

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

Fiscal Year 2017-18 Accountability Report

SUBMISSION FORM

AGENCY 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.
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AGENCY 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.
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.




	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

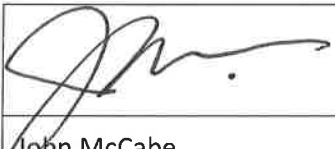
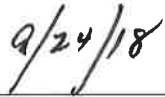
Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	William Calloway	803-898-4930	Willie.calloway@scmuseum.org
SECONDARY CONTACT:	Anita Anderson	803-898-5399	Anita.anderson@scmuseum.org

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I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	  		
(TYPE/PRINT NAME):	William Calloway		

BOARD/CMSN CHAIR (SIGN AND DATE):	 		
(TYPE/PRINT NAME):	John McCabe		

AGENCY NAME:

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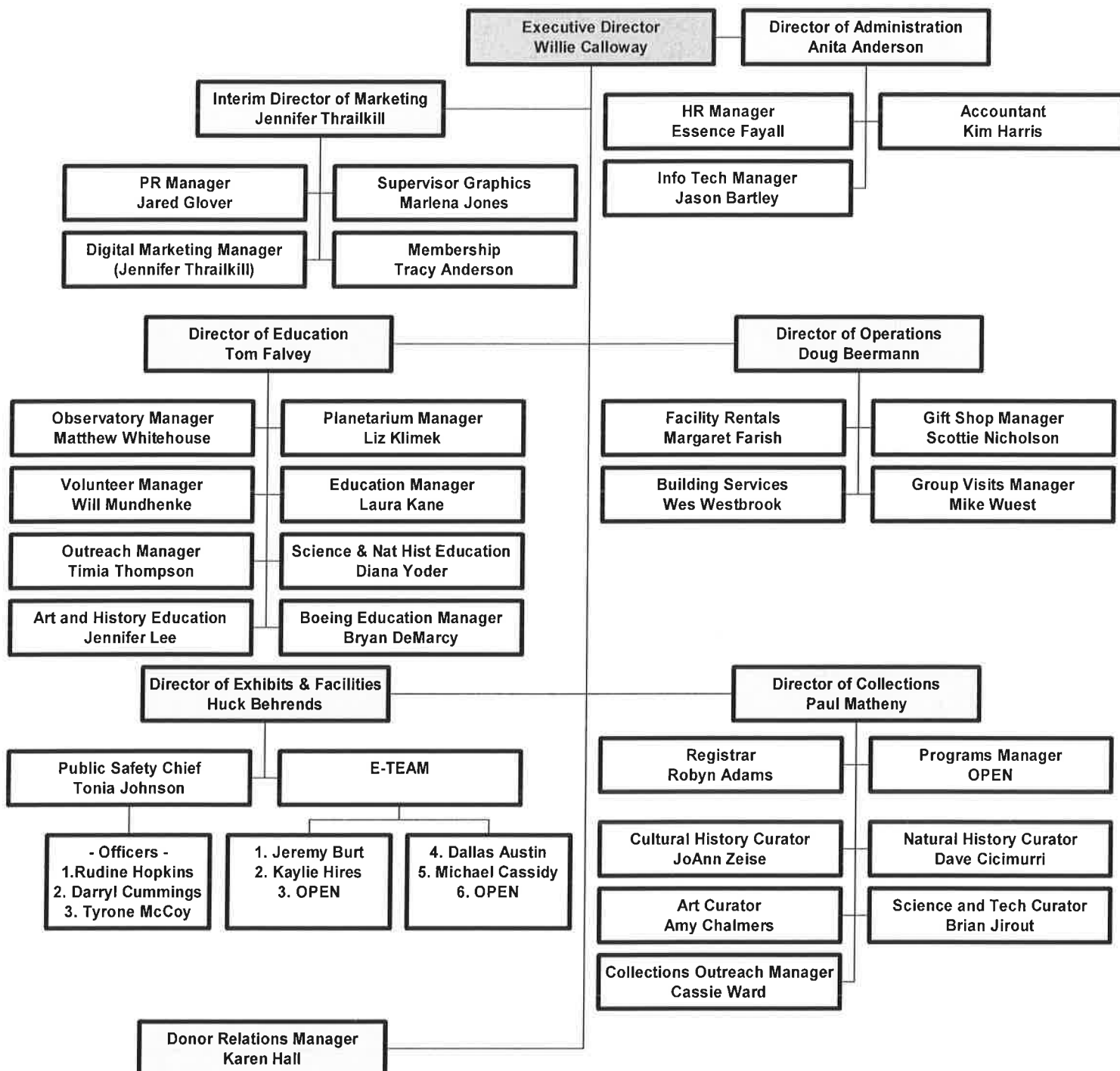
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STATE MUSEUM 2018



