

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: -

Even in light of the country's depressing economic climate, the State Museum generated attendance of \$136,000 and Earned revenues of \$1,366,500!

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

School Children from all SC counties visited the museum in 2010/11!

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

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

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

Pirates, Privateers, and Buccaneers was our in house developed exhibit on pirates focusing on the activity in South Carolina. In conjunction with the North Carolina History Museum and Barbados our exhibit director developed the entire exhibit. The exhibit open in March of 2010 and closed January of 2011. The exhibit generated \$173,000 over the 10 month period. \$105,000 of those revenues occurred in the 2010.11 fiscal year and over 25,000 guests toured the exhibit.

Animal Grossology opened in February of 2011 and by the end of the fiscal year had 17,000 visitors and generated \$65,000 in supplemental revenues.

The staff was busy writing and producing the following 9 exhibits and displays which opened throughout the year in the museum's changing and permanent galleries.

- ***Palmetto Hands*** exhibit; ***Quantz Pecan cracker machines*** (long term) exhibit; ***Civil War beginnings*** (long term) exhibit; ***Uncommon Folk*** exhibit; ***Nikki Haley campaign photographs*** exhibit; ***Lipscomb art exhibit*** and sale; ***Bin Laden display***; ***3- D Civil War display***; ***USC baseball display***.

The museum put on 9 signature events which included numerous fall events as well as our annual "Museum Road Show". Additionally we partnered to present three other events:

Southeastern Toy Soldier Show (19th year, attendance: 1000+ guests); Palmetto Holiday Showcase (2nd year, 2 day attendance: 972 guests); City Year Martin Luther King Day Observance (4th year).

Educationally the museum continued with a strong performance in 2011. Close to 60,000 school children visited the museum representing EVERY county in the state. Lexington and Richland counties combined to provide just over 21,000 school visits. The upstate region provided the second most school children – over 17,000. 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 number of volunteers reduced by 40 as many of our older volunteers stepped away from service. We still had 126 active volunteers contributed over 7,200 hours to the museum – a value well in excess of \$150,000!

The museum’s attendance performed well even in light of the distressing economic climate both nationally and locally. We spent less in paid media but did a good job in acquiring an enormous amount of free press throughout the year based on press releases and productive media partner relationships. We enhanced our efforts in social media marketing by maintaining and utilizing “You Tube”, “Facebook” and “Twitter” accounts and content. Much remains to be done to maximize this new communication vehicle.

Due to the decrease in attendance, earned revenue was down 13% or \$200,000. Ticket revenue, blockbuster revenue and retail revenue was 85% of that shortfall. Facility Rentals bore the brunt of the economic downfall reflecting the negative trend in space rentals seen throughout the area. Rentals dropped by 7% but still were in excess of \$158,000. The loss of a number of state agency functions due to the statewide budget cuts led to the decline. Royalties from all food caterers was up by \$2,000 to \$24,500. Camp-ins also continues its three year downward slide and only generated sales of \$11,000 down substantially from the \$20,000 from the previous year.

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 continued the partnership with “Mad Science” with whom we outsourced our summer camp programming.

Budget Reductions

The State Museum received \$2,795,363 from state appropriations in 2010/11. The museum, as instructed by Proviso, returned \$1,800,000 to the B&CB for building “rent” leaving just \$995,000 in funds to apply to museum operations. Additionally the museum generated earned revenues of \$1,366,500, received marketing grants totaling \$53,000, and received exhibit and program support from the SC State Museum Foundation of \$126,900.

The State Museum has lost 54% in discretionary funding from state funds in the past two years; from a budget in 2009 of \$2,170,000 down to \$995,000 actual in 2011 or a \$1,175,000 decrease. The \$410,000 additional decrease incurred in 2011 was funded in the following manner:

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. Reduction in purchase of paid advertising
7. Program Reductions Costs
8. Reduction in Exhibit Repair and Maintenance

The impacts on the staff and operation of the museum were significant as we managed through these reductions. Of great concern to the museum is the possible impact these reductions will have not only on visitor experiences and hence visitor attendance and revenues but the possible negative impact these reductions will have on our AAM Accreditation.

