

Accountability Report Transmittal Form

Agency Name: South Carolina State Museum
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Agency Director: William P. Calloway
Agency Contact Person: William P. Calloway
Agency Contact's Telephone #: (803) 898-4930

I. EXECUTIVE SUMMARY

1. Mission, Vision & Values:

Mission:

Through innovative partnerships, comprehensive collections, and stimulating exhibits and programs, The South Carolina State Museum provides educational environments that entertain, inspire imagination and creativity, and enrich the lives of visitors.

Vision:

The South Carolina State Museum is an ever-changing, innovative institution reflecting the essence and diversity of South Carolina, a catalyst for the cultural and educational development of our state and a model among museums nationally.

Values:

We are committed to our Guests.

We value creativity, integrity, scholarship and innovation.

We are committed to the educational improvement of all of South Carolina's school children.

We provide opportunities for people to learn and have fun.

We create an open, learning, engaging environment for families and community to gather.

2. Major Achievements: -

The State Museum celebrated its 20th anniversary during this past year and attendance grew by 12% to 147,000 with an additional 7,500 visitors attending on our August 16th 20 hour FREE "Birthday Bash".

The museum continued to garner financial support with local governments which provided \$150,000 in marketing grant funds.

The museum opened and was instrumental in developing a national exhibit on the American Red Cross which premiered in March of 2009 at the museum.

The State Museum is an Accredited museum by the American Association of Museums – only 5% of the museums in the country have such a distinction and honor!

This museum is also sanctioned by the Smithsonian as a Smithsonian Affiliate Museum which is a very distinguished recognition for the quality of the State Museum!

This past fiscal year we presented three fee based exhibits which proved very popular:

Hollywood Comes to South Carolina which focused on the films and stars connected to South Carolina.
Leonardo Da Vinci: Machines in Motion which explored through interactive exhibits the inventions and engineering of this famous "Renaissance" man.

Powers of Nature which explored the science behind the forces of wind, water, and earth.

These Blockbuster exhibits hosted 47,000 visitors which translated to 30% of our guests choosing to experience one of these wonderful exhibits. Gross income from these exhibits was over \$150,000 which was a \$73,000 increase over prior year.

The staff was busy writing and producing the following 5 exhibits which opened throughout the year in the museum's changing galleries.

Mud, Sweat, and Cheers: Palmetto State Football; The South Carolina State Museum: 20 Years of Treasures; Robert Courtright: Collages, Collage Constructions and Masks; Our National Treasure: the American Red Cross; and Tangible History: South Carolina Stoneware from the Holcombe Family Collection.

The museum put on 9 signature events which included numerous fall events as well as our annual “Museum Road Show”. Additionally we partnered to present four other events: *Southeastern Toy Soldier Show; Gem and Mineral Society Show; Martin Luther King Day Observance, and Beach Music Day.*

Educationally the museum continued with a strong performance in 2009. Over 69,000 school children visited the museum representing EVERY county in the state. Lexington and Richland counties combined to provide just under 23,000 school visits. The upstate region once again provided the most school children – over 19,100. Our lowest attended region for this year was the Low Country as tight school budgets curtailed long, expensive bus transportation. Also, the museum hosted over 3,751 home schooled children as well as some children from surrounding states. The docent and volunteer program at the museum continues to provide quality educational tours to these groups as they visit the facility. We increased our number of volunteers by 41. 244 volunteers contributed over 11,000 hours to the museum – a value well in excess of \$225,000!

The museum’s attendance performed well even in light of the distressing economic climate both nationally and locally. The performance was enhanced by the 20th Anniversary celebration as well as a solid line up of both fee based and changing exhibits. In December we set a record for attendance with close to 13,000 guests for that month alone! We spent less in paid media but did a good job in acquiring an enormous amount of free press throughout the year based on press releases and productive media partner relationships. We initiated a step into the internet world of social media marketing by opening “You Tube”, My Space”, “Facebook” and “Twitter” accounts and content. Much remains to be done to maximize this new communication vehicle.

Earned revenue had a productive year as revenues grew 4% or \$50,000. A major component of that increase was a ticket price increase that was implemented in January of 2009. Ticket prices were increased by \$2.00 for adults and by \$1.00 on seniors. Child prices were unchanged. The store sales bore the brunt of the economic downfall reflecting the negative trend in retail sales seen nationally. Store sales dropped by 9% but still were in excess of \$650,000. The offsite retail program continued to grow with the addition of more sites and total revenue for the offsite program exceeded \$31,000 with 20 days of selling. We also were successful in finding an outside operator to outsource our food service department - *Dupree/Dukes Signature Catering*. Unfortunately the partnership of the firm dissolved which caused some minor disruptions as the firm reorganized. Royalties from all food caterers was over \$30,000. The facility rental program contributed \$215,000 in revenues which was also down 9% from prior year. The loss of a number of state agency functions due to the statewide budget cuts led to the decline.

The museum made a concentrated effort to increase its partners. Continued progress was made with ETV as the museum provided content and assistance to many programs. We hosted 6 hour long programs for ETV which were available to school children all across the state. We continued the partnership with “Mad Science” with whom we outsourced our summer camp programming.

The museum also encountered some “learning opportunities” with the new statewide mandated SCEIS financial software. The software required many, many hours of training and has created many challenges for our administration staff. The biggest issue still to overcome is obtaining meaningful financial reporting which will be resolved in this next year.

Budget Reductions

The State Museum received \$3,412,000 from state appropriations in 2008/9. The museum was invoiced \$2,267,000 in rent expense leaving \$1,145,000 in funds to apply to museum operations. Additionally the museum generated earned revenues of \$1,425,000, received marketing grants totaling \$137,000, and received exhibit and program support from the SC State Museum Foundation of \$104,000.

The State Museum lost 48% in discretionary funding from state funds this past year; from a budgeted \$2,180,000 down to \$1,145,000. This \$1,035,000 decrease was funded in the following manner:

\$265,000	-	*One time use of cash reserves
\$215,000	-	*One time use of maintenance reserve funds
\$160,000	-	*Deferred Energy Surcharge payment
\$65,000	-	9 days of full time staff furloughs
\$50,000	-	Other staff reductions and vacant positions
\$20,000	-	Closing of a changing exhibit Gallery
\$50,000	-	Reduction in planned artifact acquisition
\$100,000	-	Reduction in purchase of paid advertising
\$75,000	-	*Reduction in Blockbuster Exhibit costs which were paid from prior year funds.
\$35,000	-	*Reduction in product purchases for store.
		*(one time savings)

The impacts on the staff and operation of the museum were significant as we managed through these reductions. Of great concern to the museum is the possible impact these reductions will have not only on visitor experiences and hence visitor attendance and revenues but the possible negative impact these reductions will have on our AAM Accreditation. Additionally, a number of these savings, \$750,000, were one time events which will have to be offset in other ways in 2009/10. To that end, the State Senate subcommittee on Higher Education introduced two budget provisos that instructed the museum to forgo one year payment of rent and to transfer \$1,800,000 back to the general fund. The net effect of these provisos is a one time budget relief of \$427,000. That still leaves the museum with \$323,000 in new budget cuts for 2009/10.

Windows to New Worlds

The State Museum made significant progress on the planned renovation project. The State Engineer authorized the restart of the design process which had been on hold as we secured additional funding. The State Museum signed a MOU with General Services which outlined responsibilities and guidelines for the design and construction process. Also the museum received letters of support from the other two tenants of the building; the Department of Revenue and the Confederate Relic Room and Military Museum. Many design meetings were held with all affected parties as we developed the plans for this major project. The South Carolina State Museum Foundation was successful in raising significant local government, corporate, foundation, and private support to close the funding gap of the project. All pertinent reviews by historical agencies, other building tenants, General Service's representatives as well as the State Engineer occurred during the year and will be ongoing as we continue to refine the design.

In addition to the positive steps taken on the design and funding, the museum, under the leadership of Tom Falvey, also made great strides developing the new content and programming opportunities that will be offered by the new elements of the project. Partnership opportunities and future plans were discussed with ETV, Governor's School of Math and Science, Richland School District 1, the State Department of Education among others. Dr. Jim Rex, State Superintendent of Education, enthusiastically embraced the project and as a result Tom Falvey attended many meetings on integrating the project components into the challenged schools across the South Carolina via Distance Learning technology.

Attendance breakdown

<i>Core Market</i>	46%
<i>Rest of South Carolina</i>	46%
<i>Georgia/North Carolina</i>	2.5%
<i>All other States</i>	5.5%

We had visitor from all 50 states and 11 foreign countries!!!

A sampling of the results:

Attendance	154,300
Educational Visits	69,500
Admission Revenues	\$420,800
Store Revenues	\$659,800
Rental Income	\$215,500
Program Revenues	\$ 77,400

A Sampling of Some of the Accomplishments in 2008-2009:

EDUCATION:

Approximately 69,459 students, teachers, and chaperones from throughout the state participated in on-site educational experiences this year. Blockbuster exhibits, *Hollywood Comes to South Carolina*, Leonardo da Vinci: Machines in Motion, and Powers of Nature, enhanced the guest experience. Notable changing exhibits focused on the museum's 20th anniversary, the Vietnam War, and Football in the Palmetto State.

The Education Department achieved several noteworthy accomplishments in 2008 - 2009. Additional accomplishments include:

- Docents led 25,926 guests on 1,728 tours, including 635 Introductory tours, 42 South Carolina Film tours, 249 Machines in Motion tours, and 212 Powers of Nature tours.
- Homeschool groups accounted for 3,751 participants throughout the year.
- Approximately 110 middle-school students and chaperones participated in *Girls in Science Day* on June 5, 2009. This year's theme was Energy and the Environment.
- Conducted Ocean Awareness Day training workshop for 44 educators (homeschool instructors and classroom teachers). Featured speakers represented SouthEast Centers for Ocean Sciences Education Excellence (COSEE) and Carolina Coastal Discovery Marine Education Program. Activities were facilitated by educators from Sumter, Richland and Newberry counties. Funding provided by a National Science Foundation grant.
- Exhibited at district and statewide teacher events including Richland County Afterschool Network, Newberry School District, Summit Parkway Career Day, Homeschool Associations, 21st Century Learners, SC Afterschool Alliance, Southeast Middle School Career Day, SC Virtual School, Winthrop Alumni Day, Florence County Library, Kids Jamboree at the Florence Civic Center, and Tom Joyner Back to School Bash.
- Generated \$4,878 in birthday party revenue and \$24,290 in camp-in revenue.
- Hosted Target Corporation and Morris Museum of Art management team building experiences. They conducted self-guided museum explorations using the *In Search Of: Intro to the SC State Museum* materials.
- Expanded partnership with Experience Works job training program for senior adults to provide assistance with Group Visits tasks. Collaborated with Lake Murray Visitors Center, Midlands Technical College, and bus tour companies to increase group visitations.

- Completed staff professional development training: focused on effective supervision, guest services, team-building, as well as CPR and First Aid.
- Provided summer opportunities for 1 intern and 12 youth (ages 8-18) enrolled in the Junior Volunteers program.
- Added 60 new volunteers including 10 minorities and 8 youth.

PROGRAMS:

The Programs Department presented a variety of programs and events during FY 08/09. A total of 248 program and events or an average of 20 exhibit-related and subject area programs were offered each month. Twelve annual events (eight signature events and four partnership programs) were presented by the Programs Department.

