

## Accountability Report Transmittal Form

Agency Name: South Carolina State Museum  
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## 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: - **A RECORD BREAKING YEAR!!**

*Even in light of the country's depressing economic climate, in 2011.12 the State Museum generated attendance of 185,124 which was an increase of almost 50,000 or 36%!*

*For the first time ever, the State Museum generated earned revenues over \$2,000,000 at \$2,338,000!*

*Blockbuster revenue from BodyWorlds Vital and Titanic was almost \$750,000 of the total.*

*Admission revenue was the highest ever at \$520,000.*

*The State Museum ranks third in the State with School Field trips!!*

*School Children from all SC counties visited the museum in 2011/12!*

*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 Blockbuster exhibits which proved very popular:

Total Blockbuster Attendance for the year was 102,240

*Animal Grossology* opened in February of 2011 and closed September 5<sup>th</sup>. In this fiscal year, the exhibit had 7,800 visitors and generated \$28,500 in supplemental revenues.

*BodyWorlds Vital* opened November 11<sup>th</sup> and closed April 15<sup>th</sup>. In those 6 months, the exhibit generated 77,000 visits and over \$600,000 in revenue. We had 107,000 visitors to the museum during that time period so an amazing 72% of the visitors chose to go thru the exhibit. Of the 77,000 exhibit visits, 23,000 were school children which included many junior and senior high school students who traditionally do not attend the museum. The exhibit also forged many new partnerships including DHEC, USC School of Public Health, USC Arnold School of Public Health, and USC Honors College who all hosted private evening viewings of BodyWorlds VITAL exhibit. The exhibit was also the most expensive exhibit we have ever brought to the museum with total costs exceeding \$600,000 which included over \$75,000 in paid media advertising. Our marketing efforts also included over \$200,000 in trade value with local media which included television, cable, radio, print, and outdoor. In an effort to reach all of the markets, the State Museum instituted online ticketing

for the exhibit. The cost of the new technology software and supporting hardware was over \$150,000 but will serve the museum and its needs for a long time to come.

***Titanic: The Artifact Exposition*** opened at the end of the fiscal year on May 5<sup>th</sup>. By June 30<sup>th</sup>, the exhibit had entertained 17,300 visitors and earned \$150,000. Premier Exhibitions which leased the museum the exhibit also operated the exit retail store as well as handling audio tour rentals. They also introduced a green screen photo product that proved very popular with our Guests.

The staff was busy writing and producing the following 8 exhibits and displays which opened throughout the year in the museum's changing and permanent galleries.

- ***Military Miniatures and Hunley diorama; Soldiers of the Palmetto State*** (permanent addition); ***Fall Heritage*** display; ***9-11 (10 year anniversary)*** display; ***Telescopes*** exhibit; ***Haunted Museum*** (all floors exhibit); ***Charleston Earthquake*** exhibit; and the ***Abstract Painting*** exhibit.

The museum put on 9 signature events which included numerous fall events including *Fall Heritage Festival*, *Tricks and Treats*, and *Moonshine and Muscadines* as well as two editions of our "Museum Road Show", and in April our annual spring "Congaree Art Festival". Additionally, we partnered to present two other events: *Southeastern Toy Soldier Show with the Antique Miniature Society* and *South Carolina Story Fest with the State Library*.

Educationally the museum continued with a strong performance in 2012. Close to 70,000 school children visited the museum representing EVERY county in the state. Lexington and Richland counties combined to provide just over 33,000 school visits. The midlands region provided the second most school children – over 12,000. Our lowest attended region for this year was the Low Country as tight school budgets curtailed long, expensive bus transportation. 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 active volunteers by 28 to a total of 154 who contributed over 9,500 hours to the museum – a value well in excess of \$180,000!

Due to the enormous popularity of *BodyWorlds Vital* and *Titanic: The Artifact Exposition*, the museum's attendance performed well even in light of the distressing economic climate both nationally and locally. We increased our spend in paid media and also 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 enhanced our efforts in social media marketing by retaining an in-bound marketing consultant who maximized our "YouTube", "Facebook" and "Twitter" accounts and content.

Total earned revenue in other non-ticketing accounts was flat versus prior year. The *Cotton Mill Exchange* retail store was up \$75,000 due to the increase in overall visitors. Facility Rentals bore the brunt of the economic downfall reflecting the negative trend in space rentals seen throughout the area. Rentals dropped by 8% to \$147,000 which is almost \$100,000 less than our record year in 2007. The loss of a number of state agency functions due to the statewide budget cuts led to the decline. Royalties from all food caterers was flat at \$24,500. Camp-ins rebounded from a three year downward slide generated sales of \$26,000 up substantially from the \$11,000 from the previous year. The SC Museum Foundation also supported the museum operations with a grant of \$150,000 funded by sponsors of the *BodyWorlds Vital* exhibit.

Expenses for the museum were up substantially due to the high cost of the two major Blockbuster exhibits. Our expense for these exhibits (in this fiscal year) was \$400,000 over prior year but was funded with the increase in revenues. The museum actually spent less in salaries and wages in 2012 due to leaving some open positions vacant for a period of time. Due to the increase in visitation, we did spend \$50,000 additionally in part time operational labor in order to properly handle the crowds. We lost both our long time history curator and facility rental manager but replaced both positions by the end of the year. Since the State Museum is not exempted from paying admission taxes like other museums in the state, we paid \$62,000 in admission tax or \$40,000 more than prior year due to the increase in attendance.

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 7 hour long programs for ETV which were available to school children all across the state. We lost the partnership with "Mad Science" with whom we had outsourced our summer camp programming for many years.

### **Budget Reductions**

The State Museum received \$2,710,444 from state appropriations in 2011.12. The museum, as instructed by Proviso, returned \$1,800,000 to the B&CB for building "rent" leaving just \$910,000 in funds to apply to museum operations. This is the lowest funding support the museum has ever received and reflects a \$100,000 reduction from the previous year. Our \$200,000 request for additional funding for 2012.13 was denied.

The State Museum has lost 58% in discretionary funding from state funds in the past three years; from a budget in 2009 of \$2,170,000 down to \$910,000 actual in 2012 or a \$1,260,000 decrease. The decrease incurred over the years has led to:

#### **Description of Reductions**

1. Staff reductions
  - 62% Reduction from peak level; 67.0 FTE's to 24.5 FTE's
2. Full time staff furloughs
  - 9 days in 2009, 10 days in 2010
3. Elimination of 24 hour staffed security
4. Closing of a changing exhibit Gallery
5. Elimination of artifact acquisition
6. Program Reductions Costs
7. Reduction in Exhibit Repair and Maintenance

The impact on the staff and operation of the museum has been 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.

### **Windows to New Worlds**

#### **General :**

This amazing project will propel the Museum into the next 25 years by transforming its capacity to engage, educate, and inspire visitors, particularly school children, through state-of-the-art technology, world-class collections, comprehensive educational programming, and creative collaborations with cultural organizations. New facilities will provide powerful approaches to learning across multiple disciplines, both on-site and through first-rate distance learning. Combining enhanced educational programs with entertainment offerings will increase attendance and operational revenues to help sustain Museum operations. The project features: a state-of-the-art observatory housing the vintage 1926 Alvan Clark 12-3/8" refracting telescope; a 55-foot digital dome planetarium and theater with laser shows and interactive learning capability; renovating our current auditorium into a completely immersive 4D theater; expanded exhibit space for our world-renowned Robert B. Ariail Collection of Historical Astronomy; and enhanced guest services, a larger gift shop, and increased meeting and catering capabilities.

- **Construction Parameters:** The project will add approximately 22,000 sq. ft. of space and will renovate approximately 48,000 sq. ft. of existing space, including 20,000 sq. ft. currently occupied by the Department of Revenue.
- **Project Status:** Since Jan. 2012 the project team has been busy finalizing the design, preparing detailed cost estimates, integrating the thematic design elements, and insuring seamless integration of all project components. The construction process will be in three segments and we expect state/city approvals of the first design package shortly. The Planetarium expansion will require the longest period and will be the first part under construction. Interior work will begin in early 2013 and will require redirecting the Museum entrance from the front to the building's west side.

The Museum will be OPEN for the entire period of construction. Construction should be complete by the fall of 2013.

- **Architects/Thematic Design Consultant:** Clark Patterson Lee, working on this project since 1997, is partnering with the local firm of Watson Tate Savory Liollo to provide architectural/engineering services. Internationally recognized thematic/exhibit designers Jack Rouse Associates of Cincinnati is working to insure the best possible guest experience. 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.
- **Construction Manager:** After receiving approval in Dec. 2010 from the State Engineer to use a construction manager to oversee the project, we proceeded in early 2011 with writing the required RFP and defining selection criteria. The selection process began in May 2011 consisting of written proposals and verbal presentations to the selection committee. In Dec. 2011, after a thorough selection and negotiating process, the Museum selected Gilbane Building Company. Gilbane is currently involved in numerous projects at USC, including the new Darla Moore College of Business.
- **Funding:** The project is funded by a combination of sources including state (50%), federal (8%), local government (13%), private (17%), and corporate (12%). This project truly is a collaborative effort with funding coming from the state, the federal government (NASA), local governments (City of Columbia, Richland County, Lexington County, and City of Forest Acres), individual support, foundation support, and corporate support. As the state's flagship museum, we continue to seek additional funding to further enhance the visitor experience, improving the quality of life for families, young professionals and retirees alike.

