

## 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 Successful Year Even Under Renovation and Construction

*Even in light of the museum's renovation and construction which closed our front entry, in 2012.13 the State Museum generated attendance of 143,199.*

*Blockbuster revenue from Titanic, MAYA, and King Tut was \$462,000 – second highest ever!*

*Admission revenue was also the second highest ever at \$400,000.*

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

*School Children from all SC counties visited the museum in 2012/13!*

*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 three Blockbuster exhibits which proved very popular:

Total Blockbuster Attendance for the year was 58,200; 41% of our visitors choose to go thru the blockbuster exhibits.

***Titanic: The Artifact Exposition*** opened at the end of the previous fiscal year on May 5<sup>th</sup> and closed in September 2012. The exhibit entertained 33,800 visitors and earned \$307,000 in just 11 weeks – July 1 – September 16. Premier Exhibitions which leased the museum the exhibit also operated the exit retail store as well as handling audio tour rentals. Royalties paid to the museum from the store were \$17,500. They also introduced a green screen photo product that proved very popular with our Guests.

***Secrets of the MAYA*** opened in October of 2012 and closed June 9<sup>th</sup>. In this fiscal year, the exhibit had 22,300 visitors and generated \$143,500 in supplemental revenues.

***King Tut*** opened June 22<sup>nd</sup> and in those 8 days, the exhibit generated 1,700 visits and over \$11,000 in revenue.

The staff was busy writing and producing the following 6 exhibits and displays which opened throughout the year in the museum's changing and permanent galleries.

- *Military Miniatures; The Life and Times of Congressman Robert Smalls; The Lives They Left Behind; Bull Street: Life Behind the Wall; For Us the Living: The Civil War Art of Mort Kunstler; Spring Made*
- Additionally researched, designed, produced and installed the **Civil War** exhibit on naval history.

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 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 2013. Close to 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 core market schools were substantially down to prior year as *BodyWorlds Vital* initiated a large number of high school visitation that did not repeat this current year. 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!

Thanks to the popularity of blockbuster exhibits like *Body Worlds Vital, Titanic: the Artifact Exhibition* and *Secrets of the Maya*, the State Museum’s social media reach has grown in leaps and bounds over the past year. Currently more than 16,000 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.

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 \$110,000 due to the decrease in overall visitors. Actual operating per capita for the store rose \$0.36 from \$3.86/visitor to \$4.22/visitor. Facility Rentals actually held its own even as we reduced due to construction the amount of meeting rooms and square footage available for rentals. Rentals only dropped by 6% but still generated \$139,000 which is only \$8,000 less than prior year. Royalties from all food caterers was proportionally reduced to \$18,000 which included the closing of the Café due to construction. Camp-ins generated sales of \$25,000 about the same as the previous year. The SC Museum Foundation also supported the museum operations with a grant of \$75,000 funded by their cash reserves as they struggled to raise supporting funds.

Our expense levels dropped by \$300,000 (not including rent) as we reduced the amount of dollars spent on the blockbuster exhibits. Due to a quirk in other funds approvals, our expenses also show almost \$500,000 in other expenses (rent to the B&CB) that was carried over from prior year along with the earned revenues to pay. Salaries and wages in 2013 were flat as we filled some open positions. We spent \$284,000 in part time operational labor almost exactly the same as prior year. Since the State Museum is not exempted from paying admission taxes like other museums in the state, we paid \$41,000 in admission tax. Our total cost per visitor rose slightly from \$24 to \$26.

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 \$2,765,518 from state appropriations in 2012.13. The museum, as instructed by Proviso, returned \$1,800,000 to the B&CB for building “rent” leaving just \$965,500 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 \$2.3 million or 70% less.

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. 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 summer 2014. The Planetarium expansion will require the longest period and is currently under construction. 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.
- **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. Unfortunately, the lead architect from CPL who had been on the project since inception, left the firm and took with him an enormous amount of institutional and detailed knowledge of the project and the design. 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. 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.

**Content:**

- Continued to engage museum staff, volunteers and stakeholders about *Windows* design, content partnership and schedules.
- Developed a partnership with State Parks and Recreation to occupy space in the first floor to market the State parks.
- The Columbia CVB has also agreed to occupy space to help direct tourists to midland area attractions, hotels, and restaurants.
- Worked with State Department of Education. IT-Ology, McNair Center at USC, and NASA 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*

<i>Core Market</i>	34%
<i>Rest of South Carolina</i>	53%
<i>Georgia/North Carolina</i>	6%
<i>All other States</i>	7%

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

*A sampling of the results:*

Attendance	143,199
Educational Visits	46,765
Admission Revenues	\$399,240
Blockbuster Revenues	\$461,377
Store Revenues	\$604,503
Rental Income	\$138,830
Program Revenues	\$ 90,292

## *A Sampling of Some of the Accomplishments in 2012-2013:*

### **EDUCATION:**

- StarLab students and adults combined attendance was 5624, bringing in \$17,569 in revenue.
- Education staff conducted 50 outreach functions this year, reaching over 5,000 South Carolinians. The work was statewide and included public talks, formal presentations and consultations.
- 25 Traveling Exhibits were rented, earning \$9620, reaching over 19,000 attendees in South Carolina and in other states.
- Outreach, Education, and Collections staff collaborated to record five ETV distance learning programming—based on museum exhibits and programs—focused on SC education standards and delivered statewide, directly to teachers' classrooms.
- Over 12,00 public, private and homeschool students received docent and staff-led programs in all four museum disciplines. This totaled nearly 300 programs.

### **COLLECTIONS:**

- Collections staff developed 12 new exhibits, including small additions (i.e., Townes Awards, Hunley interactive, and shark models), art exhibits, and loans/curatorial assistance to other agencies and regional museums.
- The Southeastern Museums Conference awarded *Abstract Art in South Carolina: 1949-2012*, the Certificate of Excellence Award in 2012.
- Registrar cleared the backlog of five large accessions including artifacts, that included over 200 objects and Natural History curator curated over 5,000 new and un-cataloged specimens and had two scientific papers published by accredited journals.
- Curators developed and appeared in five ETV distance learning programs that reached every school in the state.
- The collections staff organized sessions and presented at both the SC Federation of Museums and Southeastern Museums Conference annual meetings.

### **EXHIBITS:**

- Researched, designed, produced and installed the **Civil War** exhibit on naval history.
- Researched, negotiated artifacts and intellectual property rights; designed produced, installed, then later dismantled an in-house produced blockbuster exhibit: *Secrets of the Maya*.
- Designed and produced many graphic projects: exhibit panels, exhibit photographic enlargements, exhibit labels, staff name badges; mounted and installed program signage; installed exhibit directional signage.
- Refurbished the Congaree Room: Cement leveling and concrete floor painting; column base decorative ring additions and column painting; wood floor patching; perimeter painting; and carpeted entry.
- Produced, installed, or assisted in the installation of the following exhibits: *Military Miniatures*; *The Life and Times of Congressman Robert Smalls*; *The Lives They Left Behind*; *Bull Street: Life Behind the Wall*; *Secrets of the Maya*; *Haunted Museum*; *For Us the Living: The Civil War Art of Mort Kunstler*; *Spring Made*; *Tutankhamun: Return of the King*.

### **OPERATIONS:**

- Created two exit stores to accompany the *Secrets of the Maya* and *Tutankhamun: Return of the King* exhibits complete with blockbuster branded souvenir products and introduced green screen photography adjacent to our blockbuster exit store.
- Participated in three merchandise markets at off-site venues in Columbia and Spartanburg. Added a new off-site show, the SC Book Festival, which brought total revenue generated to \$ 20,197.
- Royalties rose from \$1,245 to \$18,261.

- Collaborated with SC Dept. of Archives and History to purchase de-accessioned Confederate money for sale in the store. Also worked with the PRT State House staff and the Charleston Historical Foundation to develop joint purchases of exclusive products.
- Processed new admission incentives such as the Cool Pass and Groupon bundle packages.