- Conducted eight Signature events: Fall Heritage Festival (October), Tricks & Treats (2 Saturdays, October), Public Camp-Ins (Spooky Sleepover - October), WinterFest— (December), “Museum Road Show” (January & July), Tartan Fest (April), Congaree Arts Festival (April), Earth Day (April).
- Partnered to present three annual events: Southeastern Toy Soldier Show (16th year, attendance: 666 guests); Gem and Mineral Society Show (2nd year, 3 day attendance: 3,671 guests); Martin Luther King Day Observance (3rd year, attendance: 292); Beach Music Day (1st year, attendance 233)
- Planned and coordinated 20 hours of continuous programming in recognition of the museum’s 20th Anniversary. Activities included Beach Music concert, Carowinds character mascots, artist demonstrations, musical performances, and fireworks display. Attendance: 8,000
- Generated \$ 9,900 from two Museum Road Show appraisal events.
- Generated over \$9,000 in revenue from Mad Science summer camps.
- Collaborated with USC Press to present book signings by Fritz Hollings, Walter Edgar and other prominent South Carolina historians. Also presented panel discussion on Civil rights program which included Judge Matthew Perry.
- Partnered with Red Cross, USC, Wofford, Clemson, Benedict College, and ETV, in to provide programming in support of changing exhibits.
- Created Italian Street Fair and Wine Tasting as an alternative to Festival of Trees which moved to another venue. Attendance: 748 guests. Generated \$915 during wine tasting event.
- Expanded WinterFest into 3 ½ weeks of programming to promote holiday visitation to Leonardo da Vinci: *Machines in Motion* blockbuster.
- Continued daily showings of “Museum and a Movie” presentations during summer months.
- Spooky Sleepover, a family friendly Halloween themed overnight camp-in in October, was attended by 56 guests.
- Served as exhibit greeters and gallery monitors for three blockbuster exhibits including *Hollywood Comes to South Carolina: A Century of Filmmaking in the Palmetto State*, *Leonardo da Vinci: Machines in Motion*, and *Powers of Nature*.
- Management staff completed two professional development courses: Team building and Supervisory training
- **Eight Signature events were presented in 2008-2009**
 - Fall Heritage Festival (October)
 - Tricks & Treats (2 Saturdays, October)
 - Public Camp-Ins (Spooky Sleepover - October and Overnight at the State Museum - April)
 - WinterFest—new signature event for the holiday season (2 weeks in December)
 - “Museum Road Show” appraisal day (January)

- Tartan Fest (April)
- Congaree Arts Festival (April)
- Earth Day (April)

Four additional annual events were presented in collaboration with community partners. They include:

- Southeastern Toy Soldier Show (S.C. Military Miniature Society--August)
- Gem and Mineral Society Show (Columbia Gem & Mineral Society -- November)
- Martin Luther King, Jr. Day Observance (CityYear -- January)
- Beach Music Day (Beach Music Association – May)

COLLECTIONS:

Fiscal Year 2008-2009 proved productive for the various disciplines at the State Museum, with numerous specimens/artifacts collected, several papers presented and published. Exhibits were numerous during this time.

- “Mud, Sweat, and Cheers” football exhibit based on 35 artifact loans from individuals and institutions.
- 20th Anniversary exhibit installed and 20th Anniversary iconic objects installed on each floor
- Juried Art show well attended, with a number of positive published reviews
- Burroughs and Chapin Art Museum cooperative effort based on SCSM folk art collection
- Registration supervised two interns over the summer
- Hosted several visiting scientists at SCSM to do research on Natural History collections
- History curator visited Africa on a Fulbright Scholarship
- Emptying and prioritizing Ferguson Street materials for de-accessioning and/or disposal.
- Planning, organizing for mezzanine installation in Art Storage Area.
- Several Collections staff attended SCFM, where a number of professional papers were presented.
- Visiting conservator worked on LC Carson’s “Roman Coliseum” in the lobby, using 288 student volunteer hours.
- Published a paper on shark-chewed whales in scientific journal “Southeastern Naturalist.”
- Six scientific papers based on South Carolina submitted or accepted in other peer-reviewed journals.
- Presented a number of public talks on various aspects of the State Museum and its work to various civic groups, clubs and church groups.
- Enhanced 4th Floor Library facility with card catalog file system.
- Developed “African-American Points of Interest at the SCSM” for Department of Education.

NATURAL HISTORY

The last fiscal year was a particularly good one for publications, as a number of papers were initiated, developed, and in some cases submitted to peer-reviewed journals. Curiously, though South Carolina has long been well-known for its paleontological assets comparatively little has been published. This is as true with the recent fauna as it is with the fossil fauna, a condition that is being addressed in several areas of endeavor, such as Herpetology and Malacology. Cooperative arrangements with staff from several other organizations have been initiated in order to expedite the process. In tandem with the publishing effort, specimen preparation and study are ongoing at a faster rate. It is clear that the State Museum is becoming one of the paleontological centers of the southeastern United States as we

have agreed to host the third annual meeting of the Southeastern Association of Vertebrate Paleontology (SEAVP) on 2-5 June 2010. As many as 100 vertebrate paleontologists and students are expected. In the exhibits arena several small change-out exhibits are being prepared, in addition to supplementing the blockbuster dinosaur exhibit with South Carolina specimens.

CULTURAL HISTORY

Seven exhibits were developed, installed, or removed during the review period. Several significant collections, including clothing, a Columbia produced target rifle made about 1855, and South Carolina bank notes from the 1860's and 1870's, were brought into the Museum collection.

At least 19 public lectures on subjects as diverse as college football in South Carolina to women welders at the Charleston Navy Yard were presented at both professional meetings and to groups around the state. The Cultural History staff interacted vigorously with other departments of the Museum to develop programming on a variety of subjects. Contact was maintained with outside collectors and other interested persons in order to maintain access to private collections and expertise.

ART

The Curator of Art has stayed extremely busy producing art-related exhibits for the Museum, the only place where South Carolina's visual art and tangible history is documented, presented, collected, and preserved. The State Museum's reputation as a center for pottery exhibit and study was continued with the exhibit, "Tangible History: South Carolina Stoneware..." which highlights the Holcombe Family Collection, and additionally houses a pottery studio and wheel where Museum guests have been treated to demonstrations of throwing pottery. A cooperative exhibit with the Burroughs and Chapin Art Museum provided them with an exhibit on folk art from the State Museum collection. In conjunction with the Medical University of South Carolina the Chief Curator is overseeing the framing of over 300 photographs by contemporary photographers. Additionally, he has worked with the Chief Registrar to install a mezzanine in the art storage area of the Museum, dramatically increasing available storage.

SCIENCE AND TECHNOLOGY

The Chief Curator of Science and Technology is also the Director of the "Windows..." project, and the collections of this discipline support, in huge measure, the development of that project. Most of the work focused on the acquisition of the telescope and atlas collection for the project.

SCIENCE AND OUTREACH:

The Department of Science and Outreach is responsible for museum-wide science content and multi-disciplinary outreach programming to a wide variety of statewide audiences. The Department works with the Collections and Education/Programs Departments to create and deliver outreach programs based on stakeholder research and South Carolina students' educational needs. Responsibilities for content include Capital Campaign planning and program development, StarLab, Science Theatre, science lessons and tours. Programming will serve to fulfill the museum mission and generate revenue.

- StarLab earned \$16,700, and reached 5900 students and adults.
- Museum staff performed over 30 outreach functions this year, reaching over 28,554 South Carolinians. The work was statewide and beyond state boundaries and included public talks, formal presentations, consulting, and festivals.
- The Traveling Exhibits Program reached 13,433 people throughout the stated: earning \$8,475, with 31 reservations.
- The department established strong working relationships with the State Department of Education and Richland School District One for the Windows to New Worlds project.

- Department developed and expanded important partnerships, drawing attention to the Capital Campaign and supporting outreach initiatives.
- Outreach, Education, and Collections staff collaborated to record 6 ETV distance learning programming focused on SC education standards and delivered directly to teachers' classrooms.

EXHIBITS:

During FY '08-'09, the Exhibits, Building Services and Public Safety Department provided dismantling assistance, then repaired/repainted, designed, maintained and/or installed and provided security for 7 new changing exhibits, a number of smaller display exhibits, and one off-site exhibit.

Continued with the setup and cleaning responsibility of the school kids eating area in the Congaree room, and custodial service for the Crescent Café.

- Designed gallery placement, then installed the “blockbuster”: *Leonardo da Vinci: Machines In Motion* exhibit; Negotiated, purchased, designed and added exhibit elements to the blockbuster: *Powers of Nature* exhibit. Began Fall/Winter blockbuster search and negotiations, and a Pirate exhibit's research and development.
- Added new traveling exhibits: *Watermedia; Palmetto Hands; Quilts; 521 AllStars; Robert Smalls; Earth from Space; Space from Earth; Folk Art*
- Designed and produced many graphic projects: *Images* (quarterly publication); newspaper and billboard ads; flyers; postcards, sponsor packets, posters and program signage; street banners; 6 bimonthly guest calendars; invitations; exhibit panels, exhibit photographic enlargements, and exhibit labels, staff name badges, graphic buttons, forms, WEB and email graphics, name cards and photographs.
- Kept our guests' “entry image experience” fresh with holiday, exhibit, and programmatic enhancements, including Fall Heritage Festival (with a pumpkin and scarecrow wagon), Halloween seasonal props in the galleries, Winterfest seasonal enhancements, Congaree Arts Festival display, and Fourth of July decorations.
- Assisted in the setup, then dismantled off-site revenue booths: at Holiday Market, Bridal Fair, and assorted temporary off-site store sites. Held a successful Museum Garage Sale that netted \$6,000 in sales in two hours.
- Produced, installed, or assisted in the installation of the following exhibits: *Mud, Sweat, and Cheers: Palmetto State Football* exhibit; *Leonardo da Vinci: Machines In Motion* exhibit; *Folk Art* exhibit (in Myrtle Beach); *Haunted Museum* (all floors exhibit); *Fall Heritage* display; *Fritz Hollings* exhibit; *Powers of Nature* exhibit; *LC Carson conservation* exhibit; *Courtright* exhibit; *American Red Cross* exhibit; *Artful Bras* exhibit; ; *Bass-Poole* political exhibit; *Holcombe Pottery* exhibit; and the *Military Miniatures* exhibit.

REVENUE:

The museum's Revenue generating area had a difficult year due to the extreme downturn in the economy which affected the store and facility rentals. By reducing costs such as part time staffing and store purchases we were able to achieve store net profit of \$155,000 and facility rentals net profit of \$145,000.

- Maintained a themed satellite shop in the lobby of the museum throughout the year. Transitioned the shop once during the year with specific products to coordinate with blockbuster exhibits which were *Hollywood Comes to SC* and *Football: Blood, Sweat and Cheers*. Also purchased specific products to accompany the *Da Vinci: Machines in Motion* and *Powers of Nature* exhibits.
- Our web site with SC Interactive produced record sales of \$5,960, the best year since we started e-commerce sales in 2000. We fulfilled 123 transactions and the average web site sale was \$48.45. Increased the number of current items on our site to 297 surpassing our goal of 200.
- After attending 4 regional venues throughout SC (20 days of off site operation) we produced sales of \$31,085.
- From prior year we reduced store purchases by \$75,427 or 22 % and year end inventory by \$29,623 or 12%.
- Worked through the Materials Management Office to have award for day time catering transferred to Blue Marlin Signature Catering.
- Have now received all of the exclusive SC products, including cufflinks, bookends, trivets, and magnets, after two years of collaboration with buyers from the Governor's Mansion, the SC State House and the Confederate Relic Room.
- Through store solicitation and off site visits added 314 new email addresses to the store E-Newsletter list. By attending bridal shows obtained 161 new email addresses which were used to solicit facility rental business. Sent our first store E-Newsletter to 1,090 email addresses in June, July, and August.
- Increased revenue from concession machines to \$2,268 a 19% increase over prior year.
- Implemented a store gift card program using Gateway.

MARKETING:

There were numerous achievements and opportunities reached by the department during 2008-09. They included obtaining media sponsorships for major exhibits, and FY 08-09 continued to see new money granted to market the museum, as the museum received a total of \$176,000 from various government entities in the Midlands. The museum also partnered with the area's other attractions.

- Was awarded \$176,000 in Hospitality Tax grant from City of Forest Acres, City of Columbia Hospitality Tax and Accommodations and Hospitality Tax funds from Richland County for marketing exhibits/activities. (This does not include \$118,000 in city of Columbia tax carried forward from the previous year)
- Obtained \$3500 in new Accommodations Tax funding from application to city of Springdale
- Continued the museum's monthly e-newsletter sent out by the PI/M dept. and began plans to develop a bigger new mailing list from other departments
- Promoted the 20th anniversary day 20-hour opening, plus other activities with stickers, wide exposure from AT and T phone book cover, 20th logo on all ads, correspondence, etc. The

department director also served as point man for the committee planning and executing the events, calling and running the meetings, etc. in addition to marketing/promotion.