**Content:**

- Continued to engage museum staff, volunteers and stakeholders about *Windows* design, content partnership and schedules.
- Worked with State Department of Education and school district curriculum specialists to develop *Windows*-related technology and education initiatives for schools.
- Create position descriptions and outline responsibilities for planned project staff.
- Identify and contract with telescope technicians to finish observatory telescope preparations for installation, computer connections and associated technologies.
- Define and expand partnerships (i.e., NASA, Harvard's Microobservatory, Midlands Astronomy Club, Antique Telescope Society) for all phases of the project.
- Continue work with project design teams for all components, particularly room equipment needs.
- Maintain the current working relationship with ETV and technology equipment providers to develop new projects. Projects include technology workshops and ITV distance learning programs. Establish museum as technology training provider, with help from ETV and equipment provider curriculum developers.

*Attendance breakdown*

Core Market	39%
Rest of South Carolina	55%
Georgia/North Carolina	2%
All other States	4%

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

*A sampling of the results:*

Attendance	185,120
Educational Visits	68,500
Admission Revenues	\$521,300
Blockbuster Revenues	\$795,000
Store Revenues	\$715,500
Rental Income	\$147,400
Program Revenues	\$ 73,700

*A Sampling of Some of the Accomplishments in 2011-2012:*

**EDUCATION:**

- StarLab students and adults combined attendance was 5441, bringing in \$9593 in revenue.
- Staff conducted 70 outreach functions this year, reaching over 30,081 South Carolinians.
- 28 Traveling Exhibits were rented, reaching 66,136 people in South Carolina and other states and earning \$7350. The museum directly markets TEPs to 628 venues, primarily in SC, GA and NC.
- Staff collaborated to record six ETV distance learning programming—based on museum exhibits and programs—focused on SC education standards and delivered statewide, directly to teachers' classrooms.
- Over 22,500 public, private and homeschool students received docent and staff-led programs in all four museum disciplines. Eleven new programs were developed for Homeschool Fridays and presented by staff, volunteers and interns.

**COLLECTIONS:**

- The department developed and helped install five new temporary exhibits, including two designed to be part of the traveling exhibit program. An on-line exhibit of the Ariail telescope collection was developed in partnership with USC's Thomas Cooper Library.
- The collections staff contributed to the success of a variety of public programs by staffing events, organizing special guests and vendors, as well as assisting with the production of marketing materials. The staff also initiated new programs and worked with partners to offer special events such as the Columbia Design League Windows to New Worlds lecture and the Abstract Art exhibit lunch series.
- Major improvements were made to the collection and storage areas this year. Nine pieces of LC Carson's Concrete City received conservation, while natural history specimens both on exhibit and in storage were repaired. Major improvements have been made in natural history storage.
- The department added 39 accessions to the collection, comprised of 233 new artifacts and specimens. Volunteer conservators and interns completed work on over 60 objects, from simple repairs to extensive conservation.
- Curators contributed to six ETV distance learning programs in all disciplines. Staff presented at seven conferences, including a keynote address at the SC Science Council meeting.

**EXHIBITS:**

- Assisted in negotiating and managing the unloading and installation of *Titanic: The Artifact Exhibition*. Researched, negotiated, secured over Maya 100 artifacts, and began planning and designing the *Secrets of the MAYA* exhibit.
- Completed an outside revenue generating project for signage near the Columbia Canal about the historic Irish Canal Workers.
- Designed, produced and installed the second in our series of mini-Civil War exhibits, which will become part of our permanent Civil War exhibit expanded area. Began the design, production and installation of the third in our series of mini-Civil War exhibits, dealing with naval history.
- Kept our guests' "entry image experience" fresh with holiday, exhibit, and programmatic enhancements, including Fall Heritage Festival, Halloween seasonal props throughout the galleries, Winterfest seasonal enhancements, and Fourth of July decorations.
- Produced, installed, or assisted in the installation of the following exhibits: *Military Miniatures and Hunley diorama*; *Soldiers of the Palmetto State* (permanent addition); *Fall Heritage* display; *9-11 (10 year anniversary)* display; *Telescopes* exhibit; *Haunted Museum* (all floors exhibit); *Charleston Earthquake* exhibit; *Body Worlds: Vital*; (Body World: Vital) Community Partner lobby and second floor displays; *Abstract Painting* exhibit; and *Titanic: The Artifact Exhibition*.

## **OPERATIONS:**

- Created our first "exit store" for Body Worlds VITAL complete with audio tours sales. Body Worlds VITAL store sales per cap were \$5.47 with sales of \$421,906.
- Converted the Admissions desk from Vista to Gateway software system and trained all staff on timed ticketing, e-ticketing, Groupon redemptions, and membership procedures.
- Participated in three merchandise markets at off-site venues in Columbia, Florence, and Spartanburg. Revenue generated was \$27,236.
- Generated \$8,225 in web sales from 300 items listed on the site.
- Offered food and beverage service during museum programs such as Fall Heritage Festival, Congaree Arts Festival and movie nights.

## **PROGRAMS:**

- Designed programming in support of two blockbuster exhibits: *Body Worlds VITAL* and *Titanic: The Artifact Exhibition*.
- Introduced Moonshine and Muscadines, a ticketed evening event in conjunction with Fall Heritage Festival signature event.
- Conducted Time Traveler history themed Camp-Ins for 1,277 participants. Facilitated birthday parties for over 525 children and guests resulting in income of \$6,970.
- Provided 3 weeks of science camps in summer 2012 in collaboration with Engineering for Kids and Mad Science of Charleston for children ages 5-12.
- Congaree Art Festival partnership with the Midlands Clay Society resulted in increased activities such as live pottery building and sculpting demonstrations, raku firing, and children's crafts. Musical entertainment and food service were new components this year.

## **GROUP VISITS:**

- Approximately 68,569 students, teachers, and chaperones from throughout the state participated in on-site educational experiences this fiscal year.
- Approximately, 154 volunteers provided 9,558 hours of service valued at \$183,099.
- Generated \$17,288 in ticket sales from 4,322 senior adults participating in motorcoach tours. Continued partnership with Retired and Senior Volunteer Program of Richland & Lexington County for placement of three senior adult volunteers.
- Partnered with Fort Jackson JROTC camp to host a museum visit for 1,000 cadets.
- Trained five student internships from Urban League of Columbia to serve as gallery monitors during the summer.

## **FACILITY RENTALS:**

- Hosted 242 client facility rental events earning approximately \$147,697 in income. An additional \$9,028 in general admission and blockbuster ticket sales was generated for the museum as a result of an admissions add-on package option that was offered to rental clients.
- Served as Exhibitor at two area bridal trade shows. Advertised in bridal magazine targeting multi-cultural communities.
- Established partnership with MEBA (Midlands Educational Business Alliance) to promote museum rentals to their membership base.
- Partnered with the SC State Library to present Storyfest for 1,000+ guests.

## **MARKETING:**

- Obtained media sponsorships for Body Worlds Vital exhibit from WIS-TV, Time Warner Cable, Clear Channel radio, the State and Lamar Advertising
- Produced, with USC library, announcement press conference for Robert Ariail Collection of Historic Astronomy donation to SCSM and USC, which was covered by WIS TV, WOLO TV, WLTX TV,

WACH TV, WSPA TV, SC Radio Network, WVOC radio, the State, the Associated Press, the Gamecock and others

- Produced, with Carolina PR, series of press conferences for Windows to New Worlds, which was covered by WIS TV, WOLO TV, WLTX TV, WACH TV, WCBD-TV Charleston, SC Radio Network, WVOC radio, the State, the Associated Press, the Carolina Reporter, and others.
- Promoted throughout the year, via a variety of paid and free media, including print, broadcast, outdoor, online, and social media, the museum's exhibits on Animal Grossology, Body Worlds Vital, Titanic, Civil War, SC Silver, Uncommon Folk, Charleston Earthquake, Holcombe Family Pottery, Abstract Art and Art of Recovery.

#### **ADMINISTRATION:**

- Consulted with the State Human Resource Office on SCEIS, EPMS Ratings, personnel issues and policy clarifications.
- Trained and provided support and guidance to museum staff on Employee Benefits, Personnel Policies and Procedures, and SCEIS .
- Completed FY 2011 audit and implemented recommended actions by auditors to strengthen sound financial practices.
- Provided custodial and facility event setup support and maintained building maintenance and cleaning supplies inventory
- Converted outdated Vista software to Galaxy/Gateway System and provided seven day a week IT support and training to staff and continued support post conversion to Operations staff as needed.

### **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:**

### **EDUCATION:**

Objective: Provide quality educational fieldtrips experiences for teachers and students.

- The Department will continue to work with state-wide education organizations (e.g., SC Science Education Leadership Association) when planning new programs and exhibits.
- Train volunteers to teach new and existing State Department of Education standards as part of on-floor lessons and give greater attention to the docents' requests for better training, especially in standards-based program content.

### **PROGRAMS:**

Objective: To increase attendance and revenue through programs and events that enhance the guest experience.

- Develop all-inclusive programming for adult audiences that include food & beverage, as well as admission.
- Offer child friendly, family-oriented ticketed events.

### **COLLECTIONS:**

Objective: The Collections staff will create mission-related exhibits for changing galleries as planned.

- The Collections staff will serve as members of the exhibits development team, which determines future exhibit possibilities.
- Research and write concepts and text; identify objects from museum's collection, and public and private loans.

### **EXHIBITS:**

Objective: Develop and produce in-house "blockbuster exhibits"

- Research, investigate and secure blockbuster exhibits and topics.
- Design, produce and install an exhibit of "blockbuster" quality with limited resources.

### **REVENUE:**

Objective: Generate revenue via store sales, internet orders, concession machines, and royalties.

- Continue product development to offer more exclusive items.
- Increase sales associates' product knowledge by having training sessions during daily staff briefings

### **MARKETING:**

Objective: Emphasize promotion of signature events and programs and utilize social media

- Use social media to continue to place messages giving updates on other museum exhibits and activities, in concert with plans to emphasize programs and activities
- Do more advertising for each signature event and program

### **ADMINISTRATION:**

Objective: Strengthen the Museum's financial operations and develop comprehensive new hire orientation and training plan to include guest service, communication, and development.