### **PROGRAMS:**

- Designed programming in support of two blockbuster exhibits: *Titanic: The Artifact Exhibition* and *Secrets of the Maya*.
- Partnered with 4 area young professional groups to present the End of the World Party which featured Mexican food, open bar, a DJ, Latin dancing exhibitions, and access to the exhibit.
- Hosted two sessions of the Museum Roadshow (July 2012 & January 2013) generating \$7,785 in ticket sales.
- Provided 2 weeks of science camps in June 2013 in collaboration with Engineering for Kids for children ages 5-12, setting the stage for other camps for the remainder of summer.
- The partnership with Engineering for Kids has continued to grow with homeschool clubs, afterschool clubs, winter and summer day camps.

### **GROUP VISITS:**

- Approximately 478 public programs and events were presented this year generating \$49,721 in revenue
- Six annual signature events were presented for guests including Fall Heritage Festival, Moonshine and Muscadines, Tricks & Treats (2), WinterFest (2 weeks), Museum Road Show (2), and Art Day.
- Partnered with S.C. State Library to present Story Fest
- Two blockbusters, *Titanic: The Artifact Exhibition* (Attendance: 2,106) and *Secrets of the Maya* (Attendance: 7,635) were visited by students, teachers, and chaperones.
- Partnerships with Diamond Tours motorcoach operators and Fort Jackson JROTC summer leadership academy resulted in visits by 2,090 senior adults and 1,478 cadets respectively.

### **FACILITY RENTALS:**

- Approximately 202 rental events generated \$137,487 in revenue this fiscal year. Catering revenues, including royalties, were \$16,750
- Served as site for 19 weddings. This is the highest number since FY 2007-2008.
- Continued partnerships with community organizations and state agencies to present large-scale (500+ attendee) rental events; Philharmonic Gala, SE Toy Soldier Show and Storyfest.
- Created new partnership with SC Department of Education to serve as host site for Principal Induction ceremony. Eight ceremonies were conducted this year.
- Served as Exhibitor during three bridal showcases. Nine brides selected our venue for their wedding and/or receptions as a result.

### **MARKETING:**

- Obtained photo of State Museum on the cover of the 2013 Local Edge phone book
- Voted Best Museum by the readers of The State and Voted Best Museum Runner Up by the readers of the Free Times
- Received Accommodations and Hospitality tax grants from Richland County in the amount of \$46,800
- Advertised in 56 state-wide daily and weekly newspapers throughout the South Carolina Newspaper Network
- Received press mentions or stories: (state-wide) totaling over 150 stories – TV, print, web

## **ADMINISTRATION:**

- Assisted in preparation, compilation and submission of the 2013-14 Governor's Budget and Revenue Estimates.
- Submitted museum program re-structure to the Governor's Office, Budget Office, House Ways and Means and Senate Finance.
- IT staff relocated admissions, membership and store registers, computers, and phones to their temporary location in the Education Hallway.
- Audit of employee benefits by the Public Employee Benefits Authority (PEBA) was conducted. No exceptions noted.
- Five Year Information Technology plan was prepared.

### **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: The department will maintain state-wide relevance with teachers, school systems, the State Department of Education, and local and state government.

- Continue to teach standards-based, existing on-floor docent-led lessons and classroom programs with trained staff and volunteers and offer outreach programs to schools, libraries and other institutions throughout the state.
- The Department will continue to work with state-wide education organizations (e.g., SC Science Council and the Science Education Leadership Association) when planning new programs and teacher workshops.



**PROGRAMS:**

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

- Expand multicultural programming with such elements as international food, customs, music and continue to develop programming for adult audiences with all-inclusive ticketing that includes food & beverage, as well as general and special exhibit admission
- Offer child friendly, family-oriented ticketed events to our largest member base; families and grandparents

**COLLECTIONS:**

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

- Research and write concepts and text; identify objects from museum's collection, and public and private loans, pilot new lesson concepts to determine effectiveness
- Curators will work with the volunteer manager and other educators to assess changes needed in docent-led and self-guided school programs

**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
- Return to the SC Book Festival in order to participate in a show with minimal expenses and giving us exposure during a different time of year simultaneously strengthening our relationship with USC Press

**MARKETING:**

Objective: Increase attendance at signature events and public programs over last year's attendance numbers and estimations

- 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
- Move away from mass-messaging tactics in advertising and identify key and target demographics to directly engage desired demographics and audiences

**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**

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
- 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

- **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 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.

- **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.

## **25 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 10 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 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, Rebranding
- **Exhibits** – Maximize King Tut exhibit, offset Two Closed Galleries
- **Earned Revenues** - Temp Store, Closed Vista Room, enhance Blockbuster Shop and Photos
- **Staff** - Limited, Stretched, Dual Focus, Guest Service Quality
- **Facility** - Disrepair of Permanent Exhibits, Building Issues, Artifact Security
- **The Collection** - No Acquisition Funding, Storage, Protection
- **Museum Foundation** – Lack of fundraising success for museum operations
- **Information Technology** – Outdated hardware and too many cumbersome, dated software applications

#### **EDUCATION:**

- Volunteer skills and training do not currently meet new program plans; volunteer corps too small to meet public and education program demands of expansion
- In-gallery education lessons are not scheduled to align with timed ticketed programming in the 4D theater, observatory, and planetarium
- Scheduling plan for free planetarium programs for students and museum guests has not been developed
- The education staff does not include an educator who is responsible for art and history programming

#### **PROGRAMS:**

- The transitional period leading to Windows to New Worlds presents some challenges, including potential decreases in revenue due to lower event attendance, temporary loss of presentation areas, etc.
- Maintain museum programs with least disruption to general public and daily museum operations
- Work with marketing team to ensure efforts are being made to reach and engage audiences in a timely manner

- Continue to balance fiscal and personnel resources for current operations with future expansion needs  
Continue to utilize volunteers whenever possible

### **COLLECTIONS:**

- Funding for artifact acquisition and conservation are lacking
- No plans exist for changes to third floor hands-on gallery, from which NASA and astronomy exhibits were removed
- Much of the natural history collection is not adequately cataloged and stored; overdue loan specimens still exist in storage
- Docent tours as currently designed and executed do not adequately address the schedule needs of new windows program areas

### **EXHIBITS:**

- Providing quality daily cleaning and Facility set-ups, and addressing the aging interior finishes and old worn exhibits
- Supporting the completion of the *Windows To New Worlds* project
- Securing, producing or installing FF & E items, including signage, millwork and some of the media hardware
- Designing and installing 1<sup>st</sup> floor East Gallery lobby displays, 1<sup>st</sup> floor Planetarium displays, 3<sup>rd</sup> floor gallery renovated gallery solutions, and the 4<sup>th</sup> floor telescope gallery exhibits

### **OPERATIONS:**

- Replacing store web site and re-entering over 250 items into a new system
- Response to increased demand for local items made in SC and USA
- Ongoing need to improve gross margin
- Development of new pricing structure for new museum features (planetarium, 4D theater, etc.) and planning new Windows ticketing with all additional ticket offerings

### **MARKETING:**

- Funding – More marketing dollars are needed for paid media – especially to launch the Windows to New Worlds project state-wide and beyond
- Consistency – The SCSM needs to focus on consistency in message, look and feel so we do not appear scattered and disconnected
- Focus – Marketing department needs to remain focused on the department's goals and plans and not spend time on projects that are not considered priorities
- Connecting – marketing needs to collaborate with more outside organizations to increase awareness and non-traditional marketing opportunities