- Partnered with Columbia Museum of Art and Adventure on joint anniversary newspaper supplement
- Publicized exhibits such as 20th anniversary exhibit, Hollywood Comes to SC, TET, Leonardo da Vinci, Football in the Palmetto State, Powers of Nature, Red Cross, Robert Courtright, and activities/events such as the museum's "Garage Sale," Mad Science summer programs, Beach Music Day, Toy Soldier Day, Fall Heritage Festival, etc. through talk show appearances, news releases, print ads, etc.
- Continued promotion of Hollywood, Leonardo and Powers of Nature blockbuster exhibits through ads donated by media sponsors, and also through (Powers of Nature) spring-summer media campaign including TV in Florence, Rock Hill and Augusta, and print in Charleston and Greenville.
- Secured print, TV, radio and billboard media sponsors for blockbusters Leonardo da Vinci: Machines in Motion and Powers of Nature.
- Promoted the Italian Street Fair and member day event in conjunction with blockbuster Leonardo da Vinci: Machines in Motion via news releases, radio interviews, print ads, Images, the museum's newsletter, the museum's Web site, etc.
- Promoted travel to the museum to tour bus operators at annual conferences of Motorcoach Association of South Carolina and Georgia Motorcoach Operators Association
- Negotiated sponsorship from AT and T for Red Cross exhibit involving no-cost ads in four AT and T phone books statewide
- Partnered with Capital City/Lake Murray Country on new interactive map on its web site which promotes the museum

3. Key Strategic Goals:

The key current and long term goal of the State Museum is to remain current, competitive, and unique in the market place while maintaining its educational point of difference. The State Museum is competing for discretionary dollars and leisure time with a multitude of other various attractions, events, and places. We must remain diligent listeners to the needs and expectations of the citizens of South Carolina who are the "owners" of the facility. We must remain respectful of the past but committed to the future.

Key Comprehensive Goals Include:

- Increasing attendance and revenues in order to become more self-sustaining and to self-fund desperately needed core improvements and renovations to the permanent exhibits.
- Increasing citizen, corporate, and foundation private financial support for the museum including increasing the corporate, family, and individual membership base.
- Build, preserve and use collections of distinction.
- To improve exhibits, educational programs and public programs that provides lasting experiences and impact.

- To provide assistance to the statewide museum community and to forge strategic alliances and partnerships that will magnify the museum's ability to provide benefits to the public.
- Provide facilities and technology that meet customer expectations, museum standards and programming needs.
- To secure a growing and diverse funding base to meet operational needs and to enable the museum to fulfill its vision of an ever-changing institution that is a model among museums nationally.
- Recapitalization and Renovation of dated core product.
- Maximize limited resources (time, staff, money, supplies, collateral)

Key Specific Goals:

Operations

- Increase General Admissions and Pre-Formed Group Attendance
- Retention of Marketing Firm to Develop Integrated Plan
- Maximize Web Site to Drive Attendance and Transactions
- Integration of differing department disciplines into a singular focus
- Maximize Revenue Potential of programs and additional revenue streams
- Maximize Partnerships with DOE and ETV.
- Negotiate a Favorable Lease Arrangement with B&CB
- Research to identify marketing and product gaps
- External Stake Holder communication
- Increase partners – using their resources to deliver museum impacts
- Remodel of Guest Service Facilities such as Store and Ticketing
- New uses of volunteers
- Database: compile/use master database to better segment our marketing efforts
- Targeting specific audiences with aligned specific product
- Professional development (outside driven) and Staff Development (internal driven)
- Review/adjust all pricing (tickets, programs)
- Maintain and improve exhibit development process
- Mega Blockbuster research and feasibility
- Implement additional e-commerce transactions
- Offsite promotion and revenue creation
- Tracking of impacts off site and other

Windows to New Worlds

- Finalizing Design
- Supporting Private Fund Raising Efforts
- Programming of new and renovated space
- Selection of Construction Manager

20 Year Old Facility

- Renovation of Permanent Exhibits
- Combating Competition that is more Current and Appealing

4. Opportunities & Barriers:

The South Carolina State museum has the potential to reach and thus impact many more people. We need to focus our limited resources (time, staff, and dollars) on priorities that most deliver on the desired results of our mission. As a result, some past tasks deemed important may be discontinued such as our consultation with other museums. Also impacted has been the elimination or reduction of our artifact conservation department, reduction in educational research and collections, and our outreach into the community.

Opportunities:

- Increasing Private Contributions
- Acquiring more volunteers and docents.
- Better utilization of part time labor and more use of volunteers
- Creating productive partnerships with other facilities.
- Training all staff to be more Guest focused on a quality visitor experience.
- Reaching out more into the community and into more areas of the State.
- Better utilization of the permanent collection to create new engaging and interactive exhibits,
- Creation of innovative programs and events to stimulate visitation.
- Establishment of a beneficial relationship all other Columbia attractions and the Columbia CVB.
- Use of our Retail expertise to form beneficial financial partnerships with other organizations.
- Creation of marketing partnerships that stretch limited advertising funds.
- Writing more operational grants to help fund special needs.
- Retooling existing permanent exhibits to bring back their vitality.
- Continued development of new revenue streams such as contract services, offsite retail, and paid programming
- Enhanced partnership relationship with South Carolina Museum Foundation
- Aggressive marketing to induce more pre-formed groups to visit.
- Continued planning and development of the Windows to New Worlds renovation project. This will add an observatory, planetarium and interactive 4-D theater to the museum, substantially enhancing our commitment to education in South Carolina and making the museum a major center for science education in the Southeast as well as a tourist destination.

Barriers:

- Reduction of staff from 67 to 32 over the past 7 years
- Negative economic conditions impacting earned revenues.
- The huge rent financial obligation of over \$2,267,000/year, which makes up 66% of our base appropriation.
- The operation of a current, competitive facilities in our core market.
- Sourcing and creating impactful exhibits with limited funds
- Finding cooperative partners for funding in a tight economy.
- Competition for once exclusive retail product
- Lack of knowledge of the breadth of museum operations by the major stakeholders.
- An image of being old and outdated.
- Shifting the culture of an established institution into an environment of change.
- School testing and budget cuts that restrict out of classroom travel.
- Acquiring funding sources for needed facelift of exhibits.
- The continued transition of agency senior management into more self directed innovation and accountability

Issues:

- Maintaining staff morale and focus as resources continue to diminish.
- Increased competition in the market selling SC related products.
- Increased competition from brand new rental and meeting spaces.
- Out of date store with aging fixtures and worn and stained carpet.
- Competition from increasing number of local and statewide festivals, museums, cultural organizations, and family entertainment centers.
- Website capability to promote events is underutilized.
- Not enough pre-formed groups are visiting the museum
- Audience research is not current
- State marketing funds have diminished in the face of hard economic times
- Knowledge of education offerings by teacher community is limited.
- Lack of diversity in volunteer corps.
- Need for comprehensive training of full and part- time staff.
- Integration of technology has not reached its full potential.
- Competition for scarce cultural artifacts for collection and exhibit
- Staying current on discipline technology advances
- Accounting Procedures are dated
- Introduction of new South Carolina Enterprise Information System (SCEIS) relating to the Human Resources / Payroll module (Paperless)
- Human Resources policies and procedures are dated
- Introduction of new Neo Gov, Retirement and Insurance implementation of online services (Paperless)
- Capital Campaign construction process remains undecided.
- Future rent obligations to the B&CB.
- Guests and facility rental clients are demanding a building-wide wireless network
- Integrated marketing with education and marketing departments plan not in place.
- Impact of programs, exhibits, and Capital Campaign lack state-wide visibility.
- Hands-on science gallery is old and deteriorating

5. Accountability Report Usage

The accountability report is one of the vehicles used by the museum to communicate to the staff and its stakeholders the pertinent issues and resulting strategies and direction for the agency. Business plans and operational plans are thus developed in the context of the information and issues presented in the report.

Each staff member and Museum Commission Trustee is given a printed copy of the report. Before the first of the year, the report will then be discussed in subsequent staff and board meetings. The Executive Director of the agency clarifies any points and the personnel have a chance to react from their perspective to the information presented.

The report is a valid mechanism that the museum uses to insure all stakeholders understand the issues and see the vision of the facility.

II. BUSINESS OVERVIEW:

1. Major Products and Services:

The South Carolina State Museum is the primary storyteller of the history of South Carolina. We tell our story through our rich, diverse collection displayed through interactive, engaging exhibits. The galleries housed in our historic building are used to educate, inspire and enrich the lives of schoolchildren and families. We also tell our story through special events and programs that reach out to all segments of the citizens of South Carolina. Specifically we use:

- Interactive, engaging, educational exhibits
- Educational programs and written curriculum
- Web site interaction
- Collection of historical artifacts, scientific specimens and works of art
- Public programs, performances, lectures and workshops
- Special events
- The Museum store (The Cotton Mill Exchange) and the Museum Café (Crescent Café)
- Facility Use Rental
- Fabrication of Exhibits and Graphic Panels for third parties.
- Consultation, assistance & training for other (local) museums/institutions

2. Key Customers

The State Museum is owned by the citizens of the state and supported by the appropriations from the legislature as well as earned funds.

- All people of South Carolina
- Educators
- Traveling visitors & guests from other states & countries
- School Children & teachers from South Carolina & neighboring states
- Meeting and event planners and organizers
- Gift buyers and collectors
- Preformed groups such as church, senior, educational, etc.
- Local museums & institutions of higher education
- The SCFM through museum services.
- Individuals involved in research
- Businesses

Requirements and Expectations-

- Quality, current, competitive exhibits of excellence
- Entertaining, Educational, Interactive experiences
- Programs that are unique, tell stories and inform
- Family friendly
- Curriculum that adheres to educational standards
- Outstanding Guest Service
- Outstanding value for time and dollars expended

3. Key Stakeholders

- Museum Staff
- South Carolina Museum Foundation

- Museum Commission Trustees
- General Assembly and Governor of South Carolina
- Donors and Collectors
- Museum Members

4. Key Suppliers and Partners:

The State Museum relies on a number of organizations and business to help support the needs of the facility. The organizations derive from both the private and public sector. Staff support, facility support, and product support are all vital to the success of the museum.

- State of South Carolina
- The South Carolina Museum Foundation
- Volunteer Board and Commission members.
- Other state agencies such as General Services and BPS that provide services.
- Scholars, artist, performers and other craftspeople
- Merchandise, Equipment, Printing, Supply, and Food vendors and purveyors
- People of South Carolina and beyond that donate services and/or items for the collection
- Volunteers
- ETV and State Archives and History
- Columbia Attractions – Zoo, Art Museum, Edventure, Historic Columbia
- City of Columbia and Forest Acres
- Richland and Lexington Counties
- Media Providers – Print, Outdoor, Radio, Broadcast, Cable

5. Operation Location:

The State Museum is located in the Columbia Mills Building at 301 Gervais Street in Columbia, South Carolina. The State Museum also travels across the State to participate in retail markets in an effort to generate additional earned revenue as well as build outer market awareness. Additionally, the museum has a portable planetarium (Star Lab) that is taken offsite to schools for astronomy programming.

