

AGENCY NAME:	SC Museum Commission		
AGENCY CODE:	H950	SECTION:	029



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION	<p style="text-align: center;">Mission:</p> <p><i>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.</i></p> <p style="text-align: center;">Vision:</p> <p><i>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.</i></p> <p style="text-align: center;">Values:</p> <p>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.</p>
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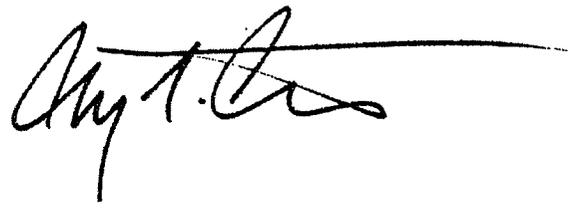
Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Willie Calloway	898-4930	Willie.calloway@scmuseum.org
SECONDARY CONTACT:	Bonnie Moffat	898-5399	Bonnie.moffat@scmuseum.org

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

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AGENCY DIRECTOR (SIGN/DATE):	 October 9, 2014
(TYPE/PRINT NAME):	Willie Calloway

BOARD/CMSN CHAIR (SIGN/DATE):	 October 9, 2014
(TYPE/PRINT NAME):	Gray Culbreath

AGENCY'S DISCUSSION AND ANALYSIS

EXECUTIVE SUMMARY

1. 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)

2. Major Achievements: - A Successful Year Even Under Renovation and Construction

Even in light of the museum's renovation and construction which closed our front entry, in 2013.14 the State Museum generated attendance of 127,943

The museum supplemented their earned income and state appropriations by acquiring \$245,000 in grants – from county hospitality tax, the Boeing Company, and the SC Museum Foundation.

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

School Children from all SC counties visited the museum in 2013/14!

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The State Museum is an Accredited Museum by the American Alliance 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 two Blockbuster exhibits which proved very popular: Blockbuster revenue from King Tut and Dinos was \$301,000. Total Blockbuster Attendance for the year was 49,900; 39% of our visitors choose to go thru the blockbuster exhibits.

King Tut opened June 22nd of 2013 and closed June 1 2014 and generated \$288,000 in revebnuе. The exhibit cost was less than \$125,000.

Dinos opened on June 11th in those 11 days, the exhibit generated 3,900 visits and over \$24,000 in revenue.

The staff was busy writing and producing many exhibits and displays which opened throughout the year in the museum’s changing and permanent galleries. We additionally researched, designed, produced and installed the phased **Civil War** permanent exhibit expansion.

The museum put on 9 signature events which included numerous fall events including *Fall Heritage Festival, Tricks and Treats, and Bourbon and Bowties* as well as two editions of our “Museum Road Show”, and in April our annual spring “*Congaree Art Day*”. 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 2014. Over 50,000 school children visited the museum representing EVERY county in the state. Lexington and Richland counties combined to provide just over 13,000 school visits. The midlands region provided the second most school children – over 9,000. 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. Our active volunteers decreased by 32 to a total of 122 but still contributed over 6,100 hours to the museum – a value well in excess of \$110,000!

The State Museum’s social media reach has grown in leaps and bounds over the past year. Currently more than 25,000 people stay in touch with the museum via sites like Facebook, Twitter, Google +, and more. While social media allows people to learn more about the museum, it also helps us learn more about you. Museum staff enjoys interacting directly with our followers and, of course, seeing the fun pictures our guests take while at the museum. Our followers can expect to be kept up-to-date on museum news, as well as see posts featuring behind the scenes looks at the museum’s collection, ‘guess that artifact’ trivia, and any interesting images, videos or articles we uncover on the web.

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We had expected a major decline in other earned revenue due to lower attendance as a result of the ongoing construction. Total earned revenue however in other non-ticketing accounts was just slightly down versus prior year. The *Cotton Mill Exchange* retail store was down \$45,000 and over \$110,000 in the two years of construction due to the decrease in overall visitors. Facility Rentals actually increased its revenues by \$13,000 even as we reduced due to construction the amount of meeting rooms and square footage available for rentals. Royalties from all food caterers was suspended during construction thus showing a \$14,000 decline from prior year and \$20,000 less than two years ago. Camp-ins generated sales of \$23,000 about the same as the previous year. The SC Museum Foundation also supported the museum operations with a grant of \$100,000, partially funded by their cash reserves as they struggled to raise supporting funds.