- Maintain updated policies and procedures allowing a clear concise direction for accounting control
- Provide comprehensive instruction for staff on Guest Service and Interaction, Effective Communication and Staff Development

## WINDOWS TO NEW WORLDS

- **Moving to a Good to Great Culture**

The project will transcend the current image of our dated facility and exhibits. It will be incumbent that we support the physical changes with internal changes that support the quality shift in product. Advertising messages, collateral production, pricing structure, external communication, onsite service standards, and quality programming are just a few of the areas that will need to be thoughtfully planned out in this current year in order to be prepared for the following year opening.

- **Creating a Brand and a Marketing Plan**

We will be developing new messaging that will support the new State Museum. Included would be a new logo that reflects the totality of what we do and accompanying tag line. We will engage an ad agency to help develop the launch campaign and formulate the marketing plan for the first year of operation. Publicity and PR will be critical as we progress thru construction with on site media tours and the release of supporting articles and photos.

- **Construction Logistics Impacts**

The external work will begin in November with inside work beginning in February. All timelines are uncertain as we move forward and will continually adjust while we at the same time maintain current operations.

Impacts include:

- Relocating ticketing, Relocating the store, Relocating the guest entrance
- Relocating parking for buses, staff and guests
- Incorporation of the new DHEC staff needs.
- Maintaining our external festivals
- Closing of the Lipscomb Art Gallery and 401 Exhibit Gallery
- Closing of the Vista room
- Reduction in restrooms

- **In House fabrication**

To maximize the project impact, we are doing several construction projects with our current exhibits staff to minimize costs.

- Relocation of ticketing and retail
- Design and construction of the new telescope gallery
- Build out of the new retail store fixturing
- Interior and exterior way finding and communication permanent signage
- Relocating and replacing the space exhibits on the third floor
- Updating the Palmetto Gallery
- Fabrication of new ticketing counters
- Placing the iconic artifact exhibits on the main floor
- Relocating the Phillip Simmons gate
- Installing the Alvan Clark telescope in the new observatory

- **Content Development**

We will be continuing the development of content that will maximize use, impact and reach of the expanded facilities. We will be finalizing our partnerships opportunities specifically in education to insure we are developing standards based curriculum for all grades. Specific program partners will include ETV, Thomas Cooper Library, and Richland 1. We will engage teacher focus groups to help develop new lessons using the new product and then ask them to advocate to schools across the state.

- **Staff Demands**

- **Current**

Current staff will be stretched as they not only prepare for this major renovation but at the same time continue current museum operations. It is critical that all staff including full time, part time and volunteers are constantly updated on the status of the project.

- **New**

The funding of staff positions prior to opening will be critical in order to accomplish all of the demands of the project. Specifically we will need to add a marketing professional and additional educators along with someone with technical creative expertise. These positions will be filled no sooner than June 2<sup>nd</sup>.

- **Financial Oversight and Planning**

- Construction – \$14.0 million budget

- Working with Gilbane to source and select subcontractors

- FF&E - \$1.0 million budget

- Sourcing, selecting, and procuring all necessary furnishings, software, and equipment to support project elements and guest service requirements.

- Revenues Streams - \$3.0 million budget

- Developing strategies to maximize new operating revenue steam potential including food service, rentals, retail, after hours programming, and theatres.

#### **24 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.

#### **Barriers:**

- Reduction of staff from 67 to 24 over the past 9 years
- Negative economic conditions impacting earned revenues.
- The huge rent financial obligation of over \$1,800,000/year, which makes up 67% 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:**

##### **MUSEUM WIDE**

- **Advocacy** - Appropriation, Admission Tax, Rent (\$1.8 million)  
Increasing Awareness Amongst Political and Community Leadership
- **Marketing** - Closed Entry, Groups, Social Media, Programs  
Implement Targeted, Niche Marketing – Preformed Groups, Database Mgmt
- **Exhibits** – Maximize MAYA blockbuster, offset Two Closed Galleries
- **Financial** - Temp Store, Closed Vista Room, introduce Photos, enhance Exit Shop  
Increasing Facility Rental Program with Outside Sales Effort
- **Staff** - Limited, Stretched, Dual Focus  
Increase Partnerships – Utilizing Their Resources to Deliver Museum Impacts
- **Facility** - Disrepair of Permanent Exhibits, Building Issues
- **The Collection** - No Acquisition Funding, Storage, Protection

##### **EDUCATION:**

- Department lacks a full-time education manager to oversee day-to-day needs of seasonal staff, as well as program and partnership development.
- Several history lessons and exhibits do not adequately meet new State Department of Education Standards for Social Studies.
- Demand for new homeschool programming exceeds development capacity.
- Docents are not adequately trained to teach new education standards.

##### **PROGRAMS:**

- Communicating to museum guests that the programming is still taking place despite construction.
- Ensuring program changes are clearly communicated to staff and guests.
- Ability of marketing efforts to reach and engage audiences in a timely manner.
- Limited fiscal and personnel resources will be further stretched due to need to balance current operations with future expansion needs.

### **COLLECTIONS:**

- Collections acquisitions funds are limited.
- Conservation and cataloging of many objects collection incomplete.
- Some storage areas are full and poorly arranged; some large objects are not stored in fully secure areas. Collecting plan has not been reviewed and finalized.

### **EXHIBITS:**

- Developing a "blockbuster exhibit" in house with limited resources and time.
- Producing the third and fourth of the series of mini-Civil War exhibits, which will become our permanent Civil War exhibit expanded area.
- Security, collection safety and access for two General Services major building refurbishing projects: Fire suppression replacements and additions to the sprinkler system; and the H/VAC Steam pipe replacement.
- Age of building interior finishes, limited custodial resources, and old and worn exhibits.

### **OPERATIONS:**

- Physical relocation of admissions ticketing desk, museum store and staff offices during Windows to New Worlds construction.
- Reduced retail and storage space
- Response to increased demand for local items made in SC and USA.
- Ongoing need to improve gross margin.

### **MARKETING:**

- Museum will need to rely more heavily on promoting signature events and programs while changing exhibits are slowed during Windows construction
- Needed administrative assistant has not been replaced.
- New webmaster has not yet been acquired
- Though begun well, opportunities remain to market the museum via social media

### **ADMINISTRATION:**

- To ensure Finance Department staff cross training/workload balance is significant and fully integrates a clear understanding of the Foundation and Museum and their collective interests
- Increase in accounting responsibilities and tasks due to Windows To New Worlds Project
- Ensure daily maintenance and custodial responsibilities are met and facility rental support needs are achieved
- Establish a successful strategy to replace outdated and failing computer equipment and software

## **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.

## **I. 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 earned and appropriated 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, State Archives and History, Department of Education, State Library
- 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): | 35   |
| • Un-Classified                           | 1    |
| • Positions Filled as of 06/30/12         | 23.5 |
| • Positions Vacant as of 06/30/12         | 12   |
| • # of Part-time positions as of 06/30/12 | 37   |
| • Grant Funded                            | 4.5  |