6. # of Employees:

- Authorized Full-time Positions (FTE's): 40 (Includes Unclassified Executive Director)
- Un-Classified 1
- Positions Filled as of 06/30/09 35.5
- Positions Vacant as of 06/30/09 4.5
- # of Part-time positions as of 06/30/09 55
- Grant Funded 4.5

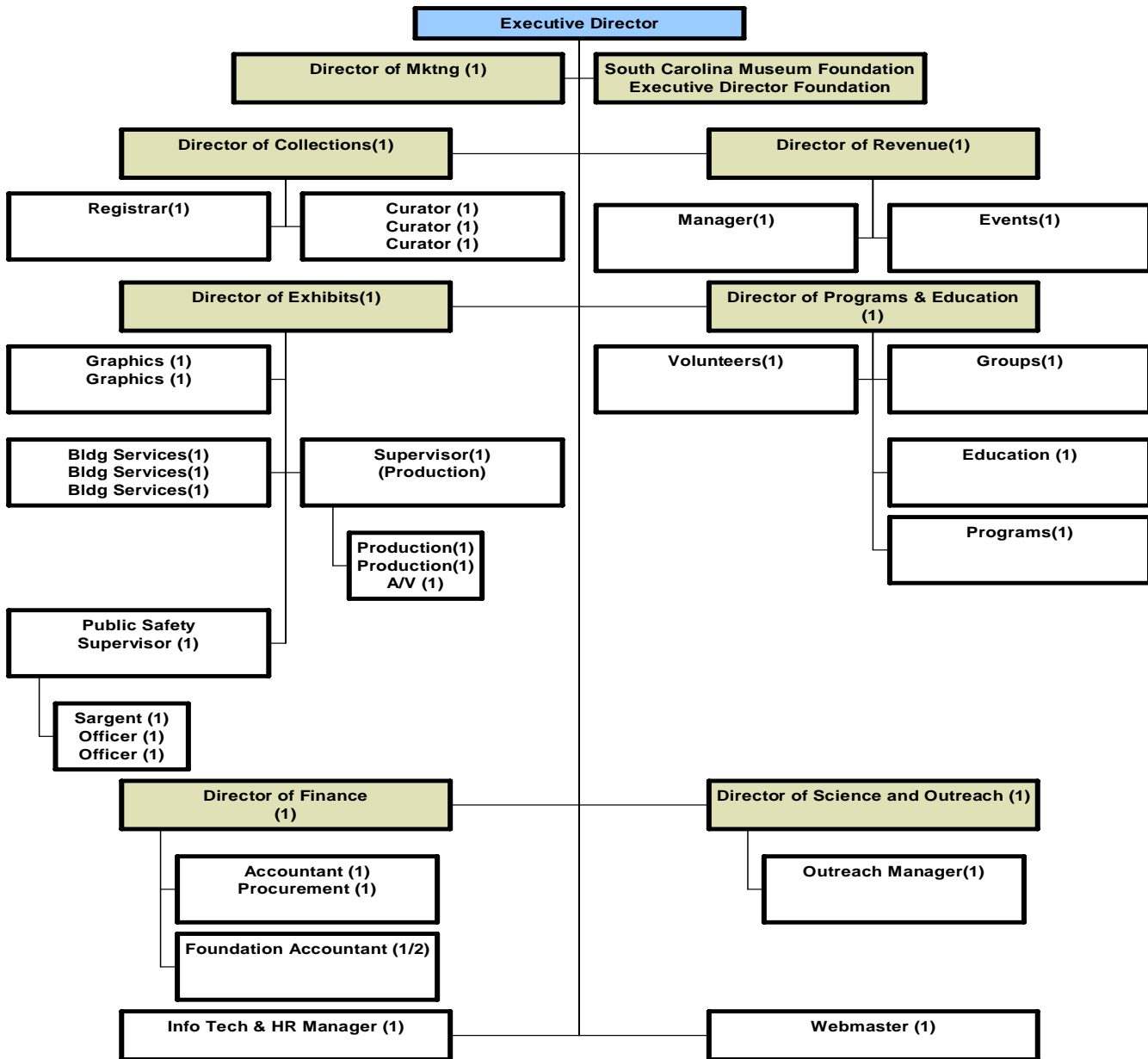
7. Regulatory Environment

Section 60-13-10

8. Performance Improvement Systems

- EPMS
- Departmental Business Plan development
- Goal setting – quantitative and qualitative
- Weekly Director Meetings and Bi-annual plan reviews with peers.
- Visitor and User Feedback
- Stakeholder feedback

9. Organizational Chart:



Expenditure/Appropriations Chart

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,828,282	\$ 1,656,524	\$ 1,745,041	\$ 1,521,640	\$ 1,623,628	\$ 1,451,935
Other Operating	\$ 4,091,674	\$ 2,714,073	\$ 2,899,308	\$ 1,369,928	\$ 2,829,919	\$ 1,447,436
Special Items	\$ 25,000	\$ 25,000	\$ 19,850	\$ 19,850	\$ 19,850	\$ 19,850
Permanent Improvements	\$ 11,591	\$ 11,591				
Case Services						
Distributions to Subdivisions						
Fringe Benefits	\$ 529,014	\$ 532,935	\$ 560,185	\$ 500,923	\$ 552,795	\$ 488,471
Non-recurring			\$ 127,125	\$ 127,125		
Total	\$ 6,485,561	\$ 4,940,123	\$ 5,351,510	\$ 3,539,466	\$ 5,026,192	\$ 3,407,692

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	\$ 3,485,000	\$ 3,900,000
Capital Reserve Funds	\$ 3,000,000	
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
IB - Guest Services, IIIC - Benefits	Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities including the facility rental program	State: 175,446.00 Federal: Other: 818,469.00 Total: 993,915.00 % of Total Budget: 15%	State: 84,032.01 Federal: Other: 618,561.04 Total: 702,593.05 % of Total Budget: 13%	7.20 - 7.29, 7.50 - 7.51, 7.3 - 7.31
IIA - Collections, IIIC - Benefits	Responsible for the collecting, preserving, storing, interpreting, and exhibiting the specimens/artifacts that represent South Carolina's past, present and future	State: 361,895.00 Federal: 71,573.00 Other: 11,869.00 Total: 445,337.00 % of Total Budget: 7%	State: 273,877.19 Federal: Other: 136,449.90 Total: 410,327.09 % of Total Budget: 8%	7.80 - 7.83, 7.50 - 7.51
IIB - Exhibits, IIIC - Benefits	Responsible for the fabrication and upkeep of exhibits, public safety, building services, and graphic design which includes departmental support.	State: 899,342.00 Federal: Other: 71,156.00 Total: 970,498.00 % of Total Budget: 15%	State: 739,119.86 Federal: Other: 91,859.33 Total: 830,979.19 % of Total Budget: 16%	7.40 - 7.44, 7.50 - 7.51
IIC - Education, IIIC - Benefits	To fulfill the educational mission by providing quality learning experiences for the visitors as well as responsibility for managing group reservations and volunteers/docents.	State: 147,499.00 Federal: 1,200.00 Other: 23,298.00 Total: 171,997.00 % of Total Budget: 3%	State: 158,674.56 Federal: Other: 24,049.92 Total: 182,724.48 % of Total Budget: 3%	7.70 - 7.74, 7.50 - 7.56, 7.61
IIE - Programs, IIIC - Benefits	To present educational, entertaining, and impactful exhibit and thematic related programs and events as well as the management and execution of the outreach programs.	State: 219,006.00 Federal: Other: 38,000.00 Total: 257,006.00 % of Total Budget: 4%	State: 254,243.70 Federal: Other: 45,093.51 Total: 299,337.21 % of Total Budget: 6%	7.30, 7.32-7.33, 7.50 - 7.51
IIF - Marketing, IIIC - Benefits	To generate attendance at the museum and its events through publicity and paid advertising as well as performing public relations in the community and State.	State: 292,001.00 Federal: Other: 214,138.00 Total: 506,139.00 % of Total Budget: 8%	State: 72,110.99 Federal: Other: 226,620.30 Total: 298,731.30 % of Total Budget: 6%	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

Remainder of Expenditures: IA - Administration, IIIC – Benefits Finance, IT, Executive Director, and Human Resources as well as agency wide overhead such as paper, copiers, etc.	State: 756,212.00 Federal: Other: 24,651.00 Total: 780,863.00 % of Total Budget: 12%	State: 674,976.68 Federal: Other: 37,538.01 Total: 712,514.69 % of Total Budget: 13%
Sub-Total Operating w/o Bond and Rent	4,125,755.00 64%	3,437,207.00 64%
Rent and Bond Payments	State: 1,993,424.00 Federal: Other: 329,790.00 Total: 2,323,214.00 % of Total Budget: 36%	State: 1,135,457.00 Federal: Other: 758,997.00 Total: 1,894,454.00 % of Total Budget: 36%
Total Budget	6,448,969.00	5,331,661.00

III. ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA:

Category 1 – Leadership

1.1 (a-f)

The senior management team meets weekly to review operations and to make decisions on matters affecting the museum. Staff members are invited to participate as necessary. The directors conduct regular meetings with department heads to receive feedback on management issues. Once per month, the museum holds a separate general staff meeting to give and receive information related to the organization. A volunteer newsletter provides other avenues of communication.

A detailed Business plan with specific department goals and objectives give clarity to mission and purpose. Through that staff collaborative process values and facility culture are instilled. Being a facility that relies on new ideas to generate visitation, we constantly challenge each other to develop new programs and exhibits that we can effectively market in the competitive marketplace.

The South Carolina Museum Commission consisting of nine citizens has ultimate responsibility for the museum. Meeting bi-monthly, the commission 1) sets policy and strategic direction for the museum 2) monitors financial performance, approves internal budgets and recommends budget increases to the Governor and the General Assembly 3) exercises fiduciary responsibility for the museum's collections 4) supervises and evaluates the performance of the executive director and 5) oversees operations to insure consistency with the museum's chartered purpose, strategic plan and state regulations.

Each year the department directors are responsible for developing a business plan for their area. The draft plans are presented to the Executive Director in one on one sessions. After writing revisions, the department plans are then presented by each director to the other directors in a day long work session. From that input, the directors then draft their final plan which is once more submitted to the Executive Director for final approval.

The Business Plans are composed of three parts - 1) Where are You? Strengths, weaknesses, successes, failures, etc. 2) Where do you want to be? Identify goals and objectives 3) How are you going to get there? A detailed listing of the operational plan for their department of steps that they will take that will lead to the accomplishment of the overall strategic issues of the museum. Also included are what measurement tools are used to determine successful outcomes. This process begins in June and is completed in August.

1.2

Senior management communicates the organization's Guest service focus through the forums listed above. Teaching by example from senior leaders is a prime component of the methodology. A small but important change was made as the staff, through the direction of the Executive Director, now refers to the visitors of the museum as "Guests" versus customers.

1.3

The museum initiates new exhibits and programs based on a review of the stakeholder expectations and a gap analysis. The impact is measured through participation, attendance, and support which could be financial, in-kind, or participatory. Risks are evaluated by senior management and in borderline or suspect instances the Executive Director will review his decision with the trustees prior to implementing.

1.4

The Executive Director in conjunction with the Finance Director and the Human Resource Manager are the prime staff members whose responsibility includes maintaining fiscal, legal, and regulatory responsibility. The Annual Audit process in itself is a great tool that is used to discover and verify procedures and compliance. First during the audit itself, just the discovery process of producing documents and answering questions reveals potential issues. Secondly, when the actual audit report is received some months later, it once again provides us with the third party overview and review of potential issues. The museum also relies heavily on the staff of the B&CB to answer questions and provide guidance when there is a question. The HR Manager and the Controller regularly contact staff at OHR, the AG's office, the CG's office, and the Budget Office to insure the museum is following proper protocol.

1.5

Key performance measures are:

- Number of accessions recorded and objects added to the collection
- Response to public requests for information
- Participation in curriculum-based educational programs & educational experiences for younger audiences
- Performances, lectures, presentations and summer classes offered to enhance cultural appreciation
- Data on value of volunteer contributions
- Production of changing exhibits & presentation of special attractions
- Technical assistance provided to other museums/institutions
- Data related to traveling exhibits
- Information on grants
- Statistics related to the facility rental program
- Attendance by category
- Store sales
- Community Outreach
- Statewide impact and penetration

1.6

The Museum currently does not have a formal process for providing direct employee feedback. Instead, we strive to create an environment of open communication where all employees are encouraged to give constructive feedback to each other. All directors use the facility's performance as a guide when setting personal and departmental goals.

The facility distributes weekly financial and attendance results which are discussed in weekly director meetings. The monthly information is compiled and presented and discussed in the staff wide monthly meetings

1.7

The public is the reason for the museum's existence and therefore all policy/operational decisions must be made with respect to the impact on the public. We address those impacts when deciding new programs and exhibits. All departments are represented at the table and have the responsibility to react to potential public issues. Through specific advisory panels, directors solicit non-staff reaction to proposed programs. The museum's numerous volunteers are another source of public feedback as facilitated through monthly brown bag luncheons.

1.8

Priorities for improvement are set and communicated via the forums listed in 1.1.

i.e. Presentation of the yearly business plan sets the strategic direction and the weekly director meetings for action steps and reaction measures.

1.9

The museum supports the community by:

- Providing a cultural and recreational outlet for individuals and families
- The experience teachers and schools have through visitation and programs offered
- Facility rental customers enjoy a unique setting
- Cooperation with other cultural agencies/institutions
- The store promotes South Carolina through its product offerings

The areas of emphasis are determined by listening to the needs and expectations of the community and by using the talents, knowledge, and experience of the staff. Prior year unfavorable results are specifically targeted for improvement and more detailed examination. Through our zip code data reports and school databases we can determine specific market niches that we are not reaching.