### **ADMINISTRATION:**

- Increase in accounting responsibilities and tasks due to Windows To New Worlds Project
- Cash Control procedure change updates necessitated by anticipated increase in revenue generated by Windows to New Worlds
- Building Services - Ensure daily maintenance and custodial responsibilities are met, adequately staffed , and ensure Facility Rental Support needs are achieved.
- Continue 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, State Parks and Rec
- 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 06/30/13         | 23.5 |
| • Positions Vacant as of 06/30/13         | 11   |
| • # of Part-time positions as of 06/30/13 | 37   |
| • Grant Funded                            | 4.5  |

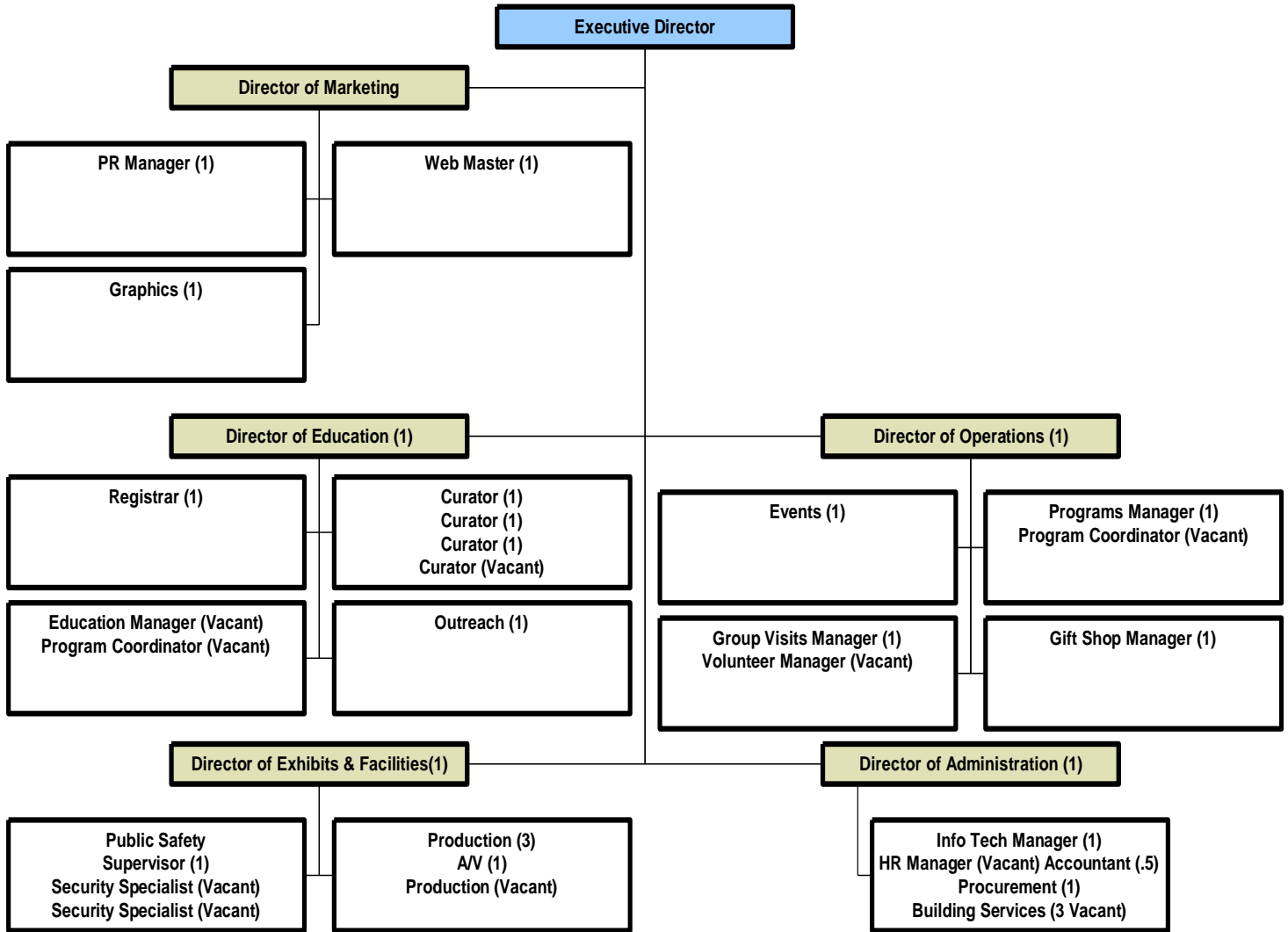
### 7. Regulatory Environment

**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 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,339,355	\$ 901,549	\$ 1,398,245	\$ 929,174	\$ 1,643,237	\$ 1,038,023
Other Operating	\$ 2,713,186	\$ 1,500,716	\$ 3,276,604	\$ 1,513,132	\$ 3,316,125	\$ 1,533,831
Special Items	\$0	\$0	\$0	\$0	0	0
Permanent Improvements	\$ 326,508	0	\$ 1,206,975	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	\$	\$	\$	\$	0	0
Fringe Benefits	\$ 406,808	\$ 307,794	\$ 431,446	\$ 323,211	\$ 530,139	\$ 357,147
Non-recurring	\$7,440	\$	\$	\$	0	0
<b>Total</b>	<b>\$ 4,793,298</b>	<b>\$ 2,710,059</b>	<b>\$ 6,313,270</b>	<b>\$ 2,765,517</b>	<b>\$ 5,489,501</b>	<b>\$ 2,929,001</b>

**Other Expenditures**

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills	\$	0
Capital Reserve Funds		0
Bonds		

**Major Programs**

<b>Program Number and Title</b>	<b>Major Program Area Purpose (Brief)</b>	<b>FY 11 -12 Actual Expenditures</b>		<b>FY 12 - 13 Actual Expenditures</b>		<b>Key Cross References for Financial Results*</b>
IB - Guest Services, IIC - Benefits	Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities including the facility rental program	<b>State:</b> 48,210 <b>Federal:</b> <b>Other:</b> 1,229,729 <b>Total:</b> 1,277,939 <b>% of Total Budget:</b> 29%		<b>State:</b> 0 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 895,272 <b>% of Total Budget:</b> 17%		7.20 - 7.29, 7.50 - 7.51, 7.3 - 7.31  7.80 - 7.83, 7.50 - 7.51
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	<b>State:</b> 153,120 <b>Federal:</b> <b>Other:</b> 6,297 <b>Total:</b> 159,417 <b>% of Total Budget:</b> 4%		<b>State:</b> 212,664 <b>Federal:</b> <b>Other:</b> 6,497 <b>Total:</b> 219,161 <b>% of Total Budget:</b> 4%		7.40 - 7.44, 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.	<b>State:</b> 328,918 <b>Federal:</b> <b>Other:</b> 158,247 <b>Total:</b> 487,165 <b>% of Total Budget:</b> 11%		<b>State:</b> 346,200 <b>Federal:</b> <b>Other:</b> 143,199 <b>Total:</b> 489,399 <b>% of Total Budget:</b> 10%		7.70 - 7.74, 7.50 - 7.56, 7.61
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.	<b>State:</b> 114,696 <b>Federal:</b> <b>Other:</b> 17,782 <b>Total:</b> 132,478 <b>% of Total Budget:</b> 3%		<b>State:</b> 127,563 <b>Federal:</b> <b>Other:</b> 19,952 <b>Total:</b> 147,515 <b>% of Total Budget:</b> 3%		7.30, 7.32-7.33, 7.50 - 7.51
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.	<b>State:</b> 144,726 <b>Federal:</b> <b>Other:</b> 92,743 <b>Total:</b> 237,469 <b>% of Total Budget:</b> 5%		<b>State:</b> 149,979 <b>Federal:</b> <b>Other:</b> 77,580 <b>Total:</b> 227,559 <b>% of Total Budget:</b> 4%		7.10 - 7.14, 7.60 - 7.61, 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.	<b>State:</b> 109,044 <b>Federal:</b> <b>Other:</b> 211,137 <b>Total:</b> 320,181 <b>% of Total Budget:</b> 7%		<b>State:</b> 67,774 <b>Federal:</b> <b>Other:</b> 319,895 <b>Total:</b> 387,669 <b>% of Total Budget:</b> 8%		
<b>Remainder of Expenditures:</b>		<b>State:</b> 449,684		<b>State:</b> 492,605		

IA - Administration, IIC - Benefits  
 Finance, IT, Executive Director, and  
 Human Resources as well as agency  
 wide overhead such as paper,  
 copiers, etc.