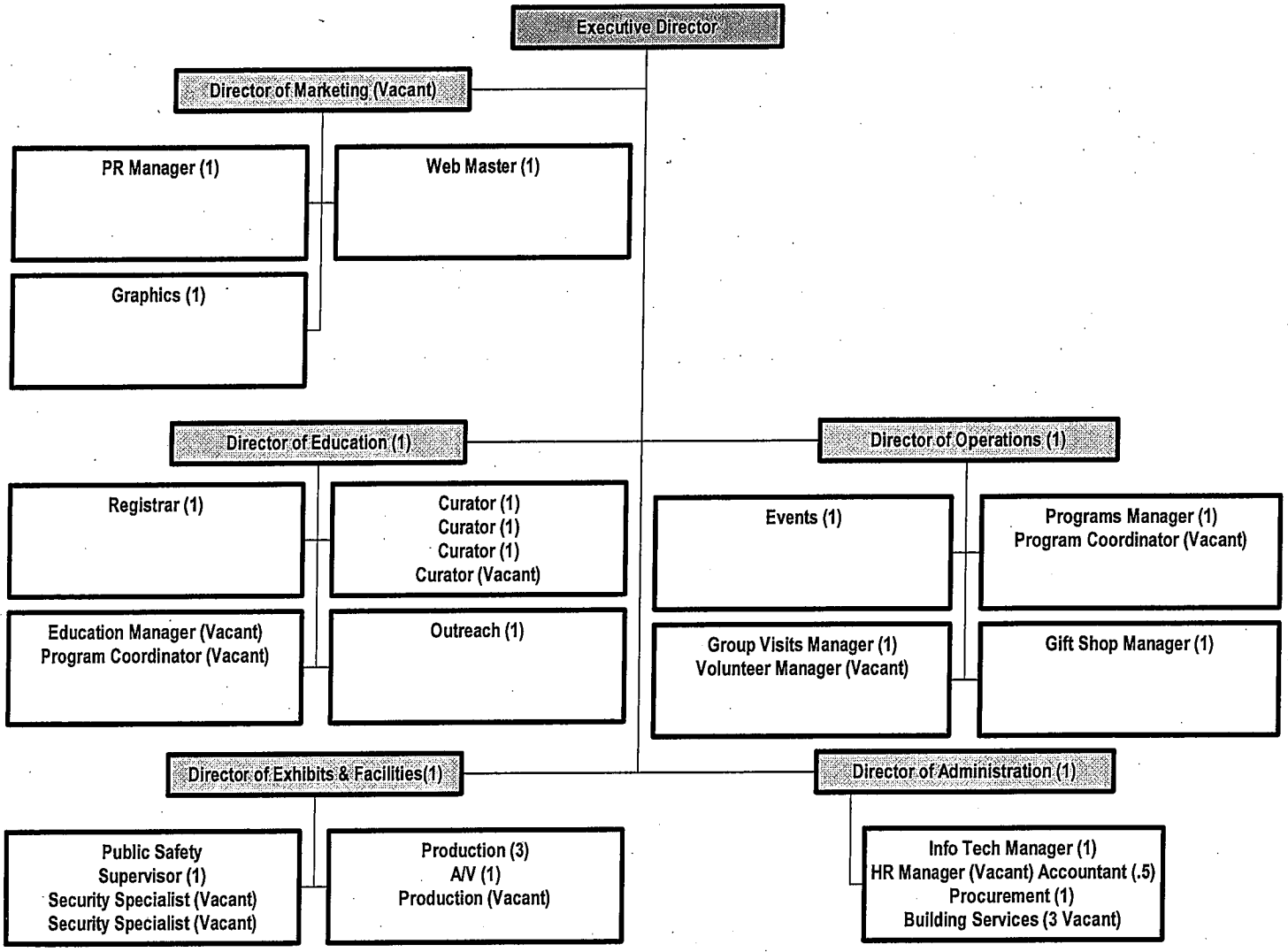
**7. Regulatory Environment**

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 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,357,615	\$ 864,367	\$ 1,339,355	\$ 901,549	\$ 2,320,897	\$ 885,388
Other Operating	\$ 2,678,017	\$ 1,685,028	\$ 2,713,186	\$ 1,500,716	\$ 1,950,944	\$ 1,533,831
Special Items	\$0	\$0	\$0	\$0	0	0
Permanent Improvements	\$ 196,720	0	\$ 326,508	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	\$	\$	\$	\$	0	0
Fringe Benefits	\$ 396,633	\$ 277,837	\$ 406,808	\$ 307,794	\$ 410,513	\$ 291,225
Non-recurring	\$	\$	\$7,440	\$	0	0
<b>Total</b>	<b>\$ 4,628,985</b>	<b>\$ 2,827,233</b>	<b>\$ 4,793,298</b>	<b>\$ 2,710,059</b>	<b>\$ 4,682,354</b>	<b>\$ 2,710,444</b>

**Other Expenditures**

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	\$	0
Capital Reserve Funds		0
Bonds		

Major Programs

Program Number and Title	Major Program Area Purpose (Brief)	FY 10 - 11 Actual Expenditures	FY 11 - 12 Actual Expenditures	Key Cross References for Financial Results*
IB - Guest Services, IIC - Benefits	Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities including the facility rental program	State: 739,121.00 Federal: 739,121.00 Other: Total: 1,478,242.00 % of Total Budget: 17%	State: 48,210.00 Federal: 1,229,729.00 Other: Total: 1,277,939.00 % of Total Budget: 29%	7.20 - 7.29, 7.50 - 7.51, 7.3 - 7.31
IIA - Collections, IIC - Benefits	Responsible for the collecting, preserving, storing, interpreting, and exhibiting the specimens/artifacts that represent South Carolina's past, present and future	State: 187,537.00 Federal: 3,121.00 Other: 190,658.00 Total: 381,316.00 % of Total Budget: 4%	State: 153,120.00 Federal: 6,297.00 Other: 159,417.00 Total: 318,834.00 % of Total Budget: 4%	7.80 - 7.83, 7.50 - 7.51
IIB - Exhibits, IIC - Benefits	Responsible for the fabrication and upkeep of exhibits, public safety, building services, and graphic design which includes departmental support.	State: 370,612.00 Federal: 139,054.00 Other: 509,666.00 Total: 1,019,332.00 % of Total Budget: 12%	State: 328,918.00 Federal: 158,247.00 Other: 487,165.00 Total: 974,330.00 % of Total Budget: 11%	7.40 - 7.44, 7.50 - 7.51
IIC - Education, IIC - 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: 104,737.00 Federal: 36,455.00 Other: 141,192.00 Total: 282,384.00 % of Total Budget: 3%	State: 114,696.00 Federal: 17,782.00 Other: 132,478.00 Total: 264,956.00 % of Total Budget: 3%	7.70 - 7.74, 7.50 - 7.56, 7.61
IIE - Programs, IIC - 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: 148,995.00 Federal: 59,165.00 Other: 208,160.00 Total: 416,320.00 % of Total Budget: 5%	State: 144,726.00 Federal: 92,743.00 Other: 237,469.00 Total: 474,938.00 % of Total Budget: 5%	7.30, 7.32-7.33, 7.50 - 7.51
IIF - Marketing, IIC - 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: 320,194.00 Federal: 320,194.00 Other: Total: 640,388.00 % of Total Budget: 7%	State: 109,044.00 Federal: 211,137.00 Other: 320,181.00 Total: 640,362.00 % of Total Budget: 7%	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

Remainder of Expenditures:	State	Federal	Other	Total	% of Total Budget:
IA - Administration, IIC - Benefits	469,195.00	25,865.00	495,060.00	990,120.00	11%
Finance, IT, Executive Director, and Human Resources as well as agency wide overhead such as paper, copiers, etc.					59%
<b>Sub-Total Operating w/o Bond and Rent</b>	<b>2,604,051.00</b>	<b>1,517,946.00</b>	<b>282,054.00</b>	<b>4,404,051.00</b>	<b>70%</b>
<b>Rent and Bond Payments</b>					
<b>Total Budget</b>	<b>4,459,348.00</b>	<b>1,327,698.00</b>	<b>1,327,698.00</b>	<b>7,114,744.00</b>	<b>30%</b>

## II. 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 Windows 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 11-12 and beyond Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (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. Timeline - Ongoing throughout fiscal year.	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. Timeline - Ongoing throughout fiscal year.	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 or acquire two blockbuster exhibits. 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. Timeline - Ongoing throughout fiscal year.	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 as ETV. Manage Group Visits area to operate more smoothly and efficiently. Continue to adapt curriculum to current DOE needs such as Math and Science. Timeline - Ongoing throughout fiscal year.	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. Timeline - Ongoing throughout fiscal year.	7.30, 7.50 - 7.51, 7.32 - 7.33

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11-12 and beyond Key Agency Action Plan/Plan/Initiative(s) and Timeline for Accomplishing the Plan (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. Timeline - Ongoing throughout fiscal year.	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 compiles 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

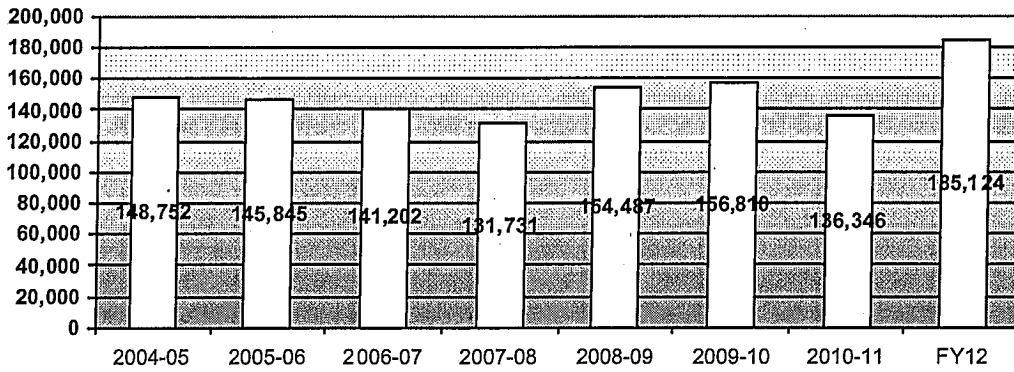
##### 6.2 Changes –

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:

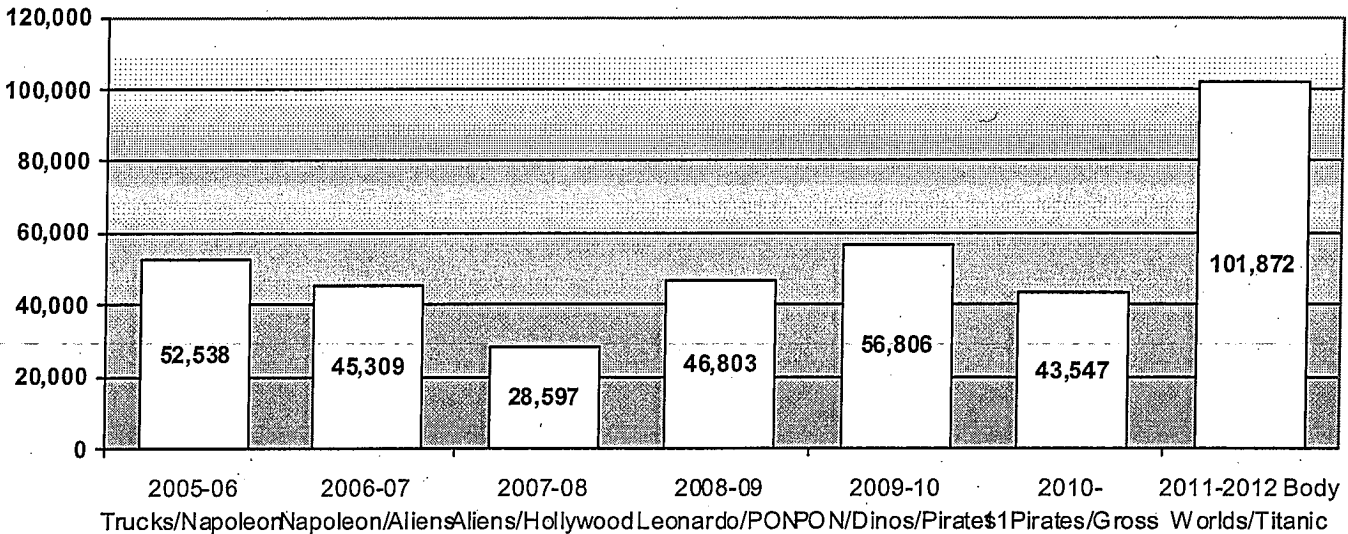
### 7.1 Attendance Measures

#### 7.10 Annual Attendance Since Museum Opening

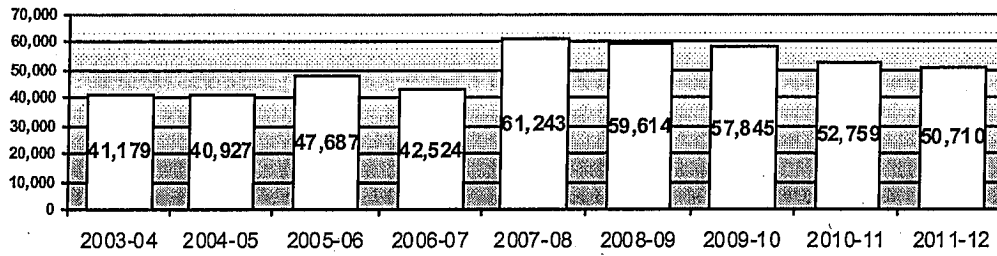


7.11 Guest Services by Pricing Category						
	2007-08	2008-09	2009-10	2010-11	2011-12	
General Admissions	46,448	56,654	59,665	44,333	74,387	
\$1 Sunday	5,779	7,977	8,776	9,238	11,645	
Education	62,585	69,459	65,183	59,811	68,569	
Friends	11,868	13,810	15,203	15,962	15,943	
Corporate Friends				557	1,295	
Birthday's	469	558	714	760	4,826	
Passes	4,582	5,826	6,938	5,685	8,459	
<b>Total Attendance</b>	<b>131,731</b>	<b>154,287</b>	<b>156,479</b>	<b>136,346</b>	<b>185,124</b>	

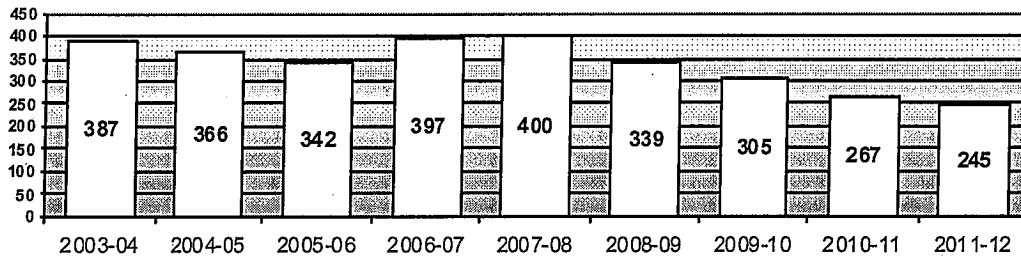
#### 7.12 Attendance for Special Attractions



### 7.13 Total Attendance at Facility Rental Events

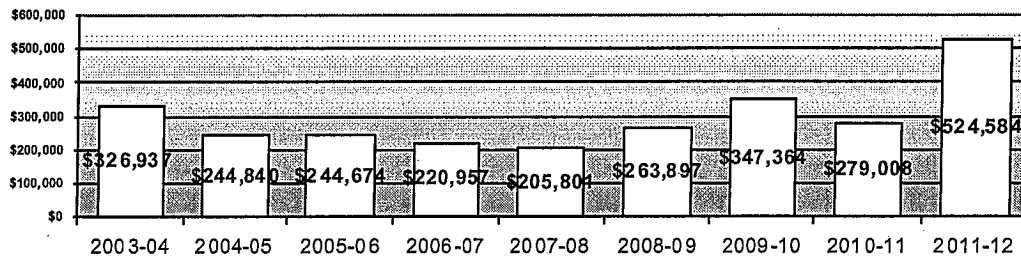


### 7.14 Number of Facility Events Scheduled by Clients

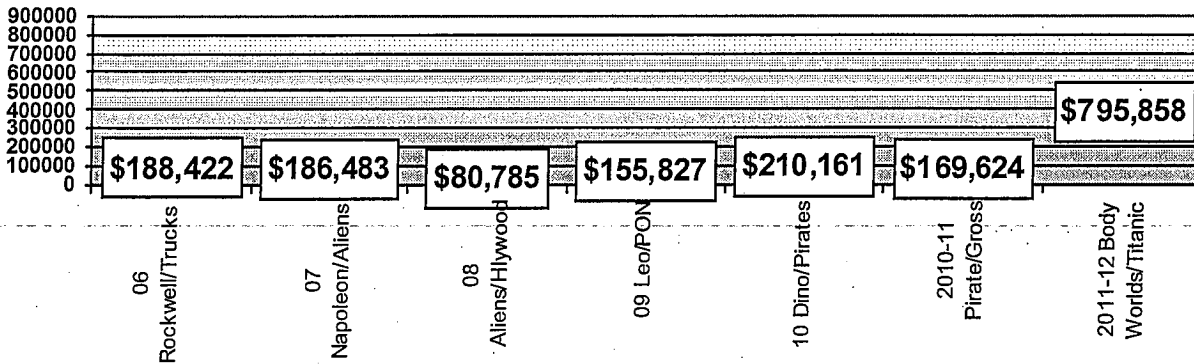


## 7.2 Revenue Measures

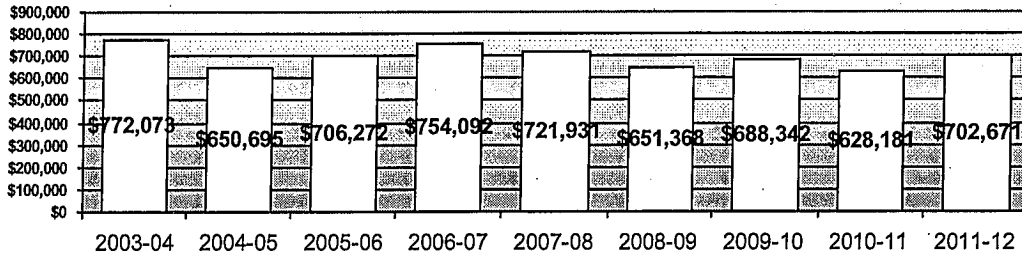
### 7.20 Admission Fees Collected



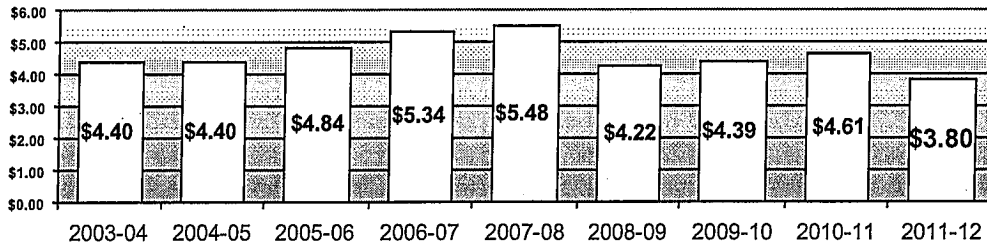
### 7.21 Gross Revenue-Special Attractions



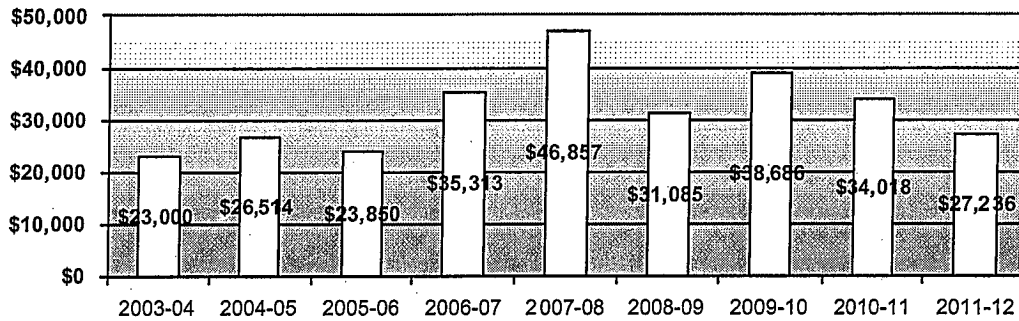
### 7.22 Gross Sales - Museum Store



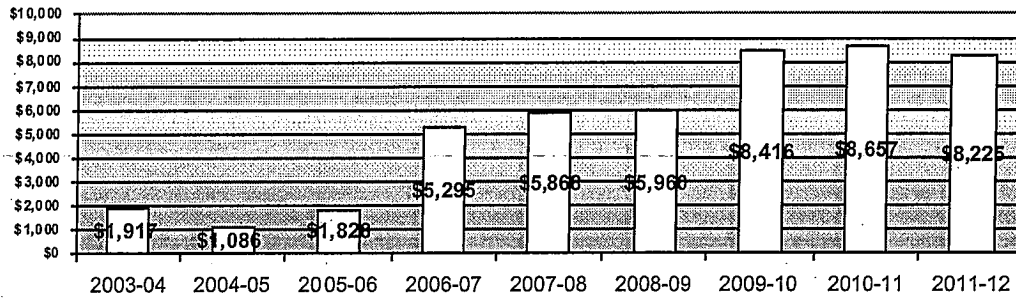
### 7.23 Sales Per Visitor - Museum Store