AGENCY'S DISCUSSION AND ANALYSIS

1. EXECUTIVE SUMMARY

Achievements and Opportunities 2017-2018

- Total site attendance of 208,300
- \$2,260,000 in earned revenues – third highest in 30 year history!
- Eclipse attendance of 8,300
- Eclipse attributed revenues of \$450,000
- Record year in Rental Income - \$278,000
- Record year in store revenue - \$837,700; \$205,000 attributed to eclipse sales.
- The 4D Theater generated attendance of 47,304 for the year, and revenue of \$160,739
- 15,769 school visitors saw 4D movies during the year
- The Crescent Cafe generated \$12,436 in royalty payments to the Museum.
- Broke August's attendance record with the positioning of "SCSM is the Eclipse Headquarters."
- SCSM received national news coverage for Eclipse 2017 including USA Today and CNN news.
- Annual revenue for Winter, Spring Break, and Summer Camps reached \$97,165, representing 1814 campers, exceeding last year's revenue by over \$12,000. Camps were 80% filled. 75% of campers were Members.
- Marketing successfully branded the museum's outreach programs under the moniker "Let's Go L.E.A.R.N."
- Hospitality and Accommodations Tax Awards 17/18: City of Columbia: \$48,000 Richland County: \$47,629
- Launched branded jingle campaign, "Open for Fun," that included extensive commercial airplay as well as branded graphics across print and digital advertising.
- Developed a successful Spring Break campaign featuring the Black Holes planetarium show.
- 29,079 students and teachers participated in over 993 formal in-house and outreach education classes, a 48% increase in classes taught.
- In-state outreach classes reached over 5300 students and teachers in 127 classes, an increase of 2300 students and 61 classes.
- 55,521 people attended planetarium astronomy, full dome and laser shows this year. This includes students, teachers, rental audiences and the general public.
- 27,712 students, teachers, and chaperones attended planetarium shows, which amounts to 50% of total planetarium attendance.
- Education Department hosted a Spring Teacher Night and will add a second for 2018.19. More than 60 teachers attended the event.
- Boeing Observatory distance learning reached 1200 students and teachers in 12 counties.
- Birthday parties and overnight bookings showed good growth and exceeded projections. Parties were up by 39%; party revenue and attendance growth exceeded 55%.
- 39 acquisitions that included 638 objects; 42 incoming and outgoing loans managed by our registrar.
- Managed floor renovation in the Conservation Lab and Natural History 1st floor storage area to provide safer environment for artifacts and specimens.
- 205 storage cabinets were reconditioned with new gasketing around openings and bases were treated with industrial coating to inhibit rust. Cabinets were then rehoused on plastic pallets to provide air circulation.
- 8 new mounted specimens were acquired for the 2nd floor habitats. Other organic plant material removed from habitats last year was replaced with synthetic plant material to help with potential infestation issues

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- *\$125,000 was allocated in 2016/2017 by the state for a new Collections Management System, replacing the outdated system and providing a platform to add the natural history collection and an online collections component.*
- *Staff applied for an IMLS Grant to support the digitization and inventory of the Art Collection in 2018-2020. We were awarded this grant in September 2018 and work for this two year project will begin in Oct. 2018.*
- *17 traveling exhibitions available for organizations to rent during this time. We distributed 19 exhibitions across the state and to Texas and Virginia generating \$6350.*
- *Natural History managed approximately 784 hobby diver reports.*
- *1588 requests for information about personal objects, images requests and general research information*
- *The museum developed and presented 65 programs this year including new offerings during Second Shift Twosdays, weekend and evening ticketed programs providing mission focused opportunities to more than 12,500 guests and generating \$36,000 in additional ticketed revenue.*
- *Developed and launched a lapsed member mailer in the Spring that resulted in more than \$10,000 in profit.*
- *Created and had large wall sized murals installed in Telescope gallery as well as painted repaired accent color walls. Designed and secured fabricator for iron railings around platforms.*
- *Up fit two classrooms on first floor with new paint and ceiling tile and flooring*
- *4-D ticketing rear shelving display unit fabricated and installed*
- *Designed, fabricated and installed a "Museum of Oz" experience including a walk through component which included a video tornado farm scene continued through a windy corridor leading to Munchkin land where Guests followed the yellow brick road through the enchanted forest ending in the Emerald City*
- *Designed and fabricated illuminated in-wall Plexiglas and wood shore birds case for beach diorama. Painted out header and valance with matching sky of original mural*
- *Created thematic platform to tell the story of the dumping of armaments right after the Civil War ended for the reconstruction exhibit. Also created backdrops depicting a state house scene a plantation, and schoolhouse scene as well. Opened reconstruction exhibit*
- *Accepted Green Recycling Award from DHEC for agency wide recycling efforts for FY16.*
- *The Windows to New Worlds Project officially closed and the asset transferred from the Foundation books to the Museum.*
- *The following full time positions were filled in FY18: Director of Administration, Human Resource Manager, Science & Technology Curator, Boeing Education Manager, Volunteer Manager, Marketing Director, 3 Exhibits Craftsmen, Art Curator, Building Services Manager, Membership Manager, and 3 Public Safety Assistants.*
- *Participated in audit of Human Resources files by the State Human Resources Office. No major findings were reported. Report has been filed.*
- *The IT Department continued to monitor information technology security threats and assisted Operations and other departments with Technology and Reporting Needs.*
- *Participated in the FY2017 audit with the State Auditor's Office. No findings were reported.*
- *Completed overall revision and update to the Staff Handbook.*
- *Closed FY18 with all Payables and Receivables recorded on time. Journal Entries were entered to balance accounts and move budget. Accounts balanced with the CG's Office and SCEIS.*
- *Secured \$100,000 in naming rights of educational classrooms:*
- *Raised \$70,000 in Eclipse sponsorship*
- *Hosted VIP Eclipse party raising \$45,000 in ticket sales*
- *Grants - \$160,000*
- *Received \$107,000 from an estate.*
- *Converted donor database to a new software, Donorsnap.*
- *Hosted Midlands Gives for the 2nd year in a row, raised \$7,000.*

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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 present 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 visitor 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.