Windows to New Worlds

After 14 years, the State Museum received final approvals from JBRC and the B&CB to proceed with the \$23.5 million renovation project, "Windows to New Worlds". The South Carolina State Museum Foundation was successful in raising significant local government, corporate, foundation, and private support to close the funding gap of the project. The financing was accomplished with a JEDA Bond collateralized against the campaign pledges. The Bond closed in August 2010. 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. 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.

General :

- The construction manager at risk selection plan was approved by the state engineer (OSE).
- The RFQ/RFP documents were submitted to the state engineer for his approval prior to posting for solicitation.
- Once the Construction Manager is on board he will have to review the detail design documents and develop a construction schedule prior to those design documents being submitted to OSE.
- OSE will need to approve those documents prior to us beginning construction documents from which will then be put out to bid to begin construction.
- While we plan on doing a groundbreaking ceremony in the fall, we probably will not begin construction until March 2012. Opening still planned for June 1, 2013.
- Will need to negotiate with the new tenants (LLR?) that will be occupying DOR space to insure no change in the entrance concept as presently designed.
- OSE has approved the acceptance of donated materials to the project but NOT donations of installation or services.
- Have signed agreement from Robert Ariail that the telescope and instrument collection belongs to the museum: continuing transfer and documentation of objects
- Researched Boeing's involvement with the Lunar Rover Vehicle, the Apollo Moon missions, and the Hubble telescope, and communicated with Boeing to seek their exhibit prop help, since they were involved in all those endeavors. Our exhibit needs have been forwarded higher up into the company for consideration.
- Investigated and secured quotes on a Lunar Rover Vehicle a Hubble telescope ½ scale model to have as a backup plan (for sponsorship).

Content :

- Continued to engage museum staff, volunteers and stakeholders about *Windows* design, content partnership and schedules.
- Worked with State Department of Education and school district curriculum specialists to develop *Windows*-related technology and education initiatives for schools.
- Make use of outside agency expertise to meet program objectives.
- Continue to work with the Museum Foundation to assist in fundraising for remaining financial commitments.
- 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>	<i>51%</i>
<i>Rest of South Carolina</i>	<i>41.5%</i>
<i>Georgia/North Carolina</i>	<i>2.5%</i>
<i>All other States</i>	<i>5.0%</i>

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

A sampling of the results:

Attendance	156,800
Educational Visits	65,200
Admission Revenues	\$557,500
Store Revenues	\$699,300
Rental Income	\$171,500
Program Revenues	\$ 84,200

A Sampling of Some of the Accomplishments in 2010-2011:

EDUCATION:

The Education Department achieved several noteworthy accomplishments in 2010-2011 including:

- StarLab reached 5700 students and adults, earning \$15,566 showing a drop of \$3,827 in revenue and serving 2800 fewer students. This figure includes the revenue from 30 StarLab birthday parties.
- Museum staff performed 79 outreach functions this year, reaching over 43,697 South Carolinians. The work was statewide and included public talks, formal presentations, consulting, and festivals. Beyond state boundaries, the museum reached 113 people when staff participated in out of state workshops.
- Twenty-three Traveling Exhibits were rented, reaching 42,384 people in South Carolina and other states and earning \$10,475 (\$6,725 museum-owned exhibits, plus \$3,750 from Robert Smalls's rentals). TEP reached more than twice as many people as last year with showings in large venues such as Spartanburg, Boston and Albuquerque. Four new traveling exhibits were developed, making the total of 18 available for rent. The museum directly markets TEPs to 628 venues, primarily in SC, GA and NC.
- Outreach, Education, and Collections staff collaborated to record seven ETV distance learning programming—based on museum exhibits and programs—focused on SC education standards and delivered statewide, directly to teachers' classrooms.
- The department also expanded museum offerings by adding new school programs for exhibits, as well as designing programs specific for the annual Girls in Science Day and Spartanburg 7 School District's middle school summer camp.
- The department delivered 431 school programs that include over 281 docent-led and 144 Science Theater, NatureSpace and history classes.