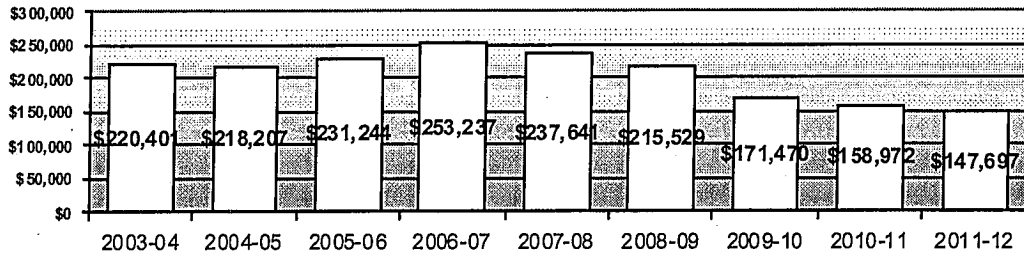
### 7.24 Museum Store Off-Site Sales



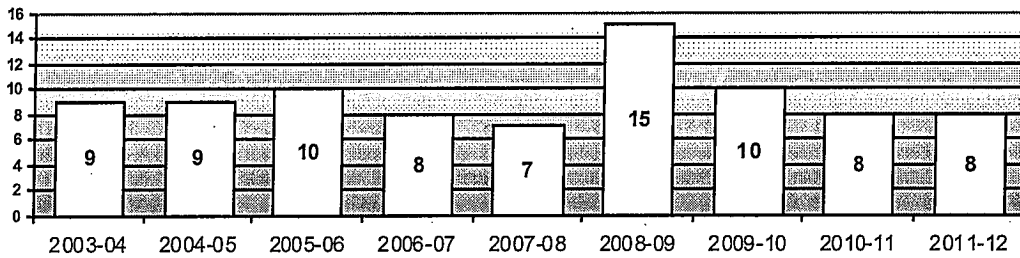
### 7.25 Museum Store Internet Sales



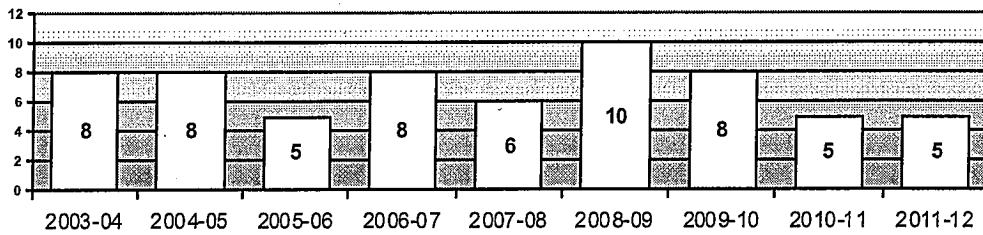
### 7. 26 Gross Revenues from Facility Rental Program



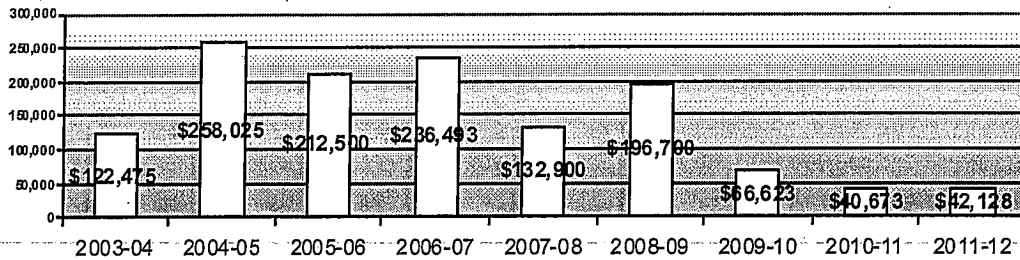
### 7. 27 Number of Grant Proposals Submitted



