available to researchers by appointment during regular business hours. We also make reproductions available by request, when possible.

This application was completed by:

Bob Wagner/Volunteer Curator
Name/Title

Authorization Signatures:

Lloyd Padgett
Senior Board Member *

1/31/2021
Date

Karl Mack
Executive Director

1/31/2021
Date

** For Senior Board Member, please have the highest ranking official at your organization (e.g., Chair of the Board, President of the Board) sign in this location.*

*** If your institution has staff, please have the highest ranking staff member sign in this location. If you are a department/division, please have the head of that department/division sign in this location.*