**Sub-Total Operating w/o Bond and  
 Rent**

**Rent and Bond Payments**

**Total Budget**

**Federal:**  
**Other:** 67,317  
**Total:** 517,001

**% of Total Budget:** 12%

**3,081,650** 70%

**State:** 1,327,698

**Federal:**

**Other:**

**Total:** 1,327,698

**% of Total Budget:** 30%

**4,409,348**

**Federal:**  
**Other:** 48,722  
**Total:** 541,327

**% of Total Budget:** 11%

**2,907,902** 57%

**State:** 1,368,733

**Federal:**

**Other:** 829,660

**Total:** 2,198,394

**% of Total Budget:** 43%

**5,106,296**

## 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 ten citizens appointed by the Governor 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 Administration Director 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 Administration Director and fiscal analyst 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:

- General and school visitation
- Well attended public programs
- 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 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	<u>Related FY 12-13 and beyond</u> 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 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



<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b><u>Related FY 12-13 and beyond</u> Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)</b>	<b>Key Cross References for Performance Measures*</b>
IIF - Marketing, IIIC - 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 compile important visitor data. Our 'GATEWAY' ticketing system collects Guest admission data while our '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 Administration Director 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 fiscal analyst 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 Administration Director 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

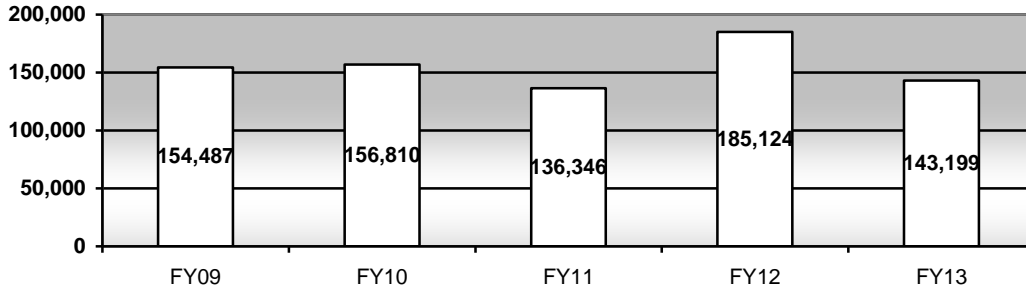
#### 6.2 Changes –

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

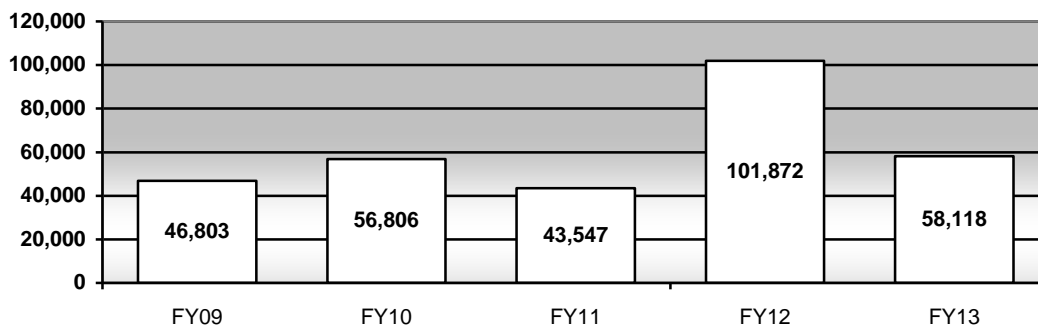
#### 7.10 Annual Attendance



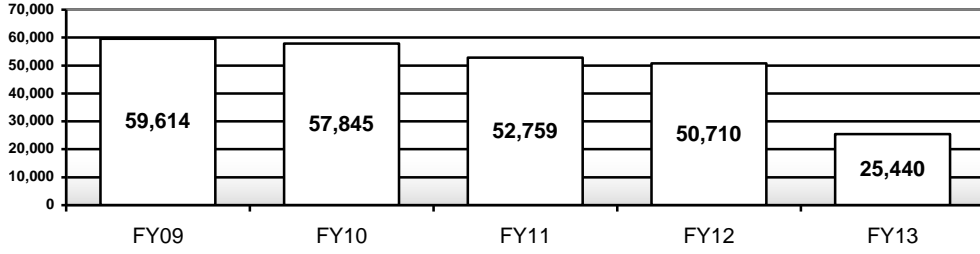
#### 7.11 Guest Services by Pricing Category

	FY09	FY10	FY11	FY12	FY13
General Admissions	56,654	59,665	44,333	74,387	54,259
\$1 Sunday	7,977	8,776	9,238	11,645	11,194
Education	69,459	65,183	59,811	68,569	46,765
Friends	13,810	15,203	15,962	15,943	16,830
Corporate Friends			557	1,295	1,687
Groups	558	714	760	4,826	6,029
Passes	5,826	6,938	5,685	8,459	6,435
<b>Total Attendance</b>	<b>154,287</b>	<b>156,479</b>	<b>136,346</b>	<b>185,124</b>	<b>143,199</b>

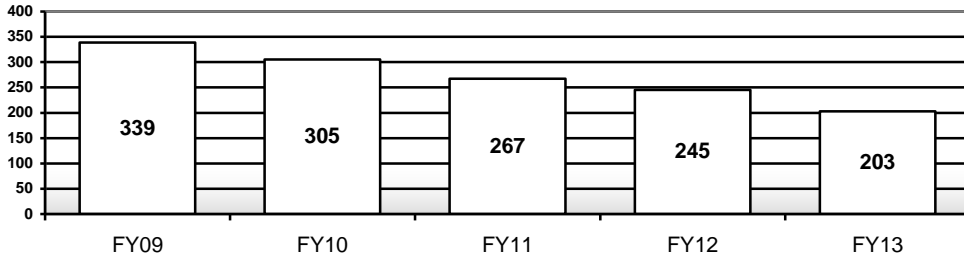
#### 7.12 Attendance for Special Attractions