COLLECTIONS:

- The collections department recorded 53, totaling over 1600 objects this year.
- Robert Ariail committed his telescope collection in writing; transfer of physical property is on-going.
- The department developed content, identified objects and resources and helped with design and installment of 3 full, in-house exhibits (Uncommon Folk, South Carolina Silver: Varieties in Society and the second Civil War installment. Smaller, short-run exhibits also were developed, including Governor Haley campaign photography, Civil War in 3D and Military Miniatures. Research and planning on three other exhibits FY 2011-2012 was started, as well as loan planning for exhibits into 2014 were begun.
- Paul Matheny and Michelle Baker installed art in four government buildings (Governor's and Lt. Governor's office, Court of Appeals and State Treasurer's office). Paul Matheny also developed an exhibit of selected Courtright pieces that was shown in Myrtle Beach at the Burroughs and Chapin Museum.
- Paul Matheny aided in the production of ETV's documentary, Uncommon Folk, which premiered at the museum and was shown at two other venues in the state. Paul presented at all three video showings.
- Michelle Baker & Paul Matheny created the sales catalog for the Lipscomb art sale works, as well as setting up for multiple sales of the works, including a gallery in Greenville.
- Museum curators arranged guests and created content for 7 ETV Distance Learning programs.
- Michelle Baker, with curator help, cataloged and stored 100s of artifacts this year. Large collections include the Ariail astronomy objects, South Carolina Tricentennial 1670 – 1970 collection and the Lipscomb art and sketch notebooks. New storage solutions were developed for the Lipscomb and Ariail collections.
- Dave Cicimurri was hired to be the new Natural History Curator; he starts on September 19.

SCIENCE AND OUTREACH:

- StarLab reached 8000 students and adults, earning \$19,393, exceeding revenue projections.
- Museum staff performed 55 outreach functions this year, reaching over 29,000 South Carolinians. The work was statewide and beyond state boundaries and included public talks, formal presentations, consulting, and festivals.
- Thirty-seven Traveling Exhibits were rented, reaching 23,018 people in South Carolina and other states and earning \$15,200, a 127% increase over last year. Seven new traveling exhibits were developed and 16 new venues booked exhibits for the next two years. The museum directly markets TEPs to 628 venues, primarily in SC, GA and NC.
- The Department organized five Promethean ActivBoard training sessions for staff and produced three new interactive activities both for in-house and outreach programs.
- Outreach, Education, and Collections staff collaborated to record seven ETV distance learning programming focused on SC education standards and delivered directly to teachers' classrooms.
- The Department Director added 23 telescopes to the collection and is preparing the next group of instruments for accession.

EXHIBITS:

During FY 10-11, the Exhibits, Building Services and Public Safety Department provided dismantling assistance, then repaired/repainted, designed, maintained and/or installed, then provided security for 2 new large changing exhibits, 2 new long term exhibit areas, and 7 smaller display exhibits. Continued with the set-up and cleaning responsibility of the school kids eating area in the Congaree room, and custodial service for the Crescent Café.

- Assisted the Secret Service in planning meetings and site for securing the building for Vice President Joe Biden's recent visit to the Museum on July 23rd.
- Negotiated a *Pirate* exhibit extension. Began and completed Animal Grossology and Body Worlds exhibit negotiations, and later negotiated the Animal Grossology extension.
- Completed the renovation of the old Orientation room.
- Completed a project with USC: a Hydrogen Fuel Cell interpretive display (revenue project), which was installed at the new baseball stadium.
- Designed and produced many graphic projects: exhibit panels, exhibit photographic enlargements, and exhibit labels, staff name badges, graphic buttons, forms, name cards and photographs.
- Kept our guests' "entry image experience" fresh with holiday, exhibit, and programmatic enhancements, including Fall Heritage Festival, Halloween seasonal props in the galleries, Winterfest seasonal enhancements, and Fourth of July decorations.
- Assisted in the set-up, then dismantled off-site revenue booths: at Holiday Market and temporary off-site store sites. Assisted with selecting and pricing objects for the successful Museum Garage Sale of museum props and old graphics that netted over \$14,000 in sales.
- Generated over \$6,800 in exhibit and design projects for other outside groups.