Category 2 – Strategic Planning

2.1

The museum operates under a strategic plan adopted in 1999 and updated annually through the business plan process. The plan is the result of an extensive analysis of expectations, strengths, weaknesses, opportunities and threats identified during the planning process and discussed in other sections of this report. The current strategic direction lies in the completion of the Windos to New Worlds renovation project.

2.2

Strategic Objectives – See Chart

2.3

The directors meet with the Executive Director on a continual basis to review and adjust their work plans relative to changes in current conditions. In mid year, a formal recap and resulting adjustment are made to each department plans. This is done in a half day director workshop where each director presents their plan and proposed changes. The other directors then have the opportunity to offer constructive feedback and perhaps alternative solutions.

2.4

Action Plan – See Chart

2.5

Communication of the strategic plans are handled as referenced in category 1.1 ie Monthly staff meetings, weekly director meetings, quarterly half day topic driven director meetings, trustee meetings, etc.

2.6

see 2.3

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08 -09 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
IB - Guest Services, IIIC - Benefits	The goals of the Revenue Generating Department are to grow store sales, maximize sales in the food service area, generate new revenue streams, and enhance the museum guest's visit. Maximization of the store software and hiring and training new staff are additional goals. Net profit margins are to be improved by improving markup and reducing part time labor costs.	Participate in more profitable off-site one day sales events; Develop exclusive merchandise for the store; maximize outside catering operation; Retain a visual merchandiser to enhance appearance and sales; Develop a store buy plan that maximizes turns and minimizes year end inventory; Maximize sales on the web site and continued partnership with SC Interactive; Maximize rental program thru outside sales efforts. Aggressively market the museum's rental spaces by hosting meeting planner events and through incentives. Oversee preferred catering program for museum rental events.	7.20 - 7.29, 7.50 - 7.51, 7.30 - 7.31
IIA - Collections, IIIC - Benefits	The staff of the Collections Department will actively pursue collections and, once collected, their safe-keeping, allowing for enhanced exhibit possibilities All the while the Collections Staff will continue to develop their professional standings in their respective professional communities. The staff is also responsible for writing and researching new exhibits for their area of discipline.	Focus acquisitions on needs revealed by gap analysis, Develop and write story lines for new Exhibits for the changing Galleries. Register/catalog specimens/artifacts in a timely manner. Reorganize curator responsibilities to include overseeing of conservation of new acquisitions. Develop storage plan to efficiently utilize all spaces. Write and submit one scholarly, peer-reviewed paper per discipline. Finalize the collecting plan by discipline and by identifying collection gaps. Each curator to aggressively pursue grants and other outside funding sources.	7.80 - 7.82, 7.50 - 7.51
IIB - Exhibits, IIIC - Benefits	The goals of the Exhibits, Building Services, and Public Safety Department are to continue to provide agency-wide design services including foundation, traveling exhibit rental handling, exhibit production, installation & maintenance; custodial services & Facility Use support; and building, staff & collection security and public safety oversight.	Develop and produce in-house two blockbuster exhibits - Dinos and Pirates. Develop process for achieving schedule deadlines and budget for new exhibits. Maximize partnerships with outside groups by seeking support for new exhibits. Add engaging & attractive exhibit elements to permanent and changing galleries. Provide support for revenue operation to insure maximization of revenues. Insure newly installed exhibits are appealing to the market.	7.40 - 7.44, 7.50 - 7.51
IIC - Education, IIIC - Benefits	The goals of the Education Department are to provide a statewide education presence in the form of on-site and outreach programs. The museum must maintain the education point of difference with programming by providing free standards-based educational experiences for South Carolina students. In addition, the museum must provide high quality programs for special interest groups and the general public to increase attendance and revenue.	Provide and serve the education community with resources and programs to assist teachers to meet curriculum standards. Provide guests "added value" experiences in Nature Space on weekends and holidays. Develop a marketing plan to increase attendance and revenue with camp-ins, birthday parties and special programs. Recruit and train additional (20) volunteers to assist with a variety of vital functions. Develop a volunteer "characters in costume" interpretive program. Increase partnerships between the museum and the educational community such ETV. Manage Group Visits area to operate more smoothly and efficiently. Continue to adapt curriculum to current DOE needs such as Math and Science.	7.70 - 7.74, 7.50 - 7.56, 7.61
IIE - Programs, IIIC - Benefits	The goals of the Programs Department are to increase attendance and revenue through programs and events, rentals of museum spaces and bookings of traveling exhibits and to continue enhancement and development of signature events. To also touch as many people as possible through the outreach programs which are programs and exhibits fulfilled outside of the actual State Museum facility.	Work closer with the Marketing Department to create event specific marketing plans for each signature event. Generate revenue by offering programs that require registration fees and by collecting fees from resell users. Secure funding from granting organizations to sponsor Public Programs. Market the Traveling Exhibition Program through production and distribution of a promotional brochure. Source new provider for outsourcing of summer programs. Work closer with the Foundation's membership manager to maximize participation in signature events.	7.30, 7.50 - 7.51, 7.32 - 7.33

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 07-08 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
IIF - Marketing, IIC - Benefits	The goals of the marketing department include increasing public attendance; obtaining media sponsorships for blockbuster exhibits; partnering with CVB, Lake Murray, etc. to promote the museum along with the city of Columbia; to acquire Accommodations & Hospitality Tax grants from the City of Columbia and Richland and Lexington Counties; to perform audience research; and to develop a marketing relationship with identified corporate sponsors.	Overseeing continuous updating of web site to an interactive, transaction capable marketing site that drives attendance, participation, and revenues. Obtain media sponsorships for new exhibits. Increase group sales through direct marketing including e-mail and ticket consignment. Partner with CVB and PRT to create specific plans to promote and package the museum. Obtain Accommodations and Hospitality Tax grants. Perform audience research to determine product and communication gaps. Develop corporate marketing sponsorships specifically targeting grocery and beverage categories. Develop an "underserved" group ticket program. Maximize social media marketing museum 2.0.	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

Category 3 – Customer and Market Focus

3.1-5

The State Museum provides many kinds of services-exhibitions, educational programs, science demonstrations, videos and films, lectures, performances, tours, facility rentals, publications and educational resource materials-but our most important product is the Guest's experience, which encompasses not only the programmatic elements but also the appearance, cleanliness, safety and friendliness of the facility and staff. The quality of the experience is our most fundamental concern.

Every citizen of South Carolina and every visitor to the Palmetto State potentially are customers of the museum. More than half of our visitors are children. In addition to the students that come with their teachers on organized visits, many other children come with their families, youth groups, clubs, scout groups and summer camps. Adult visitors make up our primary source of admissions revenue.

In our daily operations, we collect information on numbers, categories and points of origin of visitors, age profiles, facility rental customers and other program participants. We use this information to evaluate trends and the success of our promotional efforts. Also, we are able to determine which educational programs the teachers consider most beneficial and which exhibits are most popular.

Category 4 – Measurement, Analysis, and Knowledge Management

4.1,3,4,5

We measure areas related to the operations, processes and systems that define our mission and strategic objectives. The collection of data, referred to in Category 3, provides us with useful insight into the factors that determine our customer's preferences. We are able to use that data in evaluating the effectiveness of our revenue programs and in planning for the future development of new and innovative educational programs. The museum uses industry compiled data and personal industry contacts to determine relevant comparative data. Trade publications are utilized to see what is happening in the industry and what are some of the new, innovative issue resolutions. Currently, we do informal analysis and comparison based on published data and through personal contact. We have begun to better utilize our current software systems that compile important visitor data. Our 'VISTA' ticketing system collects Guest admission data while our 'Gateway/DataWorks' retail software collects Guest retail spending data. Attendance and spending data is collected daily and weekly and monthly reports are generated and distributed.

4.2 Key Measures:

- Attendance
- Earned Revenue
- Programs Presented
- Exhibits Presented
- Costs per Visitor
- Statewide Visitation
- School Visitation
- Artifacts Collected

4.6 Retention of Organizational Knowledge

Weekly director planning/update meetings requires that each of the seven directors listen and provide input to each other reports so they understand the priorities of each department. Business plans are presented internally for review and comment before finalization. As a result, this forced communication of each department goals and objectives results in a cross trained management staff. Each director then has smaller internal meetings where again the info is communicated. No one performs in a vacuum.

Category 5 – Workforce Resources Focus

5.1-6

1. The Executive Director sets the tone for all staff relationships by providing hands on, supportive leadership. Staff is encouraged to participate in the planning of changes in exhibits and programs. A revised process of new exhibit planning now requires meetings with representation of all facility disciplines thus enabling a team approach to solutions rather than a sequenced process where individual department solutions are developed in isolation and then passed along to the next one.
2. The Human Resource manager works in collaboration with OHR to present relative and necessary trainings. This past year trainings were held on sexual harassment and right to know. New employee orientation for the agency wide policies and expectations is handled by the Human Resource manager via one on one interviews. Specific departmental trainings are organized by each of the seven departmental directors. The security chief handles safety trainings such as fire drills, fire extinguisher use, and personal safety. The agency is in the process of developing a part time handbook that will clarify to them the code of conduct expectations as well as general policies and procedures.
3. The EPMS system is designed to set clear objectives and expectations for each staff member. With formal reviews yearly, each supervisor sits down with appropriate staff to outline those expectations and goals. The job descriptions are used as a basis for the development of those goals. With staff reductions, an important component of that process is the clear communication that each staff member has responsibility for the overall results of the State Museum not just their designated areas. The performance of the facility has vastly improved with this self motivated accountability
4. The museum has designated a small committee to monitor attitude and job satisfaction. They have named themselves the “Rah-Rah” committee. They are charged with planning staff functions that encourage participation and offer a different setting for everyone to interact with each other. Examples from the past year include a family Christmas Party, pot luck lunches, and cook outs.
5. The security department, building services, and the Human Resource manager all work together to monitor the health of the work environment. They constantly meet with each other to evaluate and adjust as needed.
6. The staff goes offsite for lectures, talks, and appearances in the community. We have made many radio appearances throughout the year to inform the public on the exhibits, events, and program opportunities at the museum. The State Museum also participates in the annual United Way fund raising campaign in the community as well as Breast Cancer Awareness.

Category 6 – Process Management

6.1 Customer Processes- Processes required for delivering mission and value to the customers through direct and non-direct interaction.

- Ticket Sales
- Store Sales
- Food Sales
- Program Presentation
- Curriculum Presentation
- Operation of Exhibits
- Development of Exhibits
- Development of Programs
- Purchasing of Retail Product
- Safety of Guests
- Security of Collection
- Cleanliness of Building
- Operation of Rental Program
- Booking of Groups, Events, and Programs
- Marketing
- Graphic Design
- Exhibit Fabrication

6.4 Support Processes – Processes where the museum interacts internally.

- Human Resource Management
- Off Hour Security
- Accounting
- Procurement
- Software and Hardware Management and Data Processing
- Employee Relations

6.5 Partner Processes – Processes where the museum interacts with third party partners.

- Purchases
- Contracts
- MOU
- Meetings
- Direct Contact
- Grant Request
- Cooperative Programming and Marketing

Monitoring –

6.3 Effectiveness –

The museum measures effectiveness with the customers using primarily the same key success measures as outlined in section 4.2. Internally, employee satisfaction as gauged by turnover, conflict, and participation demonstrate the effectiveness of our internal programs. With external third parties, the quality of the relationship as demonstrated by respectful interaction with functional and mutually productive output for both parties

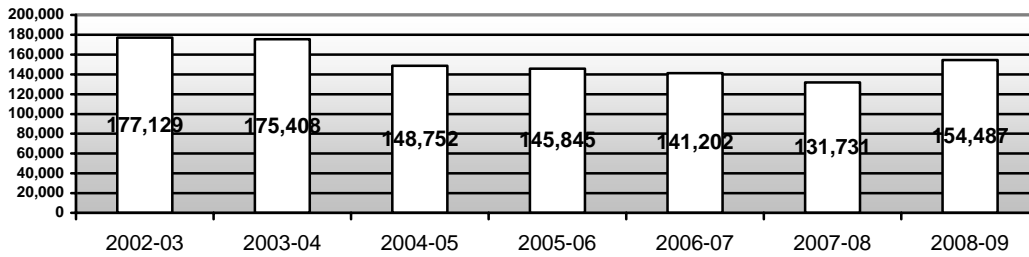
6.2 Changes –

The museum as it competes in the open market for visitor's discretionary time and income is constantly monitoring performance and results and making necessary improvements. The operation of the museum is fluid in that there are not starting and stopping periods so we must continually change as we best determine based not only on staff initiative but in reaction to the realities of a competitive market. Again, weekly director meetings, weekly department meetings, and monthly general staff meetings are very effective in communicating and broadcasting the changes needed and the rationale behind those changes.