2. Situation Analysis

Education

Though school general attendance dipped by 4.5% this year, nearly all education program attendance and revenue exceeded projections and last year’s figures. Camp, birthday party and overnight programs all gained ground and are becoming consistently well attended. New classroom and outreach programs were very successful, with the greatest growth occurring in auditorium science presentations.

To address attendance concerns, the department has begun to create a marketing plan and expand awareness about the museum’s education programs. Staff has been working with new and established partners to create and broaden our statewide education presence. An organization change involved moving the Group Visits scheduling group from the Education Department to Operations, allowing more focus on educational content and awareness.

Classroom and observatory offerings expanded to 23 programs last year, with another 15 new programs for next year planned. New classes will address more subjects and include more middle and high school level content. Part of the expansion includes updated classrooms with technologies like touch screens, tablets, and robotic sets for multiple grades. The museum also is planning new ways to reach educators, including a dedicated observatory website, outreach branding, and teacher education guide.

New outreach programs have been developed over the past year based on exhibits on on-site education classes. StarLab planetarium programming exceeded projections this year, however, other outreach program bookings are below expectations. However, an area of large growth for the outreach department was in STEM and other festivals around the state. New gallery program development (tours, lessons, and education stations) was part of last year’s focus.

Two new department staff (volunteer and observatory outreach managers) are working with all museum departments to meet objectives in their respective areas. Volunteer efforts include recruitment, training and

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greater diversity, as well as involvement in all museum areas, while observatory outreach is building statewide partnerships and expanding education efforts to all areas of South Carolina.

Collections

The museum purchased a new Collections Management System, Axiell's EMu, using the \$125,000 appropriation provided by the state in 16/17. This product was selected following benchmarking by staff after reviewing several systems and meeting with other museums across the southeast and beyond. The system was then customized to fit our specific needs, installed on our operating system and the data from IO (the earlier, outdated system) was transferred in 17/18 after much logistical discussion and mapping of information. Staff applied for an IMLS grant in 17/18, which was awarded to inventory and digitize the art collection so that it can also be integrated into the system and digitally accessible through the internet. This will take place in FY 18/19 through 19/20.

Staff have been hired to fill all 3.5 new FTE positions using funding allocated by the state. This included a new Art Curator, Collections Outreach Manager, Science and Technology Curator and part-time programs assistant. Our programs manager retired and this position will be filled in the new fiscal year. As we continue to move forward, we need to ensure that collections personnel efforts are organized and collectively directed to serve the museum's mission and maximize guest impact through our exhibitions, programs and outreach opportunities.

Staff continued collections remediation in storage and exhibit areas affected by insect issues in 2016. We continued cleaning collections storage and galleries, inspected and rehoused the more than 1500 cold-treated collections items including uniforms, rugs, clothing and mounted specimens. The museum ordered a dedicated -30 degree freezer for ongoing, preemptive collections care on site. Approximately 4000 hours have been dedicated to collections care and remediation with full and part-time Collections staff this year. As a preventative measure, staff are developing an Integrated Pest Management plan for long term care to avoid insect concerns in the future.

In addition to these achievements, curators brought in 39 acquisitions totaling 638 objects, and managed 42 loans to and from other institutions for exhibition and research purposes. One major long term loan was resolved and returned to the lender. Curators continue to work on other long term loans housed at the museum.

Programs

The museum hosted a total of 65 public programs including 3 new programs that repeated several times each, a total of 7 times throughout the year. This included Leo Twiggs' *Circles of Dialogue*, part of the *Requiem for Mother Emmanuel* exhibition (x3) and *Holiday Spa Days*, a hands-on children's gift making station which was part of Winterfest (x3). We also added a Nutcracker Ballet program partnering with Ann Brodie's Carolina Ballet.

In total, our programs provided mission focused opportunities to more than 12,500 guests and generating \$36,000 in additional ticketed revenue.

We will be evaluating a master planning process that will ultimately yield fewer but more impactful program opportunities. Our efforts have been too spread out and we need better focus and timing to maximize our overall program impact.

Marketing

The marketing plan for 2017-18 performed adequately, with great success in some areas and underperforming results in others. Eclipse turnout in August 2017 exceeded initial expectations and brought national news coverage for the State Museum. However, general and school group attendance in the Fall of 2017 dipped

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despite the return of the Museum of Oz in October. Another reason for lower attendance could be attributed to the lack of a featured Blockbuster exhibit in 17-18.

Increasing both general and school visitation numbers will be major priorities for the coming year. Targeting teachers more effectively, as well as communicating to group sales organizations, will be a large component of this initiative.