OPERATIONS:

Approximately 56,568 students, teachers, and chaperones from throughout the state participated in on-site educational experiences this year. Blockbuster exhibits; *Pirates, Privateers & Buccaneers* and *Animal Grossology* enhanced the guest experience. Changing exhibits focused on portraits (*Palmetto Portraits*), folk art (*Uncommon Folk*), pottery (*Tangible History*), and silver (*South Carolina Silver*).

The Group Visits Department achieved several noteworthy accomplishments including:

- Placement of 21 new volunteers as docents, retail associates, and programs assistants.

- Received 7,289 hours of service valuing from \$151,051 from 126 volunteers.
- Partnered with Experience Works adult job training program to place 5 volunteers.
- Generated \$6,472 in ticket sales from seniors participating in motorcoach tours.
- Scheduled over 5,000 students and teachers for visits to Animal Grossology exhibit.
- Redesigned evaluation forms for docent led tours.
- Collaborated with Colleton Museum on educational lessons supporting their new quilting exhibition.
- Created "Whose Poop is it Anyway" scat identification activity in support of Animal Grossology Camp-Ins for scouts.
- Provided First Aid and CPR training to all managers and supervisors.
- Served as Presenter during South Carolina Alliance of Black School Educators annual conference on January 14 -16, 2011. Presentations focused on arts integration and multicultural programs.
- Served as Exhibitor during SC Home Educators Association annual conference attended by 400 participants.

PROGRAMS:

Approximately 292 public programs and events were presented this year generating \$29,217 in revenue. Five annual signature events were presented for guests including Fall Heritage Festival, Tricks & Treats (2 weekends), WinterFest (2 weeks), Museum Roadshow (2 weekends), and Congaree Arts Festival.

- Provided 9 weeks of science summer camps for students age 5-12. Camps included an exclusive themed week focused on the *Animal Grossology blockbuster* which nearly \$10,000 in program fees collected from Mad Science of Columbia.
- The Museum Roadshow, the only ticketed signature event, offered in July 2010 & January 2011 generated \$8,737 in ticket sales.
- Partnered with The Charleston Silver Lady (Dawn Corley) to provide a series of silver workshops and programs in conjunction with the *South Carolina Silver* exhibit. A new outreach program, "Small Town Silver", was developed allowing the program to be conducted in communities across the state (Walterboro, Little Mountain, and Lexington). Off-site events were hosted at 2 antique stores and a historic home.
- Presented Pirate Night in support of *Pirates, Privateers and Buccaneers* exhibit. Event components included live fencing demonstrations, full length movie screening of *The Princess Bride*, after-hours access to permanent and blockbuster galleries and costumed re-enactors. Attendance was 224 guests and resulting revenue was \$2,690.
- Received \$2,000 grant to present Girls in Science Day. This is the 2nd year that we received National Science Foundation funding to present an "Out of This World" science program.
- Hosted two programs focused on the Civil War:
 - Partnered with Sandlapper Singers to present "Music and Conversation of the Civil War" on March 23. The event featured musical selections by the Sandlapper Singers and Benedict College Choir. Historians from the University of South Carolina provided commentary about the music of the time and the people. Funding was provided by the SC Humanities Council.
 - Partnered with SC Silver Society to present "SC Silver Symposium". Lecturers discussed silver that was stolen or hidden during the Civil War.
- A new Congaree Art Festival partnership with the Midlands Clay Society resulted in extended program options such as live pottery building and sculpting demonstrations, raku firing, and children's crafts. Additional activities included music by USC Suzuki Strings (a 40-piece ensemble of children, ages 3-11), an astronomy play titled "Halley's Comet, 1910: a Fire in the Sky", and 2 book signings.
- Partnered with Smithsonian Institute and MIT to host VANISHED, an interactive on-line gaming experience. Players ages 10 -14 searched for clues in the museum's natural history and cultural history exhibits in order to solve an environmental disaster mystery.