Business Results:

7.1 Attendance Measures

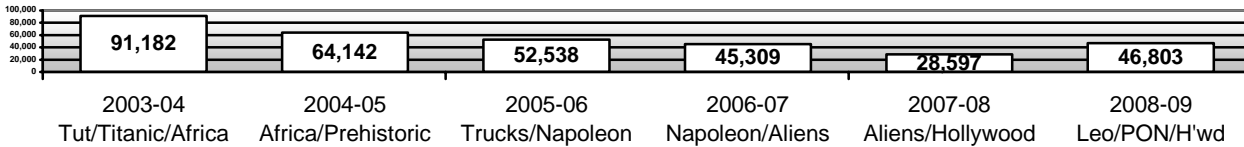
7.10 Annual Attendance Since Museum Opening



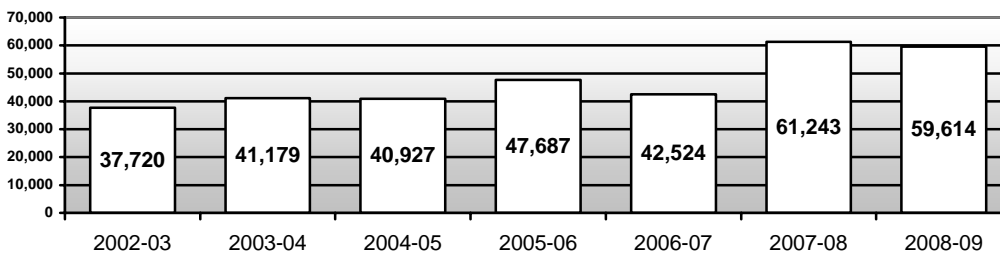
7.11 Guest Services by Pricing Category

	2004-05	2005-06	2006-07	2007-08	2008-09
General					
Admissions	53,437	56,225	48,726	46,448	56,654
\$1 Sunday	7,639	6,492	6,882	5,779	7,977
Education	71,909	67,145	68,095	62,585	69,459
Friends	10,179	11,169	13,072	11,868	13,810
Birthday's	294	365	312	469	558
Passes	5,294	4,449	4,115	4,582	5,826
Total					
Attendance	148,752	145,845	141,202	131,731	154,487

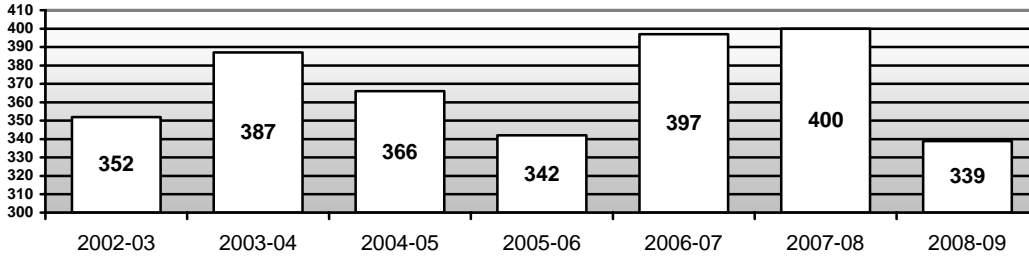
7.12 Attendance for Special Attractions



7.13 Total Attendance at Facility Rental Events

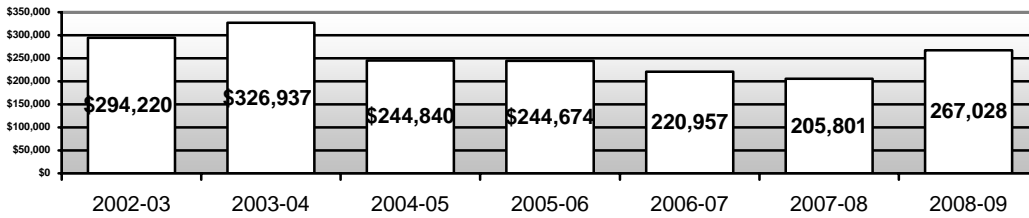


7.14 Number of Facility Events Scheduled by Clients

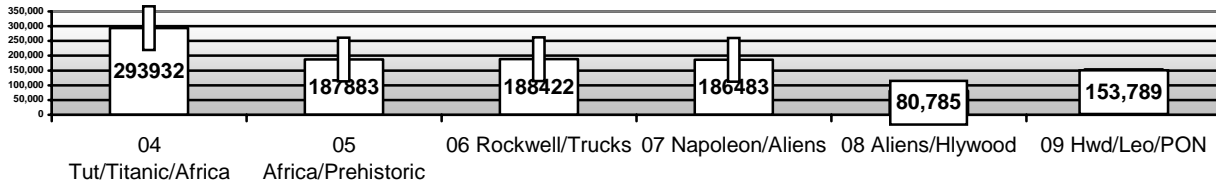


7.2 Revenue Measures

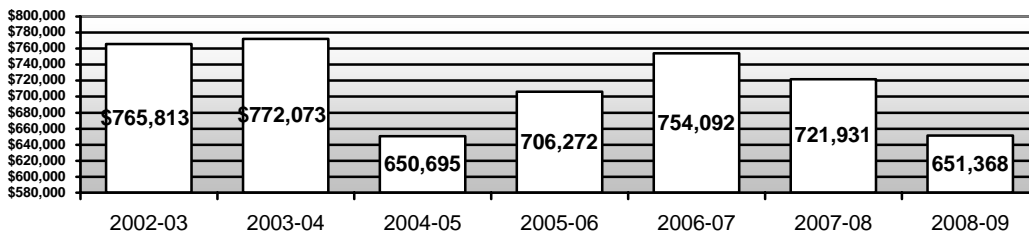
7.20 Admission Fees Collected



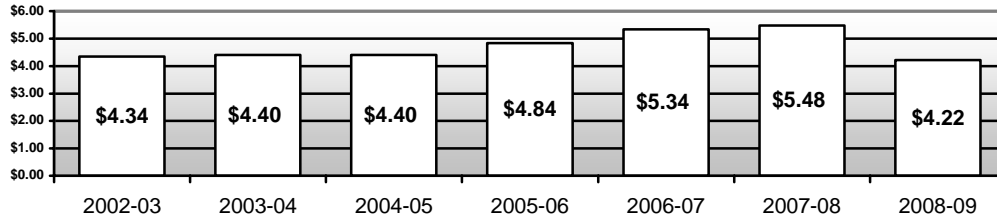
7.21 Gross Revenue-Special Attractions



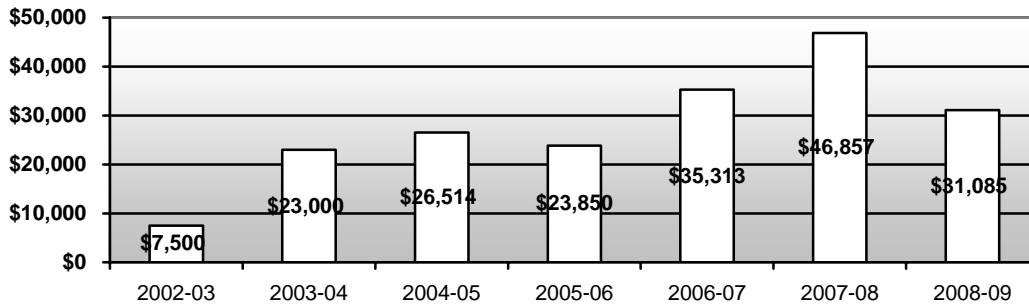
7.22 Gross Sales - Museum Store



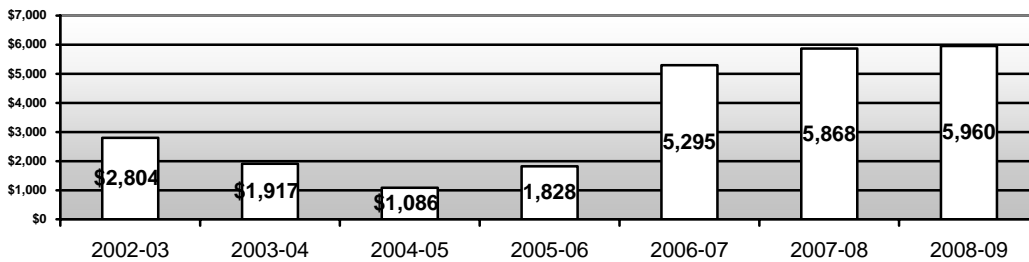
7.23 Sales Per Visitor - Museum Store



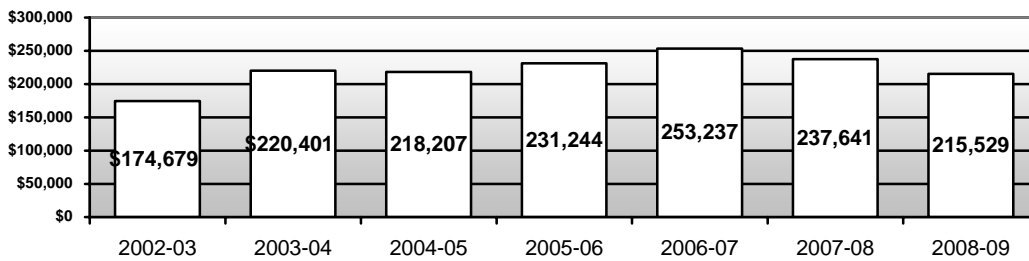
7.24 Museum Store Off-Site Sales



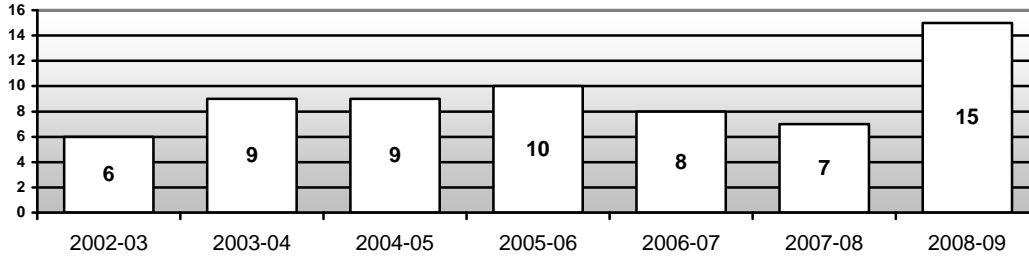
7.25 Museum Store Internet Sales



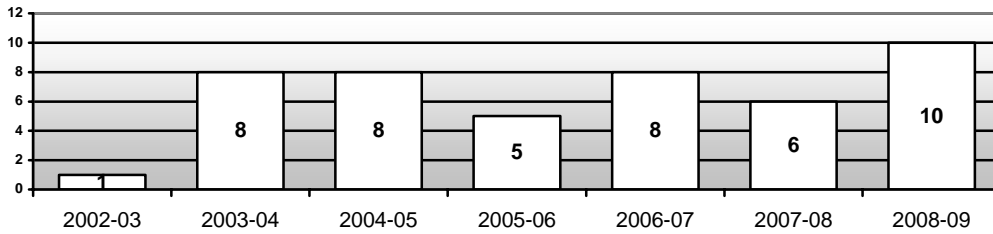
7.26 Gross Revenues from Facility Rental Program