### 7. 28 Number of Grants Awarded

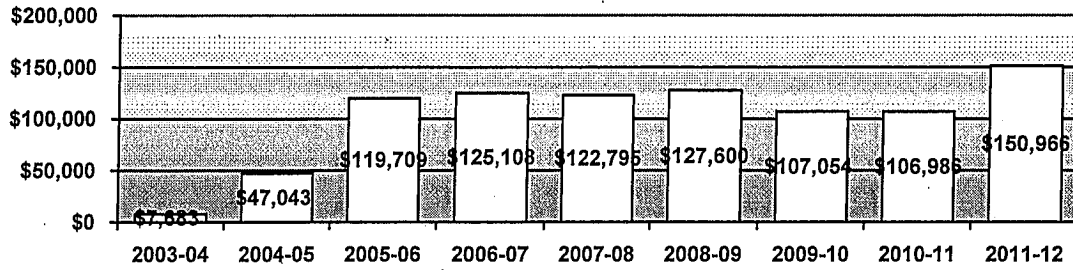


### 7. 29 Total Grant Funds Awarded

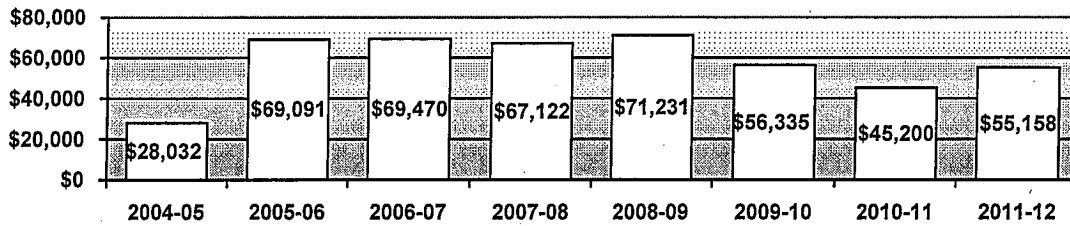


7.30 Food Service Revenue

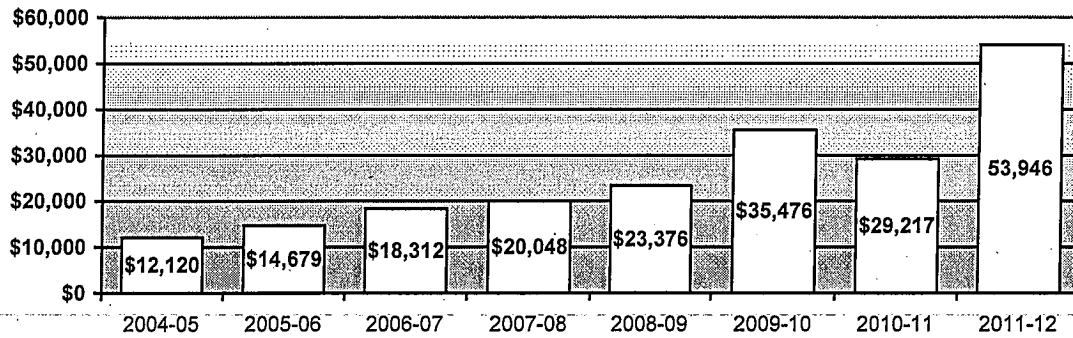
7.30 Food Service Revenue



7.31 Café Revenue

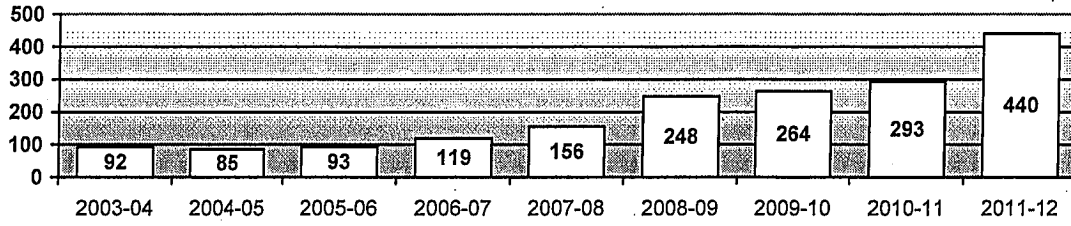


7.32 Program Revenue



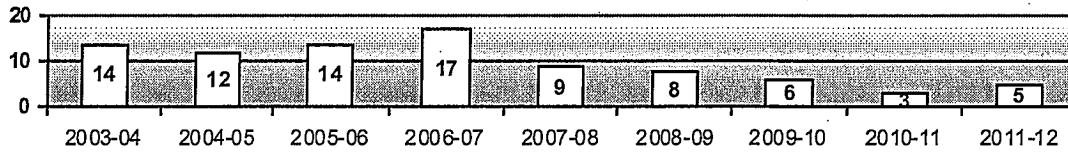
7.33 Program Measures

7.33 Number of Public Programs Presented

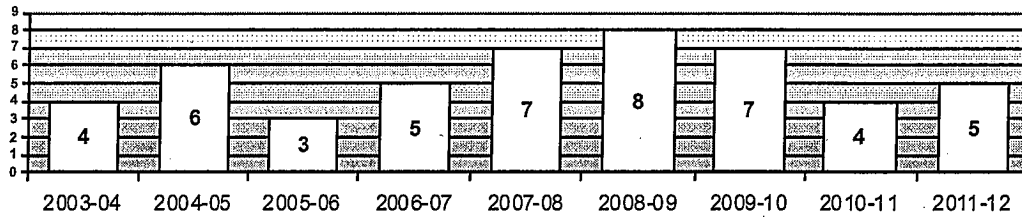


7.4 Exhibit Measures

7.40 Number of Changing Exhibits Completed

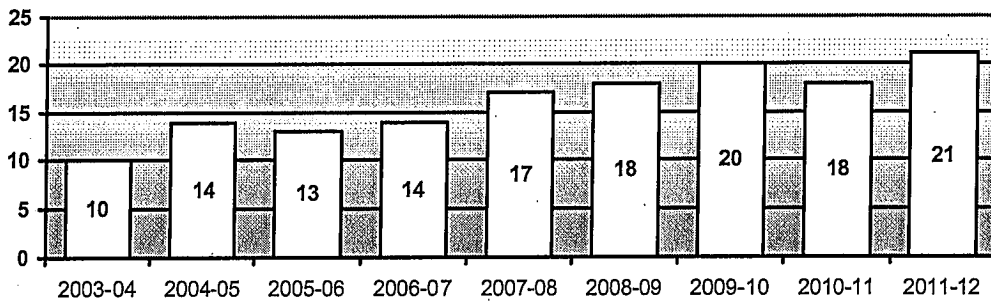


7.41 Traveling Exhibits Completed

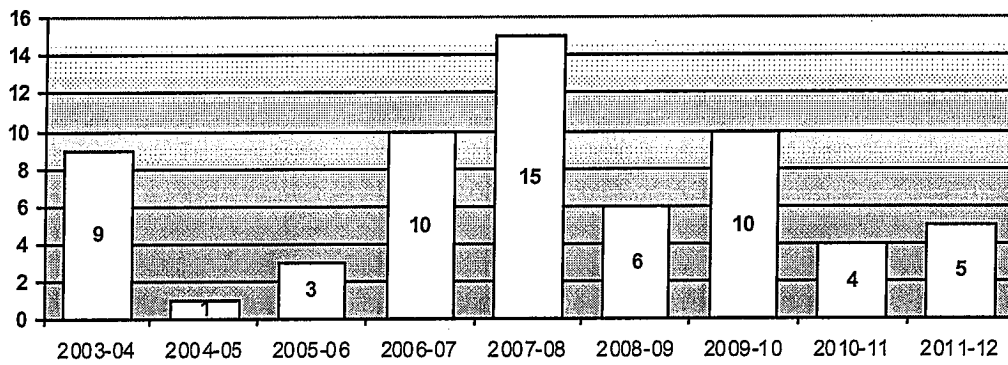




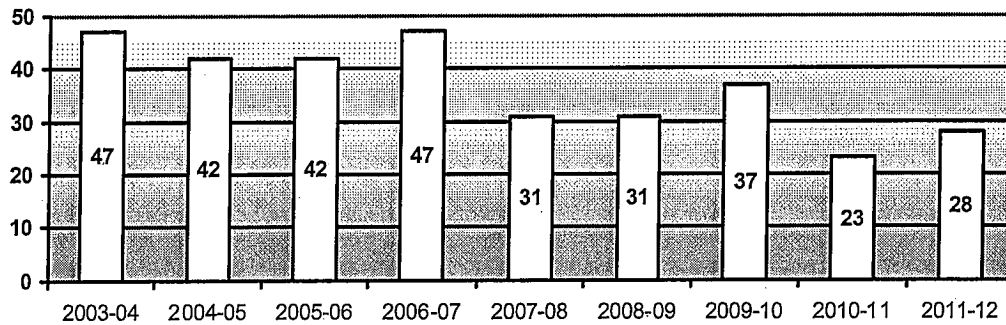
**7.42 Number of Traveling Exhibits Available**



**7.43 Number of Consultancies Conducted by Museum Services**

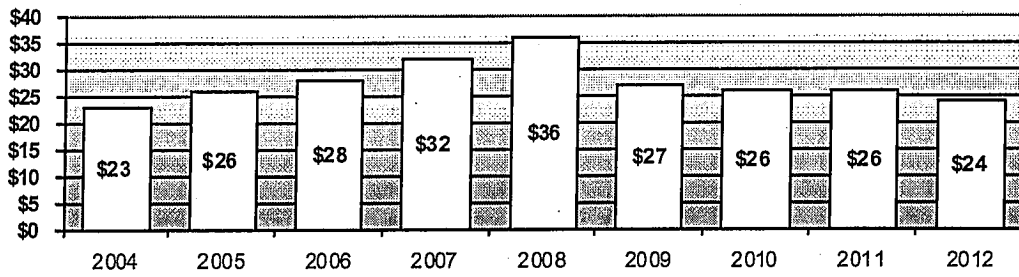


**7.44 Number of Traveling Exhibits Bookings**

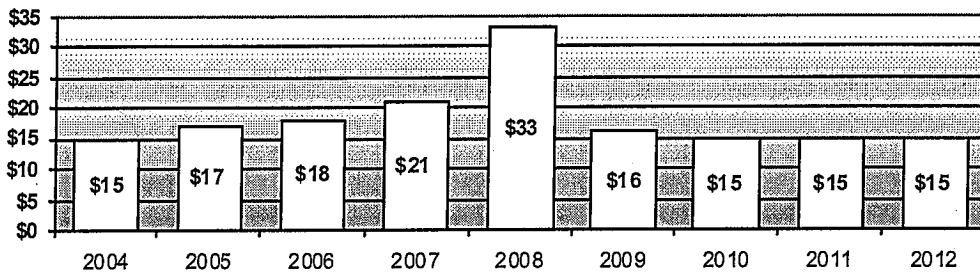


## 7.5 Expense Measures

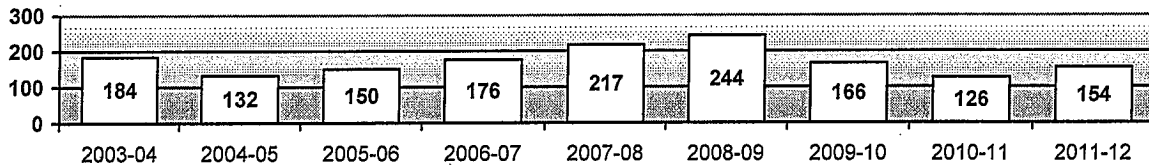
**7.50 Productivity - Operating Costs per Visitor  
Includes \$1 million in Rent Expense**



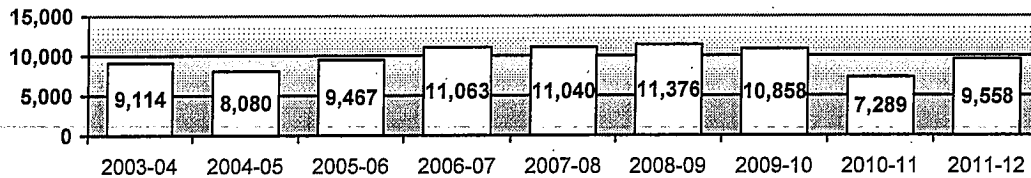
**7.51 Productivity - State Funds Per Visitor  
Includes \$1 million in Rent Expense**



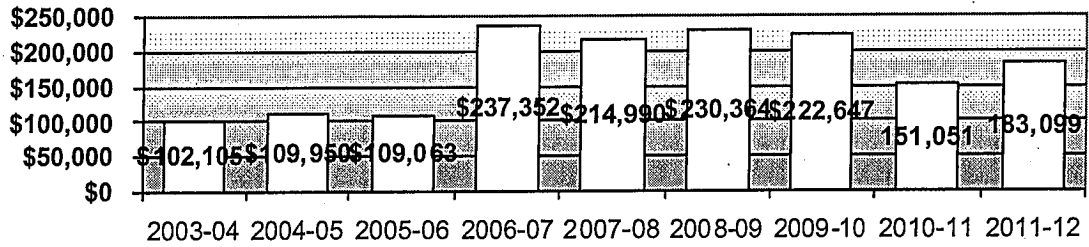
**7.52 Number of Active Volunteers During the Year**



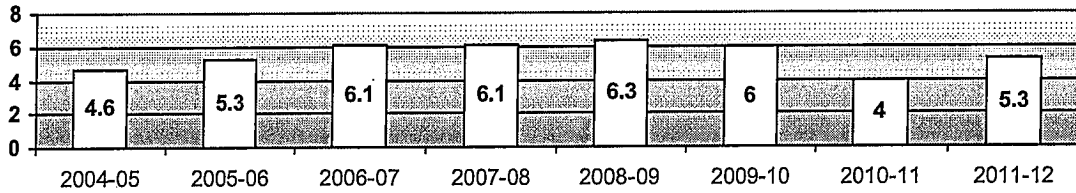
**7.53 Number of Volunteer Hours Contributed**