In early 2018, the marketing department launched a well-received branded jingle campaign, "Open For Fun". This campaign included a new commercial with the goal to raise general awareness about the museum. In addition to the extensive commercial airplay, the marketing team also developed "Open For Fun" branded graphics that have been incorporated into print and digital advertising. The "Open For Fun" tv spots will continue running through the end of this year and the branded graphics will also be used in a series of billboards promoting upcoming museum events and shows.

Spring Break promotions also performed well in March and April, driving attendance and ticket sales for the *Black Holes* planetarium show. The campaign to launch the new 4D movie, *Ice Age: No Time For Nuts 4-D*, was not as impactful as anticipated, and, as a result, summer attendance declined.

In March the Marketing Director resigned, leaving the remaining marketing team in a transitional state through the rest of the fiscal year. A new interim director is now in place, along with support from inJeanious Media, and although the department is still in transition we are working towards developing a more efficient and productive work process.

InJeanious Media worked with Education to create a brand for the museum's outreach initiatives call Let's Go L.E.A.R.N. with the L.E.A.R.N. acronym standing for each of the five outreach areas. Marketing will work to incorporate the Let's Go L.E.A.R.N. messaging in its 2018-19 communication pieces.

Our paid media exceeded budget in the past year and our media expenditures compared to attendance is higher than our desired goal. The marketing department will also receive support from municipality taxes this year for a total of \$90,000.

Membership

Membership revenue and membership attendance declined slightly last fiscal year, although we did see great results from a lapsed member appeal in May and June. The marketing team will be identifying opportunities to increase revenue through a revamp of our state payroll deduction program and through corporate partnerships over the next year.

We will also be working with a membership consultant to develop a plan to stop declining sales and renewals. This plan will also identify strategies to increase membership appeal, identify tactics that work in communicating the value of membership, as well as identify ways in which we can keep the museum and membership attendance top-of-mind.

Operations

The Cotton Mill Exchange achieved record results during the solar eclipse in August, with \$205,400 in incremental revenue from eclipse-related sales. The holiday season included successful holiday markets in Spartanburg and Columbia, and the spring was highlighted by the museum "yard sale", school gift bag sales, and a successful spring break. The store performed well, with a per cap of \$5.30 for the year (up \$1.24 from the previous year) as a direct result of the eclipse. Factoring out the eclipse, the store otherwise saw a 4% drop in revenue that followed with the 8% drop in total museum attendance. The front desk operation thrived during the eclipse, but otherwise continued to struggle with a lack of strong supervision and consistency. This area is

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being restructured with Group Visits in the coming year in an effort to provide more dedicated and attentive leadership.

Facility Rentals had a great year, setting an all-time revenue record. The newly renovated Vista Room contributed to the efforts with a 12% increase in revenue generated from that space. There were many high-profile rentals of note including The Hammond School Auction, The SC Philharmonic Gala, the Columbia Museum of Art Gala, The Black Pages Taste of Columbia Expo, The Free Times Best of Party, and holiday parties for Aflac, Mungo Homes, Centaurus and First Citizens, among many others. Additionally, our sales efforts this spring resulted in signing the Palmetto Health Festival of Trees to a 3-year commitment starting with the November 2018 event.

Building Services accomplished an impressive turnaround under the direction of first-year manager Wes Westbrook. What had been an unmotivated and undependable group began to thrive under the training and leadership provided. Building Services is now a strength that can be leveraged in support of rentals, special events, programs and general museum operations. The next challenge will be to maintain those improvements while controlling costs.

The 4D Theater nearly duplicated its' numbers from the previous year, providing steady results but lacking some excitement or urgency that would increase capture rates. The Polar Express continues to be a staple of the holiday season at the museum, although ticket sales do decline slightly each year this film has outsold all other titles in the past 4 years by over 16,000 tickets despite only running for 2 months each year. The film programming agreement with Iwerks expires in 2019, which will provide us with a natural opportunity to revisit our strategies for programming the theater. Additionally, closed captioning and descriptive audio systems were installed in the theater in June, which enable enhanced guest accommodations and bring the theater into compliance with the latest ADA standards.

Exhibits and Security

It is the responsibility of the Exhibit, Facility and Security department to ensure that our Guests are treated to a safe and educational experience. Over the past year we have added two full time Exhibit positions and fully staffed our Security department with four fulltime and four part time security officers. Challenges remain maintaining our Historic building. We have successfully worked with General Services on several large projects like eliminating roof leaks, replacing carpet, refinishing concrete floor in Natural History storage and replacing steam valves. Problems pertaining to HVAC systems remain.

Our exhibit team has designed and produced eleven exhibits this past year as well improving several spaces within the museum including the up fit of The Blue and Green rooms and acted as project manager for the installation of the new "thirty below freezer" for the Collections and Conservation Department. We also continue with the improvements of our permanent exhibits by replacing antiquated technology and time worn components with up to date systems and techniques.