Our expense levels remained about the same at \$2,887,800 (not including the \$1,800,000 rent payment back to the B&CB). We did proceed with hiring the necessary staff in anticipation of a project opening in the spring of 2014 which did not happen. As a result salaries and wages in 2014 were \$153,800 (8%) over prior year. We spent \$265,000 in part time operational labor \$18,500 (6.5%) less than prior year. Since the State Museum is not exempted from paying admission taxes like other museums in the state, we paid \$29,000 in admission tax.

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 forged multiple partnerships for our summer camp programming but were disappointed with the mediocre results.

Budget Reductions

The State Museum received \$2,929,001 from state appropriations in 2013.14. The museum, as instructed by Proviso, returned \$1,800,000 to the B&CB for building "rent" leaving just \$1,129,000 in funds to apply to museum operations. In 2007.08 the museum had \$3.3 million in "net" state funds. This represents a "net" state fund loss of \$2.171 million or 66% less.

Description of Reductions

1. Staff reductions
2. Full time staff furloughs
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 Renovation Project (opened in August 2014)

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

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collaborations with cultural organizations. 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. formerly occupied by the Department of Revenue.
- **Project Status:** Construction began on the project in October of 2012. The final design package was not finally approved by OSE until late February 2013. As a result, the completion date has stretched until late summer 2014.. Interior demolition work began in early 2013 and required redirecting the Museum entrance from the front to the building's west side. The Museum will be OPEN for the entire period of construction.
- **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. We sought and received approval for \$500,000 in additional project costs as Gilbane has been detailed in their pricing estimates for the project. The money is in hand in the SC Museum Foundation.
- **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**
Impacts include:
 - Relocating ticketing, Relocating the store, Relocating the guest entrance

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- 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
- Updating the now vacant space 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

- **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 have already added a marketing professional and an observatory manager. In the fall of 2013 we will add an exhibits manager and a STEM educator. In January of 2014, we will add a planetarium manager and a 4D program manager. The Boeing grant will fund some of these positions as some of the program expectations of the grant are due in 2014.



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Type	Goal	Item #	Strat	Object	Description
G	1				Maximize impact of Museum Operations
S	1.1				Effectively Market State Museum
O		1.1.1			Increase General Attendance
O		1.1.2			Reach a state wide audience
O		1.1.3			Increase Special attraction attendance
S	1.2				Maximize Earned revenues
O		1.2.1			Ticket Revenue
O		1.2.2			Gift shop
O		1.2.3			Facility Rentals
O		1.2.4			Paid programs
S	1.3				Be efficient with allocated resources
O		1.3.1			Use volunteers
O		1.3.2			Minimize cost per visitor
S	1.4				Thru Museum Foundation garner citizen, corporate, and private financial support.
O		1.4.1			Membership
O		1.4.2			Community Partners
O		1.4.3			Annual Fund and Donations
G	2				Be a primary educational resource for SC schools
S	2.1				Teach standards-based lessons and classroom programs
O		2.1.1			Reach every county in the state
O		2.1.2			Provide multi-grade level experiences
S	2.2				Offer outreach programs to schools, libraries and other institutions throughout the state.
O		2.2.1			TEP
O		2.2.2			STARLAB
S	2.3				Partner with state-wide education organizations
O		2.3.1			ETV
O		2.3.2			Organizations such as SC Science Council, SELA, NASA
G	3				Be the caretaker of South Carolina's History
S	3.1				Acquire, preserve and use collections of distinction
O		3.1.1			Increase accessions
O		3.1.2			Increase objects
S	3.2				Provide curatorial expertise
O		3.2.1			Thru ongoing Research, the publishing of papers, and community presentations
O		3.2.2			Respond to citizen inquiries
G	4				Deliver quality content
S	4.1				Develop and provide Exhibits of relevance and quality
O		4.1.1			Procure and install blockbuster exhibits
O		4.1.2			Develop, write, produce and install changing exhibits in rotating galleries