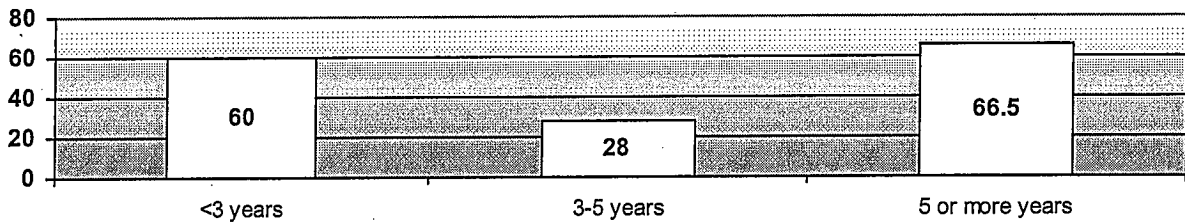
### 7.54 Value of Volunteer Hours



### 7.55 FTE Equivalency of Volunteer Hours

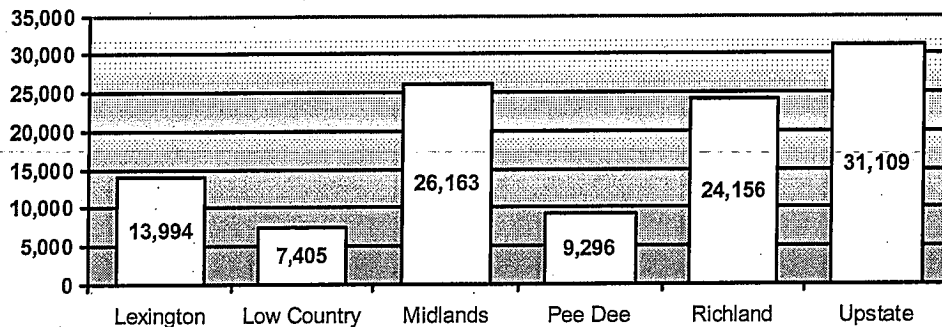


### 7.56 FY 2011-12 Number of Volunteers Serving

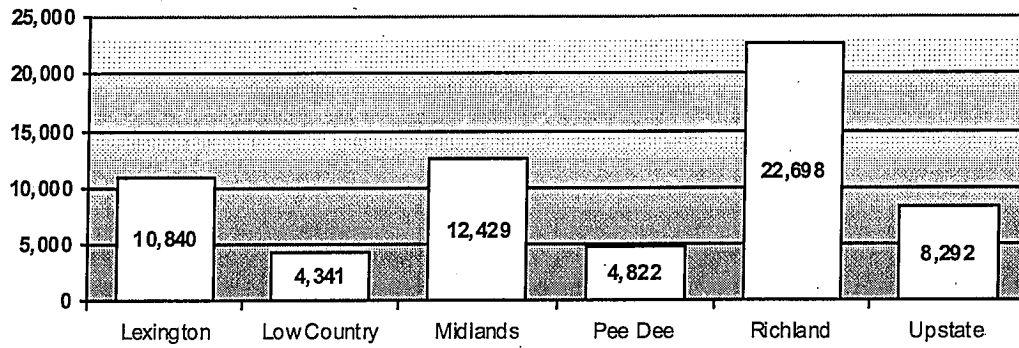


## 7.5 Statewide Visitation

### 7.60 FY 2011-12 SC Non-School Geographics by Region

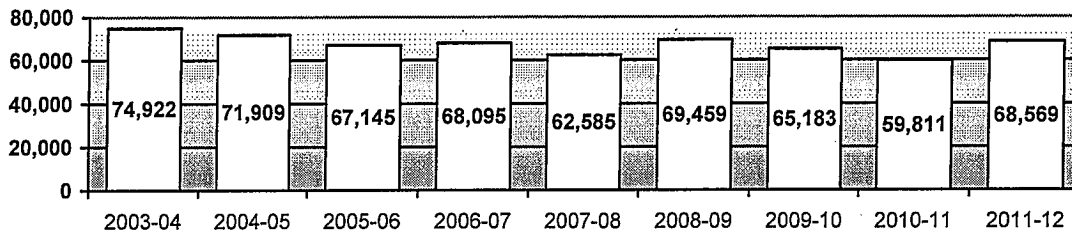


**7.61 FY 2011-12 SC School Geographics by Region**

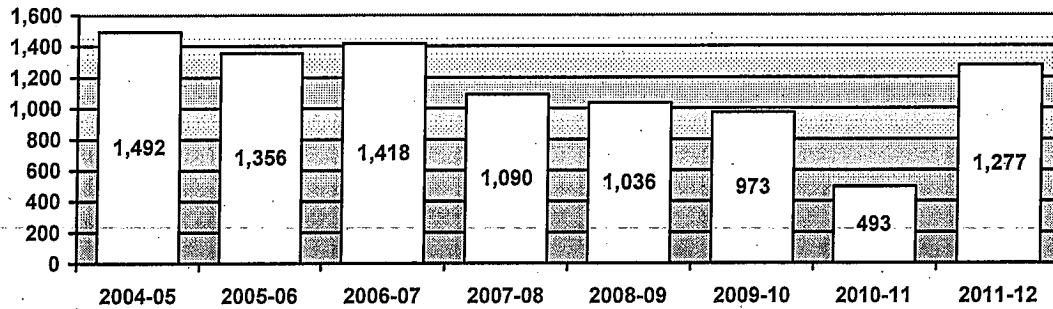


**7.6 School Visitation Measures**

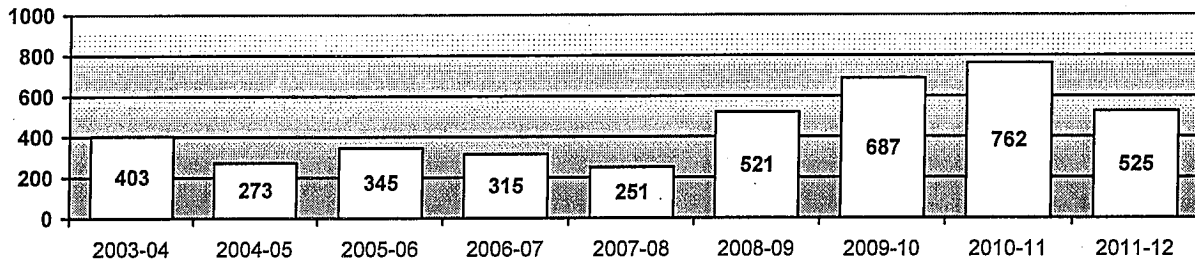
**7.70 Number of Students, Teachers and Chaperons Participating Museum Programs**



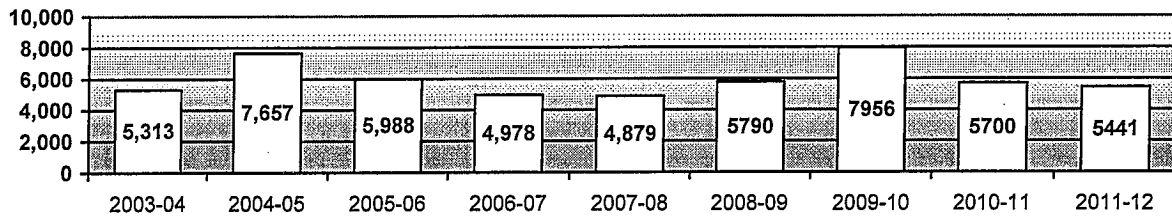
**7.71 Number of Camp-In Participants**



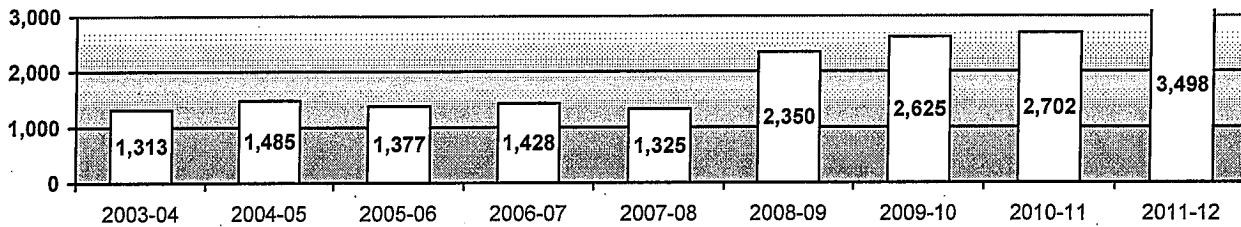
**7.72 Number of Birthday Parties Participants**



**7.73 Number of Starlab Programs Participants**

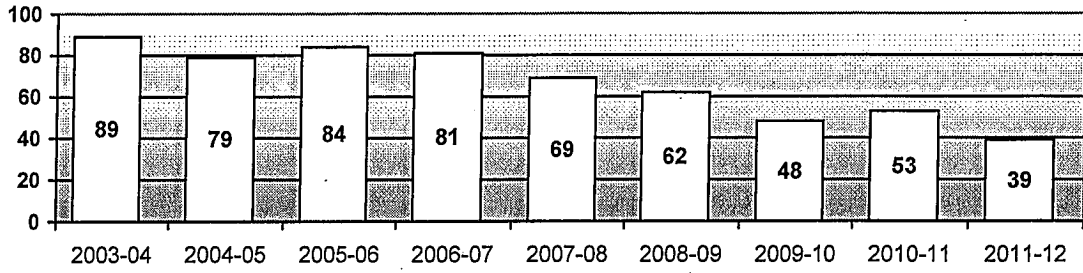


**7.74 Number of School Reservations**

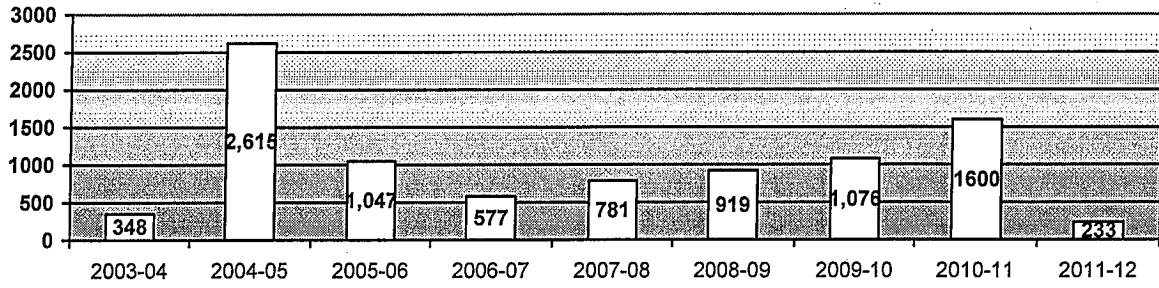


7.8 Collection Measures

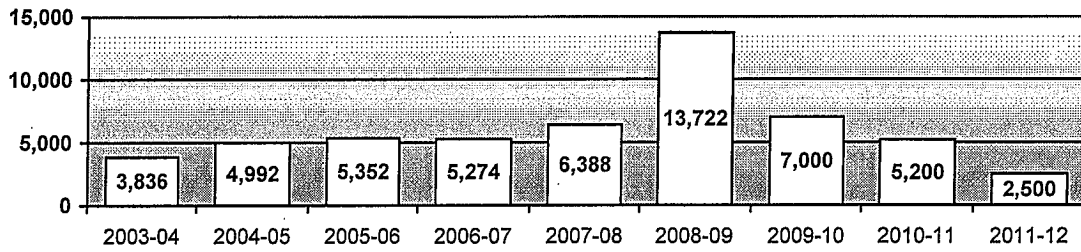
7.80 Number of Accessions Recorded



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