### 7.13 Total Attendance at Facility Rental Events

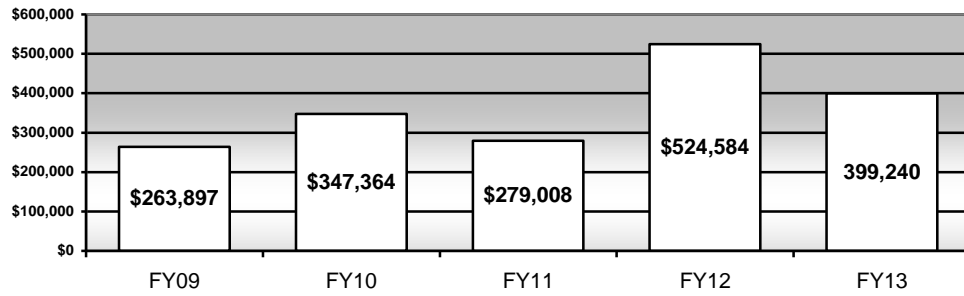


### 7.14 Number of Facility Events Scheduled by Clients

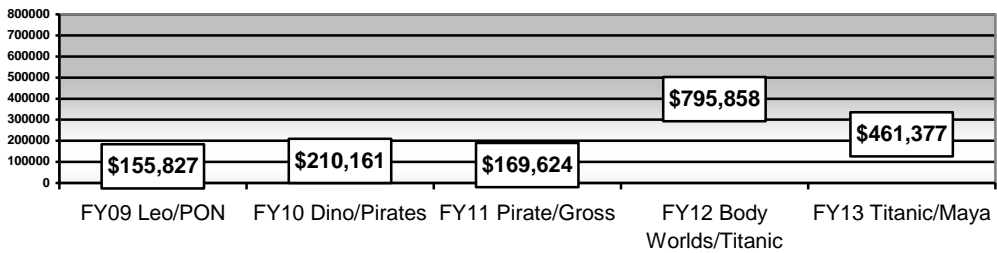


## 7.2 Revenue Measures

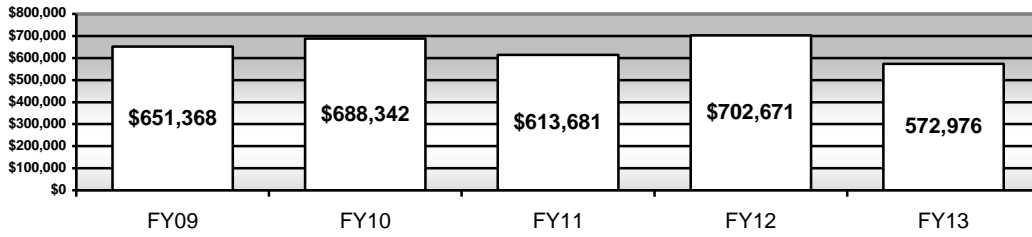
### 7.20 Admission Fees Collected



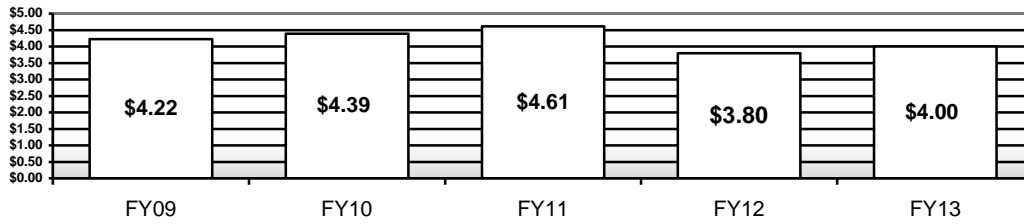
### 7.21 Gross Revenue-Special Attractions



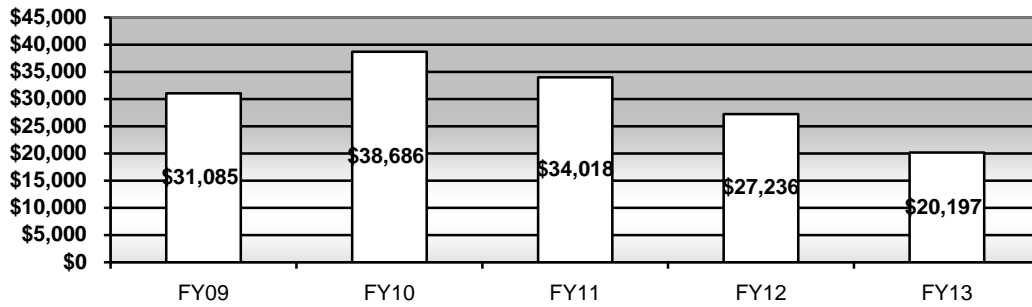
### 7.22 Gross Sales - Museum Store



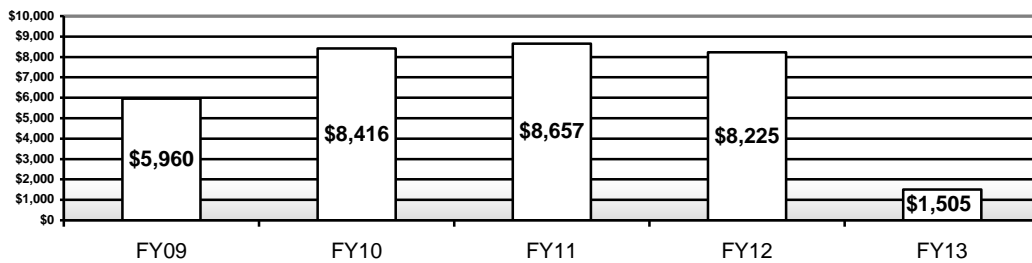
### 7.23 Sales Per Visitor - Museum Store



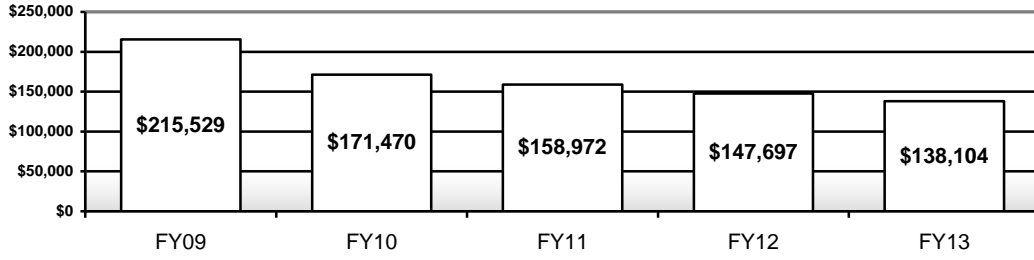
### 7.24 Museum Store Off-Site Sales



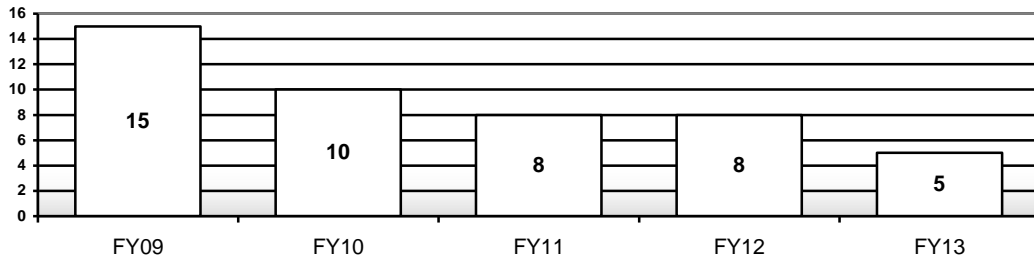
### 7.25 Museum Store Internet Sales



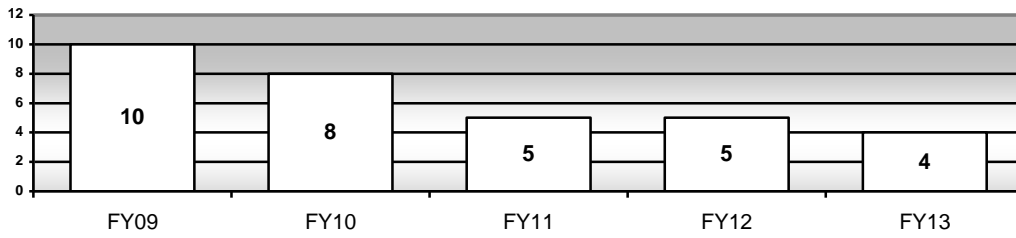
### 7.26 Gross Revenues from Facility Rental Program



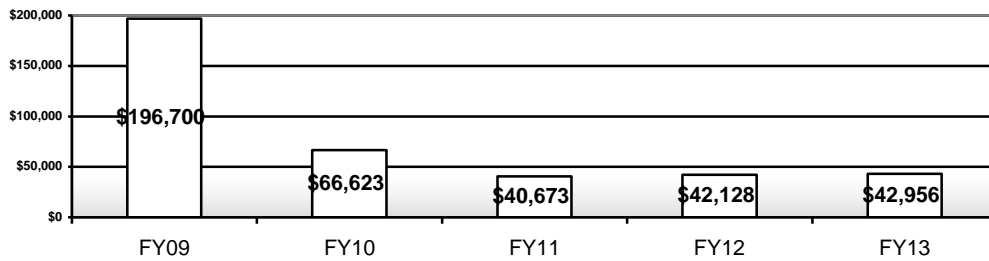
### 7.27 Number of Grant Proposals Submitted