Administration

The Administration staff has had a busy successful year, in addition to the Human Resources Manager position, 16 full time positions were filled this fiscal year. Technology security, IT needs, and support continued to be a day to day challenge, but all needs were met. The Staff Handbook was completely revised and updated in a new streamlined format. The Windows to New Worlds Project was officially closed and transferred from the Foundation to the Museum. The State Auditors reported no findings in their audit of the FY17 books. The Administration team participated in the reaccreditation Strategic Planning Committee process. A Marketing Outreach bid was awarded as were several sole source solicitations for planetarium shows and an award for a new StarLab.

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Foundation

The South Carolina State Museum Foundation continues to focus on achieving fundraising goals in order to fulfill its mission of providing monetary support to the SCSM. Maintaining our relationships with our donors remained a top priority for the Foundation through communication and benefit fulfillment. We are continuing our advocacy efforts in the community to strengthen our relationships throughout South Carolina. The Foundation is looking forward to and preparing for the next phase of the South Carolina State Museum.

Risk Assessment and Mitigation Strategies – Artifact Collection (Value in excess of \$5 million)

Due to the aging of the building and the building systems, the collection is subject to negative environmental impacts including fluctuations in temperature and humidity, water damage due to roof leaks, and insect damage due to deteriorating windows and doorways which allow easy access. Remediation options offered:

1. Replace all windows
2. Replace the roof
3. Replace and upgrade the HVAC systems
4. Contract with an external pest control company to provide regular treatments

Restructure Recommendations -

The Rent paid to the Dept. of Admin of \$1,800,000 is 47% of the museum's State appropriation. The biggest potential for cost savings to our budget would be a different approach to our building occupancy (rent) costs.

1. Pay Actual operating costs to Dept. of Admin (\$1,000,000)
2. Place all costs in Dept. of Admin and totally remove the cost from the museum's budget.
3. Sell or lease the building to a private developer or the museum's foundation in order to transfer the needed maintenance costs to the private sector and to maximize potential economic, energy and historical tax credits.

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Strategic Planning and Performance Measurement Template

Strategic Planning and Performance Measurement Template													
Statewide Enterprise Strategic Objective	Type	Measure	Description	Base	2017-18 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure			
Public Infrastructure and Economic Development	G	1	Maximize Impact of Museum Operations										
	S	1.1	Effectively Market State Museum										
	M		1.1.1	Maximize General Attendance	209,291	241,300	208,952	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Measures effectiveness of marketing and quality of content		
	M		1.1.2	Minimize Marketing cost per visitor	\$ 9.33	\$ 8.25	\$ 3.07	July 1 - June 30	SCEIS/Daily	Marketing Expense/Attendance			
	M		1.1.3	Maximize 4D and Planetarium Attendance	100,060	122,500	102,825	July 1 - June 30	Admissions Software/Daily	Actual count from Software			Measures Quality of Shows/Content
	S	1.2	Maximize Earned Revenues										
	M		1.2.1	Ticket and Attraction Revenue	\$ 906,112	\$ 1,315,000	\$ 930,052	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content		
	M		1.2.2	Gift Shop Revenue	\$ 657,029	\$ 850,000	\$ 837,651	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content		
	M		1.2.3	Facility Rental Revenue	\$ 235,517	\$ 250,000	\$ 278,164	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content		
	M		1.2.4	Program Revenue	\$ 154,169	\$ 125,000	\$ 188,454	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content		
	S	1.3	Be Efficient with Allocated resources										
	M		1.3.1	Maximize Volunteer Hours	7,381	10,000	10,909	July 1 - June 30	Manual Count/Annual	Manual Count	Expense efficiencies		
	M		1.3.2	Minimize Total Expense per Visitor	\$ 25	\$ 25	\$ 29	July 1 - June 30	SCEIS/Daily	(Total Expense less rent)/attendance	Expense efficiencies		
	S	1.4	Thru Museum Foundation Garner Citizen, Corporate and Private Financial Support										
	M		1.4.1	Maximize Family Memberships	3,624	6,000	3,311	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Measures effectiveness of marketing and quality of content		
	M		1.4.2	Cultivate and Retail Corporate Community Partners	24	50	25	July 1 - June 30	Point of Sale/Daily	Actual count from Software			Community Support
	M		1.4.3	Maximize Grant Revenue Used for Museum Operations	230,663	200,000	264,540	July 1 - June 30	Point of Sale/Daily	Actual count from Software			Community Support
Education, Training, and Human Development	G	2	Be a Primary Educational Resource for SC Schools										
	S	2.1	Deliver Standards based educational programming on site										
	M		2.1.1	Maximize School Group Visitation	67,462	75,000	64,345	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Impactful Educational facility with engaging content		
	M		2.1.2	Provide On Floor Lessons	3,170	3,500	3,015	July 1 - June 30	Point of Sale/Daily	Actual count from Software			
	M		2.1.3	Provide On Site STEM Lessons in classrooms and observatory	19,869	12,500	17,523	July 1 - June 30	Point of Sale/Daily	Actual count from Software			
	S	2.2	Offer Educational Outreach Programs to schools and other institutions in the state										
	M		2.2.1	Deliver TEPS across the state	16	20	19	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content		
	M		2.2.2	Maximize Outreach Participants	5,451	4,500	6,541	July 1 - June 30	Point of Sale/Daily	Actual count from Software			
	S	2.3	Partner with Statewide Educational Organizations										
	M		2.3.1	Number of State Agency Partners	10	10	10	July 1 - June 30	Manual Count/Annual	Manual Count	Activity in community and sharing of professional expertise		
	M		2.3.2	Number of Non-State Agency Partners	20	20	20	July 1 - June 30	Manual Count/Annual	Manual Count			
	Education, Training, and Human Development	G	3	Be the Custodian of South Carolina History									
		S	3.1	Acquire, preserve and use Collections of Distinction									
M			3.1.1	Number of Accessions Recorded	56	50	39	July 1 - June 30	Collections Software/Daily	Actual count from Software	Build, preserve and use collections of distinction		
M			3.1.2	Number of Objects Collected	1,770	500	638	July 1 - June 30	Collections Software/Daily	Actual count from Software			
S		3.2	Provide Curatorial Expertise										
M			3.2.1	Research Papers Submitted	1	5	3	July 1 - June 30	Manual Count/Annual	Manual Count	Professional expertise		
M			3.2.2	Public Inquiries Answered	750	1,500	1,588	July 1 - June 30	Manual Count/Annual	Daily Tracking Log			Community Support
Government and Citizens		G	4	Deliver Quality Content									
	S	4.1	Provide Unique Program and Changing Exhibit Opportunities										
	M		4.1.1	Number of Changing Exhibits Produced	13	8	8	July 1 - June 30	Manual Count/Annual	Manual Count	Providing engaging and compelling content		
	M		4.1.2	Number of Program Participants NOT included in General Admission	3,429	3,000	3,348	July 1 - June 30	Admissions Software/Daily	Actual count from Software			
	M		4.1.3	Number of Programs Presented	89	75	65	July 1 - June 30	Point of Sale/Daily	Actual count from Software			Providing engaging and compelling content
	S	4.2	Provide Unique and Engaging Experiences for SC Children										
	M		4.2.1	Overnight Camp Participants	309	1,000	562	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content		
	M		4.2.2	Day Camp Participants	879	300	1,814	July 1 - June 30	Point of Sale/Daily	Actual count from Software			
	M		4.2.3	Birthday Party Participants	884	1,000	1,240	July 1 - June 30	Point of Sale/Daily	Actual count from Software			
	Maintaining Safety, Integrity and Security	G	5	Protect the Safety, Integrity and Security of Museum Resources and Visiting Public									
S		5.1	Protection of People, Collections and Systems										
M			5.1.1	Provide necessary investment in Public Safety Personnel	\$ 154,322	\$ 165,000	\$ 191,780	July 1 - June 30	SCEIS/Daily	Actual count from Software	Effective and impactful use of limited expense funds		
M			5.1.2	Provide necessary investment in IT hardware and Software	\$ 154,489	\$ 100,000	\$ 104,909	July 1 - June 30	SCEIS/Daily	Actual count from Software			
M			5.1.3	Provide necessary investment in Environmental Controls and Monitoring	\$ 50,733	\$ 75,000	\$ 79,240	July 1 - June 30	SCEIS/Daily	Actual count from Software			Effective and impactful use of limited expense funds