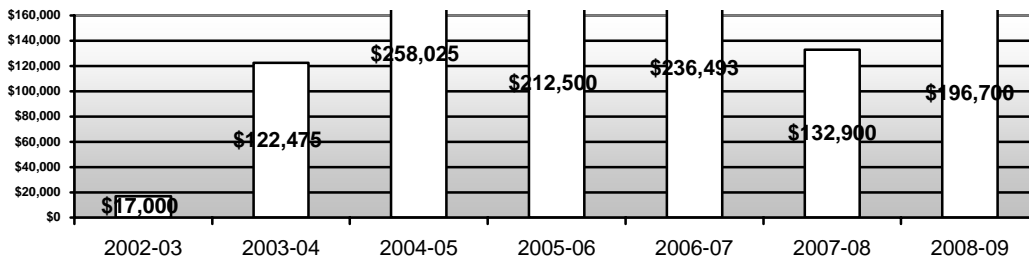
7.27 Number of Grant Proposals Submitted



7.28 Number of Grants Awarded

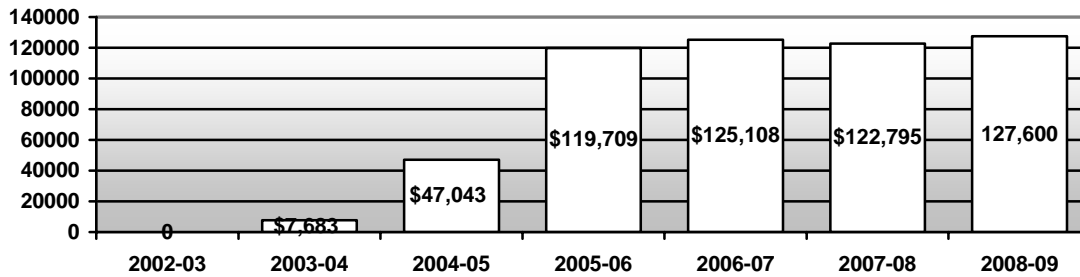


7.29 Total Grant Funds Awarded



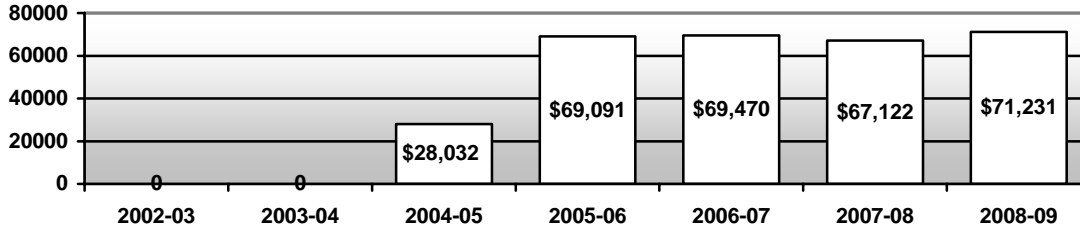
7.30 Food Service Revenue

7.30 Food Service Revenue



7.31 Café Revenue

7.31 Café Revenue



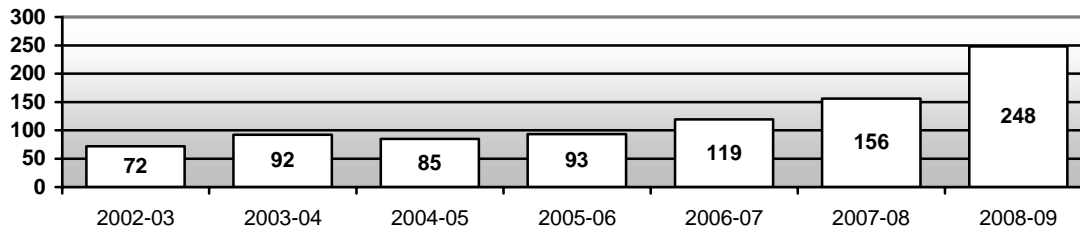
7.32 Program Revenue

7.32 Program Revenue



7.33 Program Measures

7.33 Number of Public Programs Presented

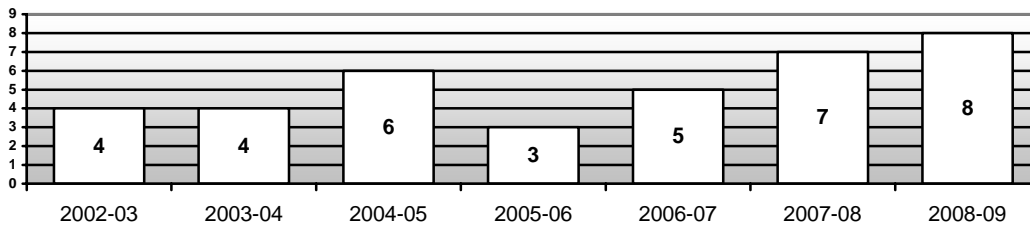


7.4 Exhibit Measures

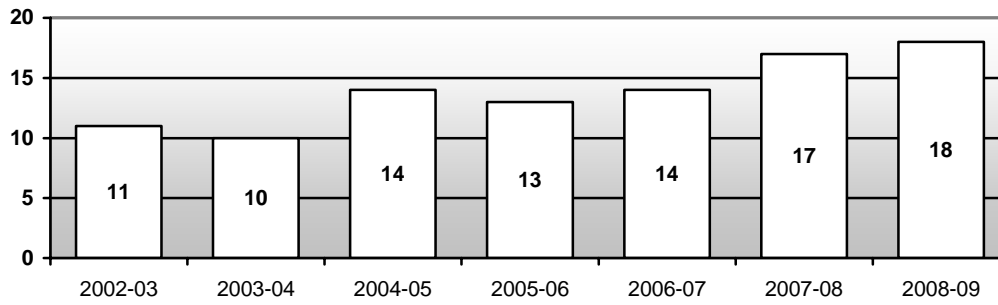
7.40 Number of Changing Exhibits Completed



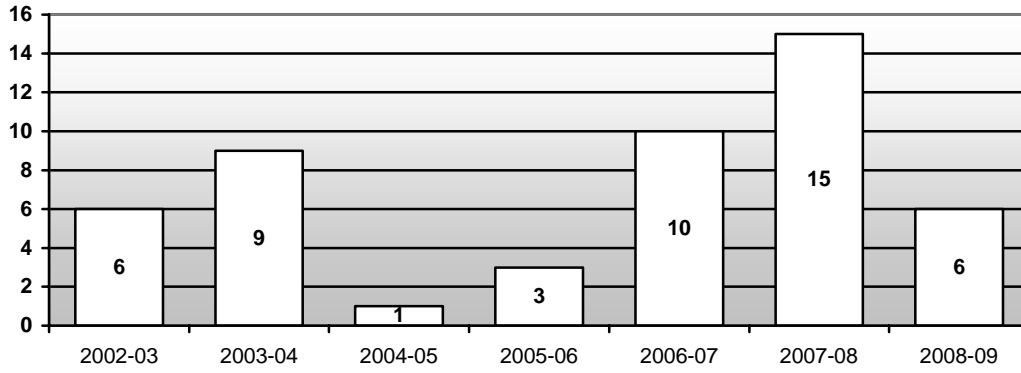
7.41 Traveling Exhibits Completed



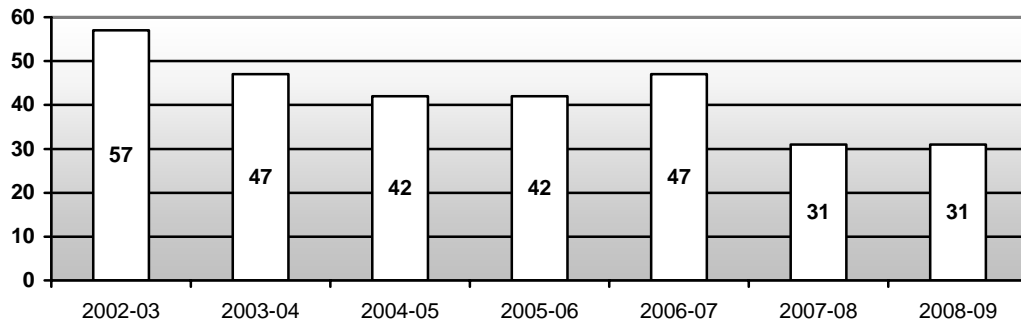
7.42 Number of Traveling Exhibits Available



7.43 Number of Consultancies Conducted by Museum Services

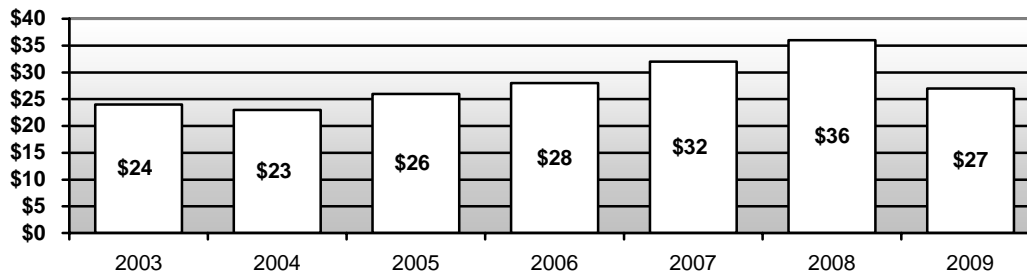


7.44 Number of Traveling Exhibits Bookings

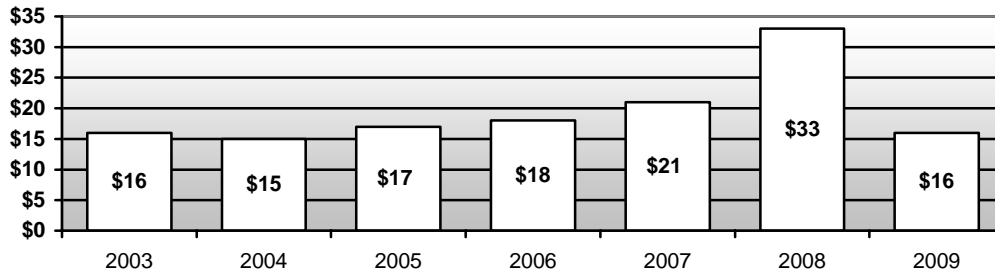


7.5 Expense Measures

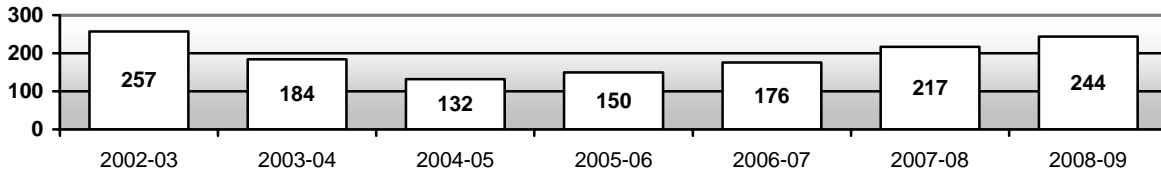
**7.50 Productivity - Operating Costs per Visitor
Includes \$1 million in Rent Expense**



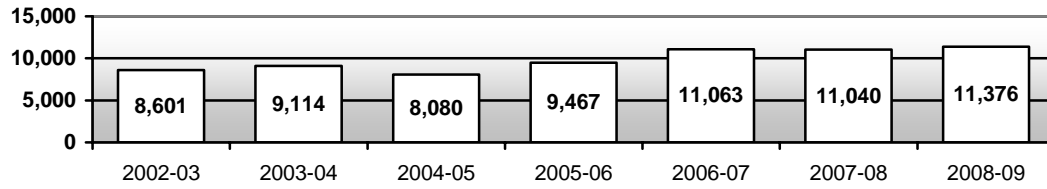
**7.51 Productivity - State Funds Per Visitor
Includes \$1 million in Rent Expense**



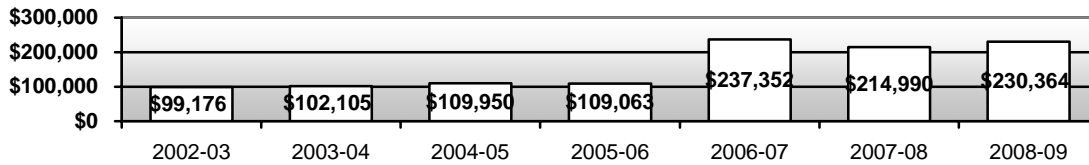
7.52 Number of Active Volunteers During the Year