### 7.28 Number of Grants Awarded

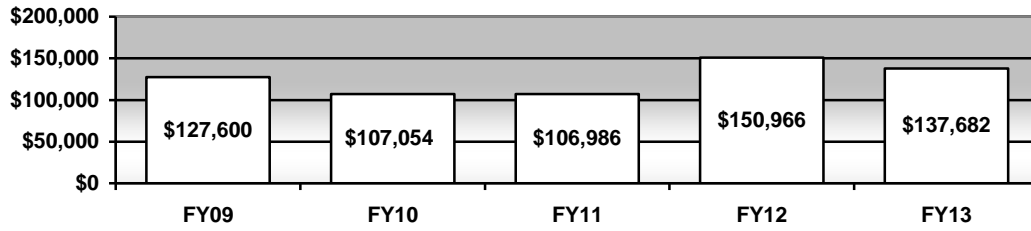


### 7.29 Total Grant Funds Awarded

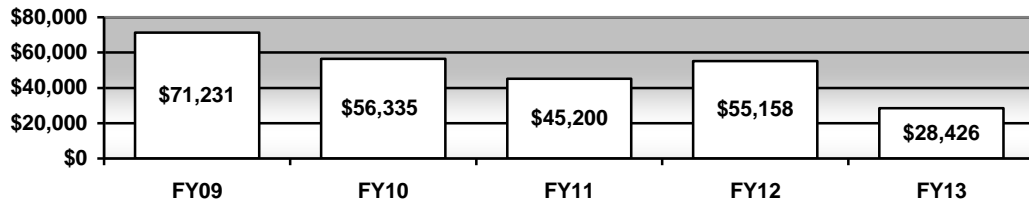




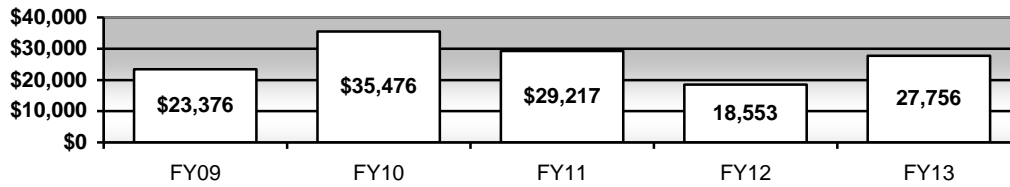
### 7.30 Food Service Revenue



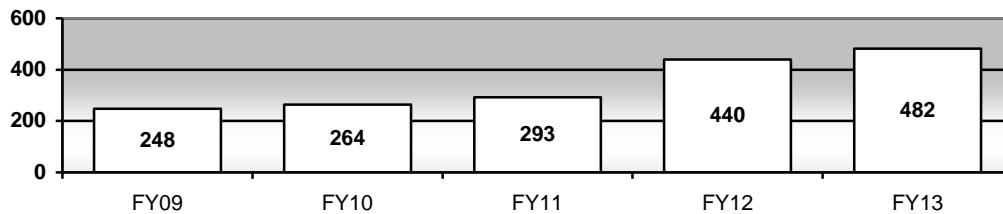
### 7.31 Café Revenue



### 7.32 Program Revenue



### 7.33 Number of Public Programs Presented

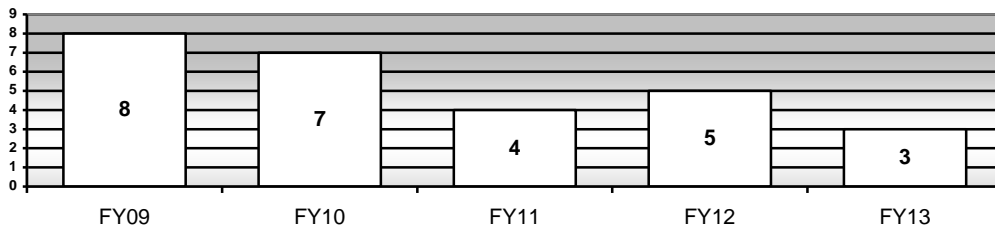


7.4 Exhibit Measures

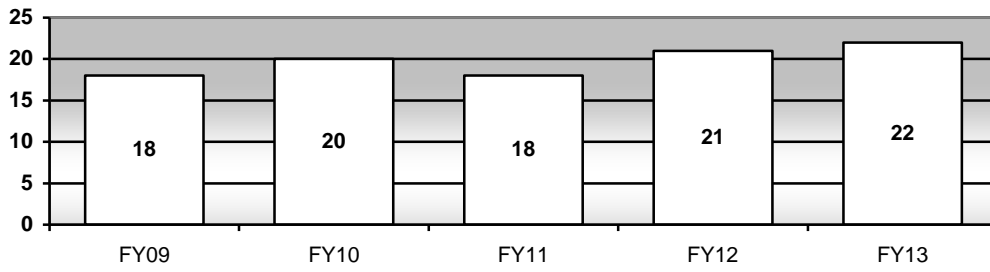
7.40 Number of Changing Exhibits Completed



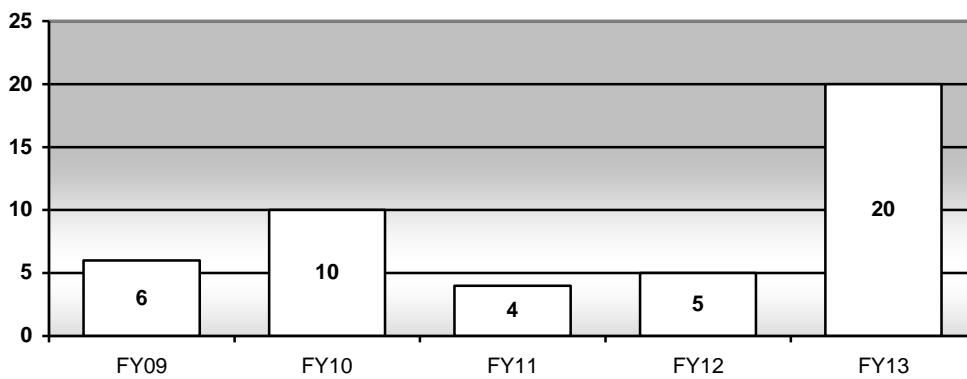
7.41 Traveling Exhibits Completed



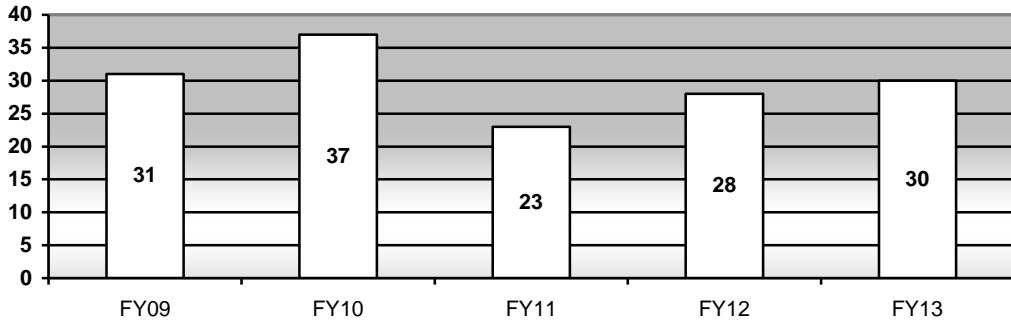
7.42 Number of Traveling Exhibits Available