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Public Infrastructure and Economic Development	G	1			Maximize Impact of Museum Operations							
	S		1.1		Effectively Market State Museum							
	M		1.1.1		Maximize General Attendance		208,952	215,800	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Measures effectiveness of marketing and quality of content
	M		1.1.2		Minimize Marketing cost per visitor	\$	3.07	\$ 2.65	July 1 - June 30	SCEIS/Daily	Marketing expense/Attendance	Marketing Expense Effectiveness
	M		1.1.3		Maximize 4D and Planetarium Attendance		102,825	87,000	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Measures Quality of Shows/Content
	S		1.2		Maximize Earned Revenues							
	M		1.2.1		Ticket and Attraction Revenue	\$	930,052	\$ 875,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content
	M		1.2.2		Gift Shop Revenue	\$	837,851	\$ 675,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content
	M		1.2.3		Facility Rental Revenue	\$	278,164	\$ 250,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content
	M		1.2.4		Program Revenue	\$	188,454	\$ 190,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Ability to fund needed expenses to deliver quality content
	S		1.3		Be Efficient with Allocated resources							
	M		1.3.1		Maximize Volunteer Hours		10,908	10,000	July 1 - June 30	Manual Count/Annual	Manual Count	Expense efficiencies
	M		1.3.2		Minimize Total Expense per Visitor	\$	28	\$ 27	July 1 - June 30	SCEIS/Daily	(Total Expense less rent)/attendance	Expense efficiencies
	S		1.4		Thru Museum Foundation Garner Citizen, Corporate and Private Financial Support							
	M		1.4.1		Maximize Family Memberships		3,811	4,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Measures effectiveness of marketing and quality of content
	M		1.4.2		Cultivate and Retail Corporate Community Partners		25	30	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Community Support
	M		1.4.3		Maximize Grant Revenue Used for Museum Operations		264,540	355,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Community Support
Education, Training, and Human Development	G	2			Be a Primary Educational Resource for SC Schools							
	S		2.1		Deliver Standards based educational programming on site							
	M		2.1.1		Maximize School Group Visitation		64,345	70,000	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		2.1.2		Provide On Floor Lessons		5,015	5,500	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		2.1.3		Provide On Site STEM Lessons in classrooms and observatory		17,523	18,700	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	S		2.2		Offer Educational Outreach Programs to schools and other institutions in the state							
	M		2.2.1		Deliver TEPS across the state		19	20	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		2.2.2		Maximize Outreach Participants		6,541	9,500	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	S		2.3		Partner with Statewide Educational Organizations							
	M		2.3.1		Number of State Agency Partners		10	10	July 1 - June 30	Manual Count/Annual	Manual Count	Activity in community and sharing of professional expertise
Education, Training, and Human Development	G	3			Be the Caretaker of South Carolina's History							
	S		3.1		Acquire, preserve and use Collections of Distinction							
	M		3.1.1		Number of Accessions Recorded		39	50	July 1 - June 30	Collections Software/Daily	Actual count from Software	Build, preserve and use collections of distinction
	M		3.1.2		Number of Objects Collected		638	500	July 1 - June 30	Collections Software/Daily	Actual count from Software	Build, preserve and use collections of distinction
	S		3.2		Provide Curatorial Expertise							
	M		3.2.1		Research Papers Submitted		5	3	July 1 - June 30	Manual Count/Annual	Manual Count	Professional expertise
	M		3.2.2		Public Inquiries Answered		1,588	1,500	July 1 - June 30	Manual Count/Annual	Daily Tracking Log	Community Support
	G	4			Deliver Quality Content							
	S		4.1		Provide Unique Program and Changing Exhibit Opportunities							
	M		4.1.1		Number of Changing exhibits Produced		8	8	July 1 - June 30	Manual Count/Annual	Manual Count	Providing engaging and compelling content
Government and Citizens	M		4.1.2		Number of Program Participants NOT Included in General Admission		3,348	3,500	July 1 - June 30	Admissions Software/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		4.1.3		Number of Programs Presented		65	60	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Providing engaging and compelling content
	S		4.2		Provide Unique and Engaging Experiences for SC Children							
	M		4.2.1		Overnight Camp Participants		562	600	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		4.2.2		Day Camp Participants		1,614	2,000	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	M		4.2.3		Birthday Party Participants		1,240	1,300	July 1 - June 30	Point of Sale/Daily	Actual count from Software	Impactful Educational facility with engaging content
	G	5			Protect the Safety, Integrity and Security of Museum Resources and Visiting Public							
	S		5.1		Protection of People and Systems							
	M		5.1.1		Provide necessary investment in Public Safety Personnel	\$	191,780	\$ 205,000	July 1 - June 30	SCEIS/Daily	Actual count from Software	Effective and impactful use of limited expense funds
	M		5.1.2		Provide necessary investment in IT hardware and Software	\$	104,809	\$ 100,000	July 1 - June 30	SCEIS/Daily	Actual count from Software	Effective and impactful use of limited expense funds
	M		5.1.3		Provide necessary investment in Environmental Controls and Monitoring	\$	79,240	\$ 100,000	July 1 - June 30	SCEIS/Daily	Actual count from Software	Effective and impactful use of limited expense funds