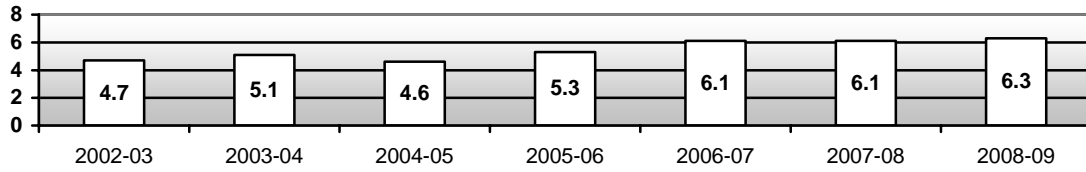
7.53 Number of Volunteer Hours Contributed



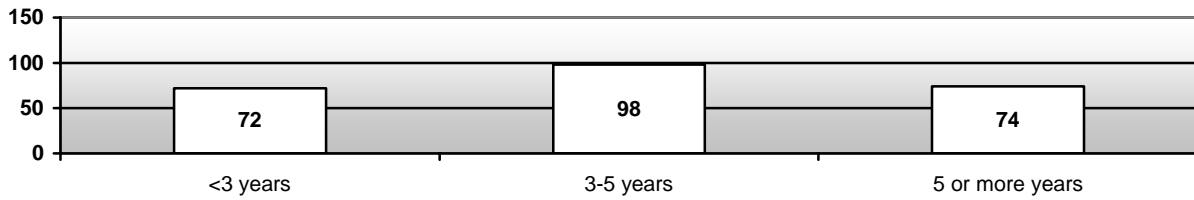
7.54 Value of Volunteer Hours



7.55 FTE Equivalency of Volunteer Hours

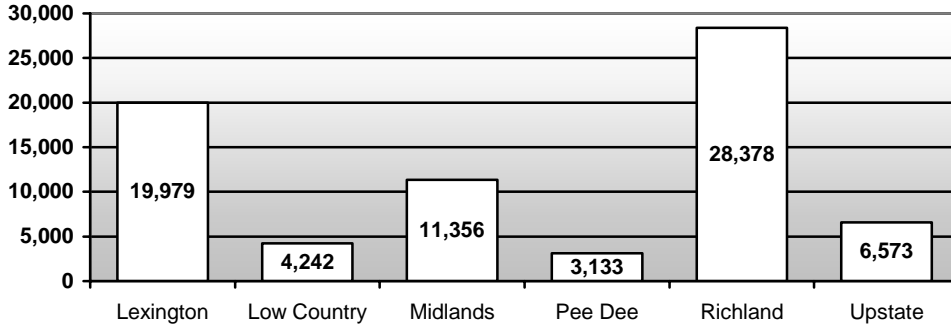


7.56 FY 2008-09 Number of Volunteers Serving

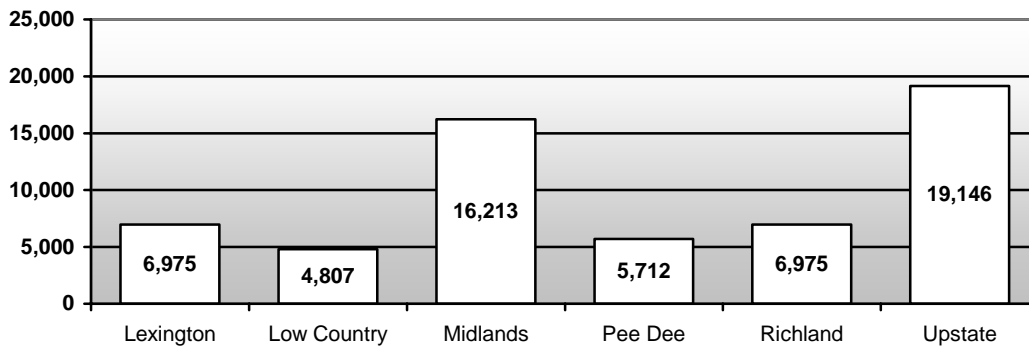


7.6 Statewide Visitation

7.60 FY 2008-09 SC Non-School Geographics by Region

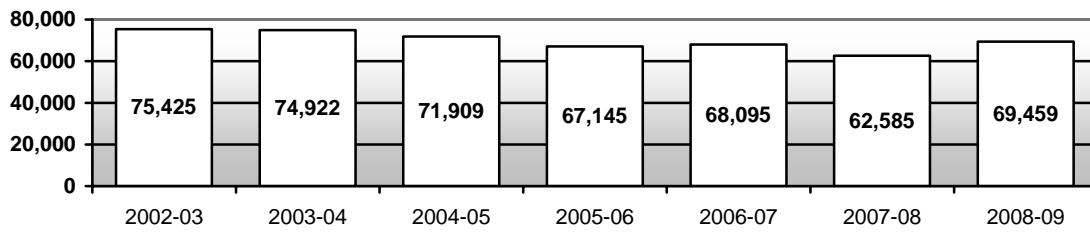


7.61 FY 2008-09 SC School Geographics by Region

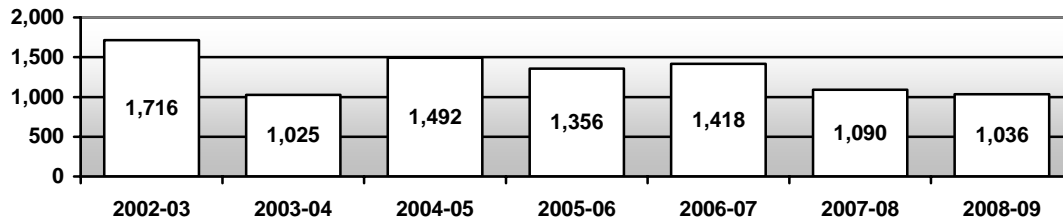


7.7 School Visitation Measures

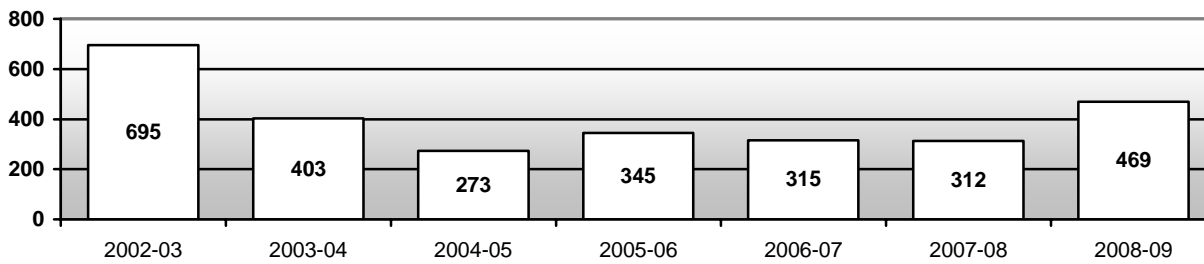
7.70 Number of Students, Teachers and Chaperons Participating Museum Programs



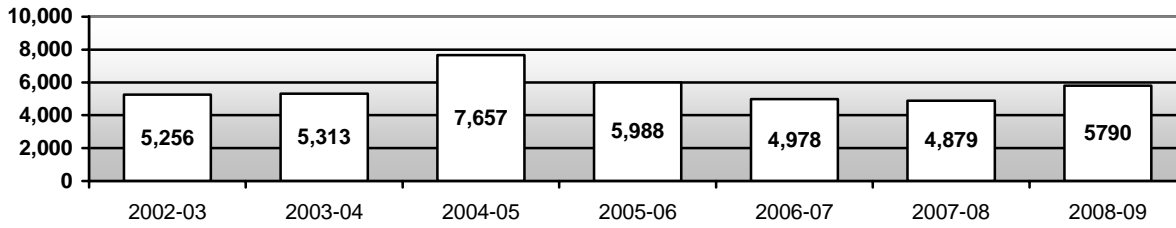
7.71 Number of Camp-In Participants



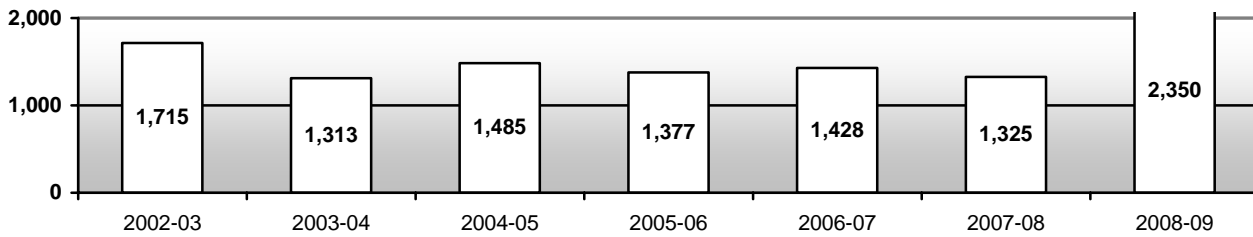
7.72 Number of Birthday Parties Participants



7.73 Number of Starlab Programs Participants

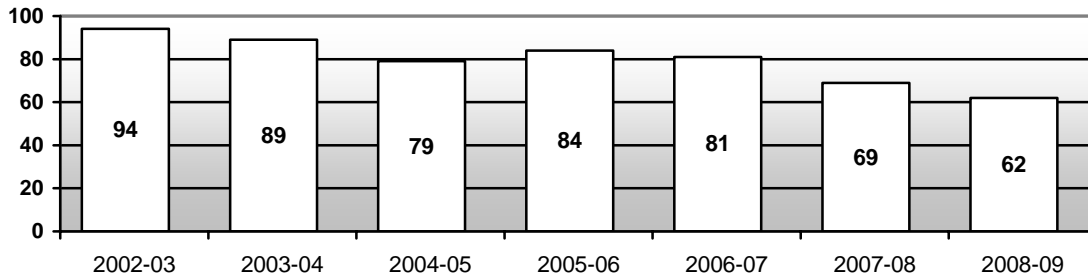


7.74 Number of School Reservations

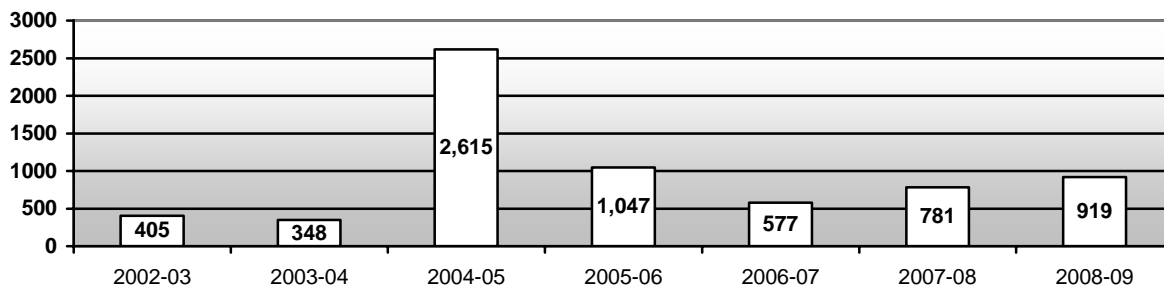


7.8 Collection Measures

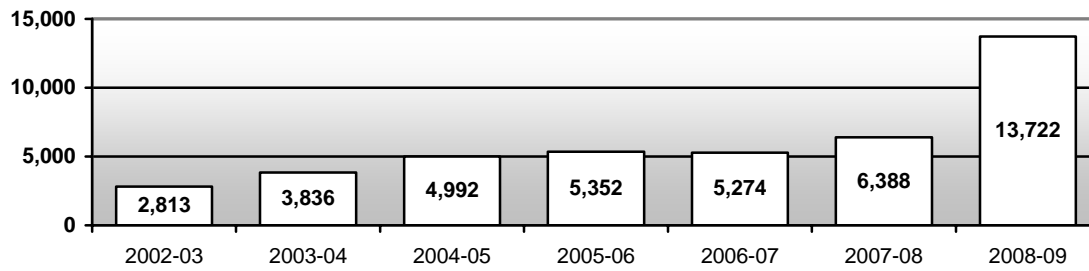
7.80 Number of Accessions Recorded



7.81 Number of Individual Objects added to Collections



7.82 Number of Public and Institutional Inquiries Answered by Curatorial Staff



7.83 Number of Publications Submitted and Accepted