7.43 Number of Consultancies Conducted by Museum Services

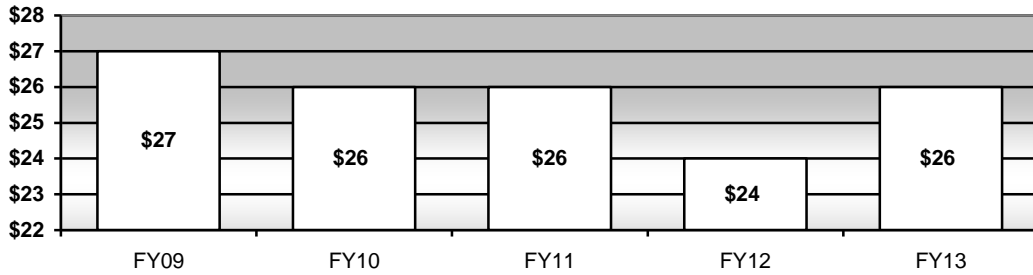


**7.44 Number of Traveling Exhibits Bookings**

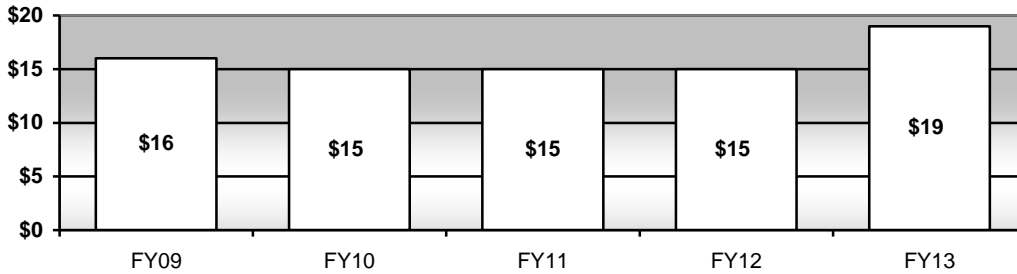


**7.5 Expense Measures**

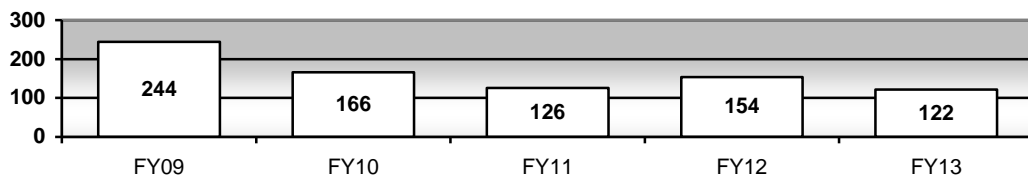
**7.50 Productivity - Operating Costs per Visitor  
Includes \$1 million in Rent Expense**



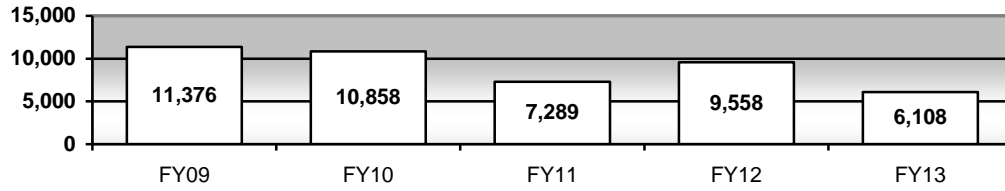
**7.51 Productivity - State Funds Per Visitor  
Includes \$1 million in Rent Expense**



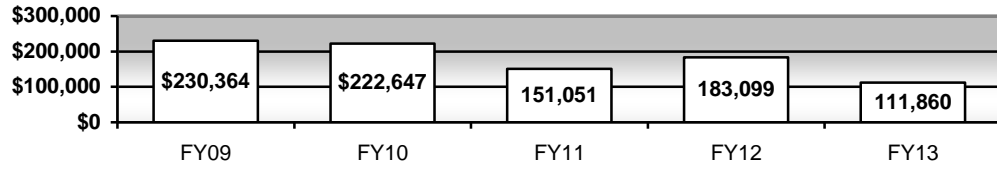
**7.52 Number of Active Volunteers During the Year**



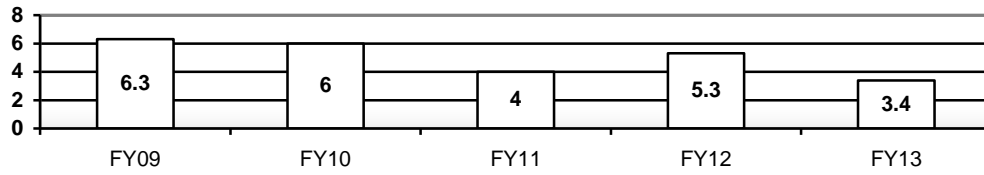
**7.53 Number of Volunteer Hours Contributed**