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Agency Name:		STATE MUSEUM COMMISSION		Fiscal Year 2017-2018 Accountability Report
Agency Code:		H950	Section: 029	
				Partner Template
Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)	
SC Department of Natural Resources	State Government	Educational Content and educational Programming collaboration	1-4	
State Arts Commission	State Government	Educational Content and educational Programming collaboration	1-4	
Archaeology and Anthropology	State Government	Educational Content and educational Programming collaboration	2-4	
SC Digital Library	State Government	Educational Content and educational Programming collaboration	1-4	
University of South Carolina	State Government	Educational Content and educational Programming collaboration	1-4	
Department of Education	State Government	School field trips and content support	1-4	
ETV	State Government	Use of museum content broadcast thru ETV hardware and dedicated space	1-4	
PRT	State Government	Cross marketing and dedicated exhibit space inside museum	1-4	
Carolina Wildlife	State Government	Educational Content and educational Programming collaboration	1-4	
SC Forestry Commission	State Government	Educational Content and educational Programming collaboration	1-4	
Clemson Extension	State Government	Educational Content and educational Programming collaboration	1-4	
Confederate Relic Room	State Government	Joint Ticketing and Programming	1-4	
State Library	State Government	Story Fest Annual Event	1-4	
State Archives	State Government	Educational Content and educational Programming collaboration	1-4	
National Museum of African American History	Federal Government	Educational Content and educational Programming collaboration	1-4	
Smithsonian Center for Folklife	Federal Government	Educational Content and educational Programming collaboration	1-4	
NASA	Federal Government	Astronomy Content and programming	1-4	
Savannah River Ecology Lab	Federal Government	Educational Content and educational Programming collaboration	1-4	
21st Century Community Learning Centers	Federal Government	Provides venues for off-site STEM observatory outreach	1-4	
SC Space Grant Consortium	Federal Government	Educational Content and educational Programming collaboration	1-4	
Smithsonian	Federal Government	Affiliation member and use of memberships for museum members	1-4	
Historic Columbia	Local Government	Educational Content and educational Programming collaboration	1-4	
Richland Library	Local Government	Educational Content and educational Programming collaboration	1-4	
City of Columbia Parks	Local Government	Educational Content and educational Programming collaboration	1-4	
Lexington County Museum	Local Government	Educational Content and educational Programming collaboration	1-4	
Richland County Stormwater Management	Local Government	Educational Content and educational Programming collaboration	1-4	
Richland County Conservation District	Local Government	Educational Content and educational Programming collaboration	1-4	
Columbia Visitors Bureau	Local Government	Marketing and Advertising ands dedicated space inside museum	1-4	
City of Columbia	Local Government	Hospitality Tax funding for marketing	1-4	
Richland County	Local Government	Hospitality Tax funding for marketing	1-4	
USC Irvin Department of Rare Books and Spec	Higher Education Institute	Educational Content and educational Programming collaboration	1-4	
Benedict College	Higher Education Institute	Educational Content and educational Programming collaboration	1-4	
USC Dept of Physics and Astronomy	Higher Education Institute	Educational Content and educational Programming collaboration	1-4	
Francis Marion University Dept of Physics	Higher Education Institute	Educational Content and educational Programming collaboration	1-4	
Museum of Early Southern Decorative Arts	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4	
Morris Center for Lowcountry Heritage	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4	
SC Humanities Council	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4	
Columbia Museums	Non-Governmental Organization	Joint Ticketing and Promotion	1-4	
Girl Scouts of SC: Mountains to the Midlands	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4	
South Carolina Boy Scouts	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4	