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Strategic Planning Template

Type	Goal	Item #	Strat	Object	Description
S		4.2			Provide Unique Program opportunities
O			4.2.1		Develop and make available overnight camp-ins, birthday parties and summer camps
S		4.3			Create Signature Events specifically for the museum
O			4.3.1		Develop and hold multiple events including Museum Road show, Art Day, Tricks and Treats, Fall Festival, Miniature Show, WinterFest



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Item	Performance Measure			Time Applicable	Data Source and Availability		Reporting Freq.	Performance Measurement Template	
	Last Value	Current Value	Target Value		Data Source	Availability		Calculation Method	Associated Objective(s)
1	Attendance	143,199	127,943	200,000	July 1 - June 30	Admissions Software/Daily	Monthly	Actual Count	1.1.1
2	Core Market	36%	45%	40%	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	1.1.2
3	Out of State	17%	15%	20%	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	1.1.1, 1.1.2
4	Blockbuster	58,118	49,862	50,000	July 1 - June 30	Admissions Software/Daily	Monthly	Actual Count	1.1.3
5	Ticket Revenue	399,240	352,562	900,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.2.1
6	Blockbuster Revenue	461,377	300,981	250,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.2.1
7	Store Revenue	604,503	561,022	800,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.2.2
8	Facility Events Revenue	138,104	151,011	200,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.2.3
9	Programs Revenue	27,756	21,297	40,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.2.4
10	Number of Volunteers	122	134	150	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	1.3.1
11	Volunteer Hours	6,108	7,000	7,500	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	1.3.1
12	Number of Memberships	5,125	2,842	6,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.4.1
13	Community Partners	30	26	50	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.4.2
14	Community Partners Revenue	51,669	59,505	75,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	1.4.3
15	Donations Revenue	97,230	164,732	200,000	July 1 - June 30	Point of Sale/Daily	Monthly	Actual Count	2.1.1, 2.1.2
16	Schools Attendance	46,765	50,657	75,000	July 1 - June 30	Admissions Software/Daily	Monthly	Actual Count	2.2.1
17	Countries Represented	46	46	46	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	2.2.1
18	Grades Represented	K-12	K-12	K-12	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	2.2.1
19	# of TEP's Available	22	17	20	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	2.2.1
20	TEP bookings	30	32	30	July 1 - June 30	Point of Sale/Daily	Annual	Actual Count	2.2.1
21	StarLab Participants	5,624	7,159	6,500	July 1 - June 30	Point of Sale/Daily	Annual	Actual Count	2.2.2
22	Number of Accessions Recorded	49	55	50	July 1 - June 30	Collections Software/Annual	Annual	Actual Count	3.1.1
23	Number of Objects Collected	5,203	432	500	July 1 - June 30	Collections Software/Annual	Annual	Actual Count	3.1.2
24	Number of Papers Submitted	2	4	5	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	3.2.1
25	Number of Inquiries Answered	1,500	1,500	1,500	July 1 - June 30	Manual Count/Annual	Annual	Estimate	3.2.2
26	Number of Changing Exhibits Produced	6	2	18	July 1 - June 30	Manual Count/Annual	Annual	Actual Count	4.1.1, 4.1.2
27	Camp-In Participants	1,170	1,061	1,500	July 1 - June 30	Admissions Software/Daily	Monthly	Actual Count	4.2.1
28	Birthday Party Participants	583	403	1,000	July 1 - June 30	Admissions Software/Daily	Monthly	Actual Count	4.2.1
29	Attendance by Event								
	Winter Road Show	338	504	500	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Spring Road Show	1,196	472	1,000	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Art Day	881	550	750	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Tricks and Treats (2 days)	898	1,588	1,200	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Fall Festival	410	563	600	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Miniature Show	1,247	714	1,000	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1
	Winterfest	2,537	1,676	2,000	July 1 - June 30	Admissions Software/Daily	Annual	Actual Count	4.3.1