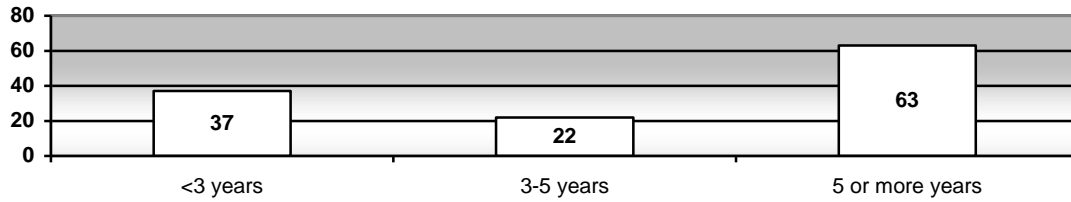
**7.54 Value of Volunteer Hours**



**7.55 FTE Equivalency of Volunteer Hours**

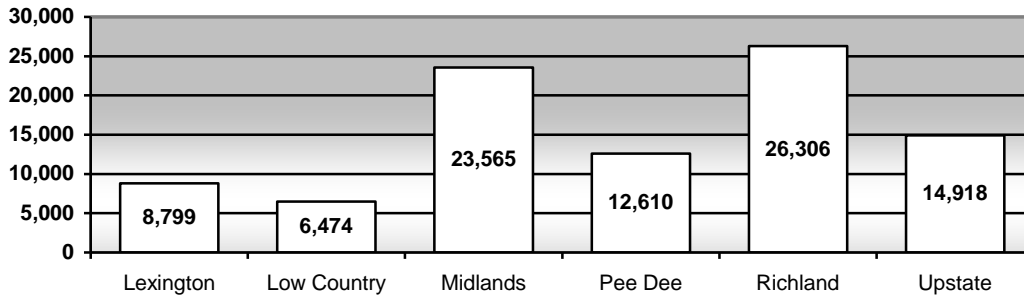


**7.56 FY13 Number of Volunteers Serving**

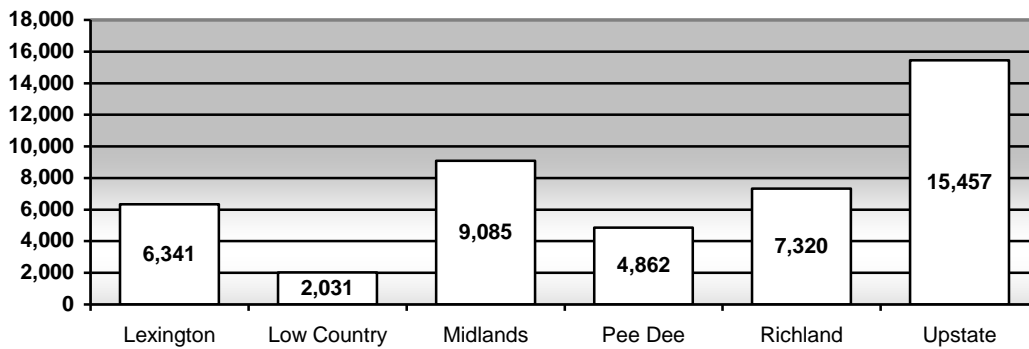


## 7.6 Statewide Visitation

### 7.60 FY13 SC Non-School Geographics by Region

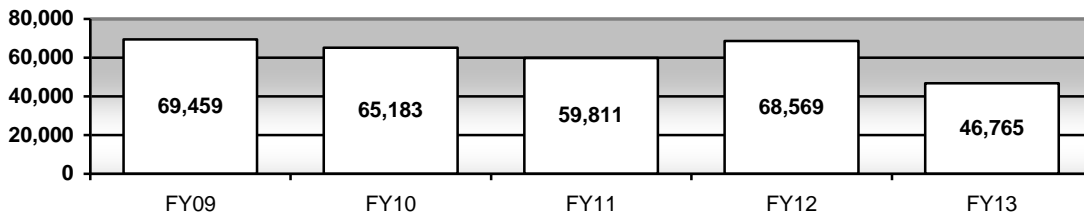


### 7.61 FY13 SC School Geographics by Region

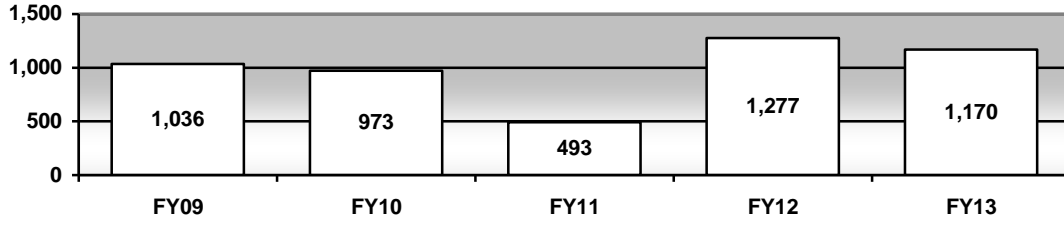


## 7.7 School Visitation Measures

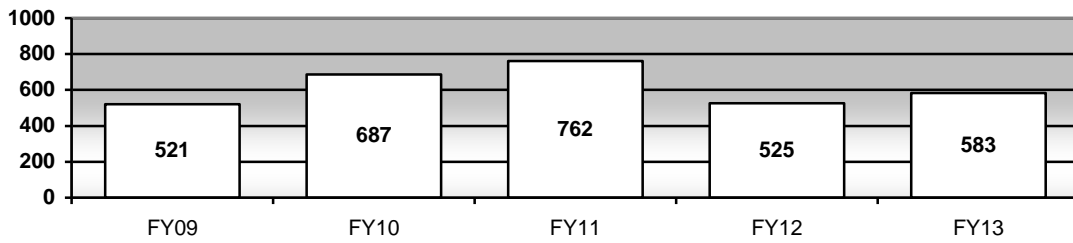
### 7.70 Number of Students, Teachers and Chaperons Participating Museum Programs



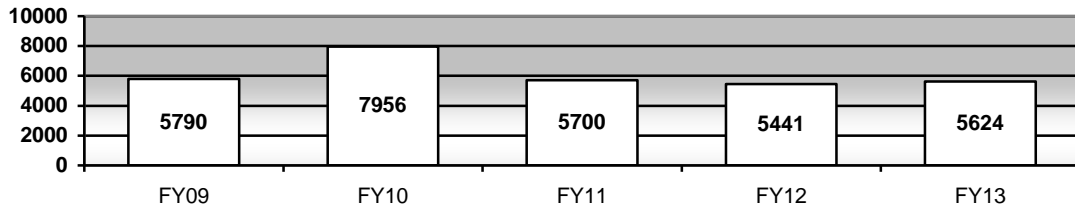
### 7.71 Number of Camp-In Participants



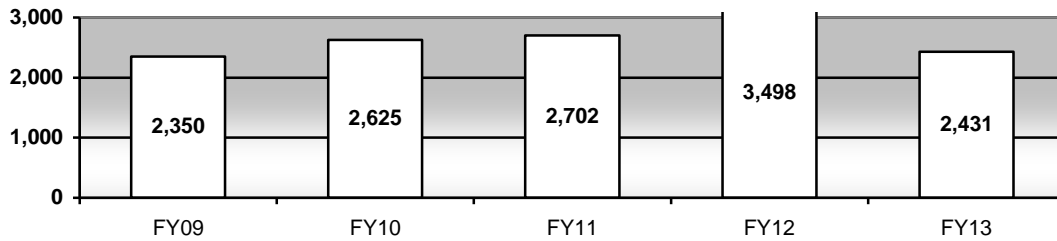
### 7.72 Number of Birthday Parties Participants



### 7.73 Number of Starlab Programs Participants

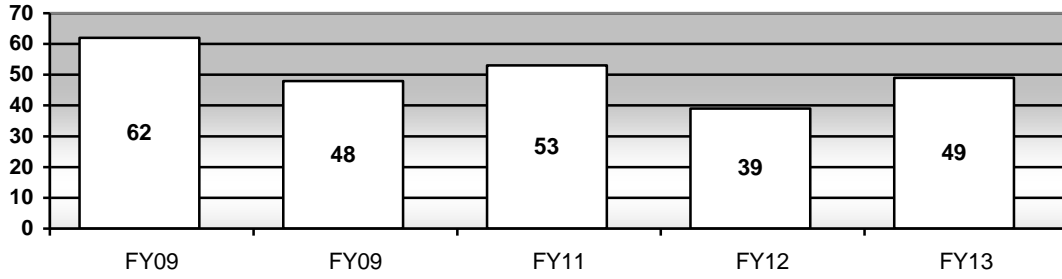


### 7.74 Number of School Reservations

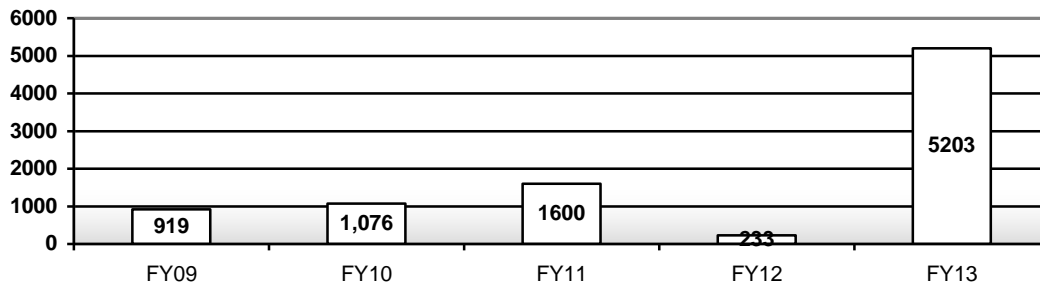


7.8 Collection Measures

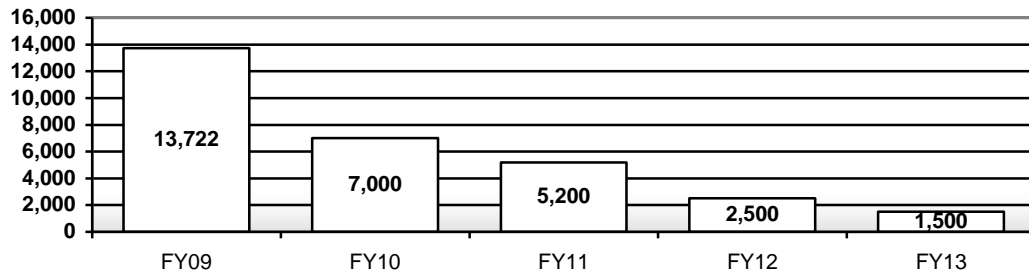
7.80 Number of Accessions Recorded



7.81 Number of Individual Objects added to Collections



7.82 Number of Public and Institutional Inquiries Answered by Curatorial Staff



7.83 Number of Publications Submitted and Accepted