SC Autism Association	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Congaree National Park	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Midlands Association of Volunteer Administrators	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Urban League	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
USC English Programs for Internationals	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
President's Volunteer Service Award	Non-Governmental Organization	Volunteer Content and Appreciation Award	1-4
Riverbanks Zoo & Garden	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
indieGrits Labs/Nickolodean Theater	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Columbia Children's Theatre	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
USC Anne Frank Partnership	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
SC Wildlife Federation	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
PalmettoPride	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Lowcountry Stargazers	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Clemson Area Amateur Astronomers	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
Carolina Skygazers	Non-Governmental Organization	Educational Content and educational Programming collaboration	1-4
American Astronomical Society	Non-Governmental Organization	Conference Hosting	1-4
Congaree Vista Guild	Non-Governmental Organization	Marketing and Advertising Collaboration	1-4
Columbia Attractions	Non-Governmental Organization	Joint Ticketing and Promotion	1-4
SC Museum Foundation	Non-Governmental Organization	Private Fundraising for the museum	1-4
Central Carolina Community Foundation	Non-Governmental Organization	Fund source and program collaboration	1-4
Junior Leagues	Non-Governmental Organization	Generating Retail Sales off site	1
Sonoco Recycling	Private Business Organization	Educational Content and educational Programming collaboration	2-3
Media Providers	Private Business Organization	Media trade	1
SC Federation of Museums	Professional Association	Museum Support and Professional Development	1-4
SC Science Teachers Education Leadership Association	Professional Association	Educational Content and educational Programming collaboration	1-4
SC Science Council	Professional Association	Educational Content and educational Programming collaboration	1-4
STEM Centers SC	Professional Association	Educational Content and educational Programming collaboration	1-4
SC Council for the Social Studies	Professional Association	Educational Content and educational Programming collaboration	1-4
Harvard Smithsonian Center for Astrophysics	Professional Association	Educational Content and educational Programming collaboration	1-4
Smithsonian Affiliations Program	Professional Association	Educational Content and educational Programming collaboration	1-4
Midlands Astronomy Club	Professional Association	Educational Content and educational Programming collaboration	1-4
Astronomical Society of the Pacific	Professional Association	Educational Content and educational Programming collaboration	1-4
International Astronomical Union	Professional Association	Educational Content and educational Programming collaboration	1-4
SC Council on Competitiveness Aerospace Task Force	Professional Association	Educational Content and educational Programming collaboration	1-4
Carolina Area Planetarium Educators	Professional Association	Educational Content and educational Programming collaboration	1-4
Southeastern Planetarium Association	Professional Association	Educational Content and educational Programming collaboration	1-4
International Planetarium Society	Professional Association	Educational Content and educational Programming collaboration	1-4
Environmental Education Association of South Carolina	Professional Association	Educational Content and educational Programming collaboration	1-4
AMMC (American Museum Membership Conference)	Professional Association	Support services to membership program	1-4
PRSA (Public Relations Society of America)	Professional Association	Support services for Public Relations	1-4
South Carolina Motor coach Association	Professional Association	Access to database and joint marketing to pre-formed groups	1
North Carolina Motor coach	Professional Association	Access to database and joint marketing to pre-formed groups	1
Georgia Motor coach	Professional Association	Access to database and joint marketing to pre-formed groups	1
AAM (American Alliance of Museums)	Professional Association	Reaccreditation and support services	1-4
Carolina Bridal Association	Professional Association	Sourcing Bridal Clients for Facility Rentals	1
Museum Store Association	Professional Association	Resource and support network for museum store operators	1

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