- Hosted Girl Scout Camp-In for 109 campers. Activities included owl pellet dissections, earthworm investigations, and scat identification in support of *Animal Grossology* blockbuster exhibit.
- Continued daily showings of “Museum and a Movie” presentations during summer months. Expanded offerings to include regular showings during spring break, holidays, and 2 weeks of Winter Fest.
- Served as exhibit greeters for 2 blockbuster exhibits: *Pirates, Privateers and Buccaneers* and *Animal Grossology*. Provided an in-gallery attendant for entire duration of *Animal Grossology* exhibit. Coordinated installation of a computer lab for senior citizens. BGTime is a grant funded initiative that bridges the technical divide by connecting seniors and college students. Equipment and technical support was provided by the Central Carolina Community Foundation.

RETAIL:

Total retail revenue decreased by 8% and museum attendance revenue declined by 20% in 2010-2011. Museum store sales per cap rose to \$4.74 which exceeded prior year per cap of \$4.49 (highest year since 2007/08). Significant accomplishments include:

- Created 2 blockbuster themed mini-shops within the main museum retail space. The shops featured merchandise that supported the *Pirates, Privateers and Buccaneers* and *Animal Grossology* exhibits. Also created product displays themed in line with changing exhibits (ex. silver items in support of *SC Silver: Varieties in Society* exhibit).
- Increased web sales by 3% generating \$8,657 from on-line merchandise orders. This is the largest amount generated since launching e-commerce sales in 2000.
- Participated in 4 merchandise markets at off-site venues in Columbia, Florence, and Spartanburg. Revenue generated was \$34,018.
- Arranged an agreement to have three museum publications wholesaled and distributed by USC Press. Our books were featured in their Fall/Winter 2011 catalog.
- Partnered with Facility Rentals to entice rental attendees to shop the store by offering discount coupons. Added value to programs such as Museum Road Shows by offering coupons.
- Partnered with various organizations and corporations to increase store revenue and create greater awareness of the store and museum offerings. Organizations included South Carolina Historic Aviation Foundation, Prevention Partners, and Blue Cross Blue Shield of SC.
- Hosted book signings for authors: Jerred Metz, Patricia Moore-Pastides, and Jonna Doolittle Hoppes. Hosted silhouette cuttings and book signing with artist/author Clay Rice. Hosted calendar and DVD signing with Pearl Fryar.
- Offered food and beverage service during museum sponsored public programs such as Fall Heritage Festival, Lawn Mower Exchange, Congaree Arts Festival and movie nights.
- Coin operated machine sales grew to \$ 4,057 which was a 70% increase from the previous year. The medallion machine featured two commemorative designs: *Pirates and Civil War Sesquicentennial*.
- Coordinated museum’s third Garage Sale on March 12 and sold \$15,000 in exhibit props and retired signage.

FACILITY RENTALS:

- Hosted 267 client facility rental events. Increased revenue to \$157,052 up from \$155,521 in 2010.
- Launched 10% discount offer to daytime rental attendees as incentive to shop in museum gift store.
- Assertively marketed the museum’s rental spaces by exhibiting at two area bridal trade shows.
- Partnered with the SC Philharmonic during their annual gala. In exchange for inclusion in advertising space in all concert programs this season, the museum provided a substantial discounted facility rental to the Philharmonic.
- Partnered with SCANPO (S. C. Association of Non-profit Organizations) to provide space for meetings in exchange for information distributed their membership offering a 20% discount on daytime rentals.

- Introduced price increase for daytime and evening rental reflecting comparable rates of area venues.
- Continued discussions with Midtown Fellowship and General Services in regards to Congaree Room improvements.

MARKETING:

There were numerous achievements and opportunities reached by the department during 2010-11. They included obtaining media sponsorships for major exhibits, and FY 10-11 continued to see new money granted to market the museum, as the museum received a total of \$25,300 from various government entities in the Midlands even without new funds from the cities of Columbia and Forest Acres, which were used for the Windows capital campaign. Highlights of 10-11. The department of Public Information and Marketing:

- Negotiated media sponsorships for *Animal Grossology* exhibit from WACH- TV, Lamar Advertising, The State, Clear Channel radio
- Obtained \$20,000 in Accommodations tax grants from Richland County
- Obtained \$5,300 in Hospitality tax grants from Richland County
- Completed audience research study of museum audiences and potential audiences
- Obtained wide media coverage of many exhibits throughout the year, such as covers of The Recorder, the Richland County Medical Society magazine, for Palmetto Portraits and Civil War; Alternatives, the weekend entertainment newspaper in Myrtle Beach, for Pirates; WCNC-TV Charlotte for garage sale, Civil War and Animal Grossology; and others via radio, TV, print, online and outdoor media
- Hosted familiarization tour for 17 tour bus operators from Travel South convention in partnership with Lake Murray Tourism
- Hosted familiarization tour for other tour operators and two national travel writers in partnership with Metropolitan Columbia CVB
- Negotiated to get the museum on the cover of the 2011 Talking Phone Book, now known as Local Edge
- Partnered with Russell & Jeffcoat realtors to produce a promotional postcard sent to 5000 R & J customers at no expense to the museum
- Produced cell phone tour of Palmetto Portraits exhibit
- Worked with SC ETV to produce a segment, aired statewide, on “Bubba,” the museum’s ghost, for ETV’s “Ghosts and Legends” show
- Worked with art curator Paul Matheny and photographer Renee Ittner-McManus to organize exhibit of Gov. Nikki Haley campaign photographs

ADMINISTRATION:

- Announced Museum re-organization plan September 24th, 2010 and assisted Director’s in departmental changes, updates and new procedures. Updated organizational chart and position descriptions for staff affected by re-organization. Made staff assignment updates in SCEIS.
- Revised and distributed “Seasonal” Employee Handbook which included the new 30 hour per week work limit.
- Updated Volunteer, Seasonal, and Unpaid Staff hiring procedures and implemented a “New Hire” packet with instructions to assist supervisors and Director’s with hiring requirements.
- Scheduled Employee Benefits Meeting with Insurance Services for staff and completed annual Employee Insurance enrollment.
- Updated Time Management Policy and Staff Discount information and distributed to staff for inclusion in their Employee Handbooks.
- Met with administration staff on “Employee Performance Measures”, performance evaluations for this past year, planning stages for the upcoming year, and position description updates.
- Trained and provided support to museum staff on SCEIS Employee Self Service and Manager Self Service Time and Leave Entry Modules

- Procurement Officer assumed management of the custodial and maintenance personnel and completed assessment of job duties, functions and schedules enabling the department to operate more efficiently with clear and concise objectives
- Met with Director's on department detailed budgets for Fiscal Year 2011. Finalized individual Department budgets with Department Director's for fiscal year end close out 2010.
- Finalized Fiscal Year 2010 year end Revenue figures and submitted Fiscal Year 2011 detailed budget to the Budget Office.
- Attended House State Agency Re-organization Committee and House Sub Committee Budget Meetings.
- Updated Cash Control procedures and enhanced security on registers and credit card machines.
- Met with SCEIS Capital Improvement team to set up Windows Project in SCEIS.
- Prepared Request for Other Funds Authorization to increase revenue expenditure authorization for presentation to the Joint Oversight Committee. Attended Joint Oversight Committee meeting to assist Director in "Request for Other Funds Authorization".
- Assisted in preparation of Fiscal Impact Statement for Budget Office on House Bill 3709.
- Assisted Foundation Executive Director Search Committee with position posting, interviews, and selection process.
- Consulted with State Human Resource Office and Museum Attorney on personnel issues and updates to Museum Personnel Policies.
- Began software assessment and upgrade to Vista and Gateway software in preparation for the Body Worlds Vital Exhibit
- IT Director and Purchasing Manager participated in planning meetings for Windows to New Worlds Project.

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:

- 1: Address needs of students and educators.
 - Identify lessons most relevant to upcoming exhibits and promote on website. For example, highlight *Antebellum SC* and *Palmetto State at War* docent tours in Education section and provide link to Civil War Sesquicentennial sections and exhibit description.
 - Rotate lessons based on seasonal demand. Ex. *SC Symbols* in spring or fewer Science Theater classes in fall.

- 2: Generate attendance and revenue by providing an unmatched SCSM educational experience.
 - Promote group visitation among emerging (magnet, virtual, and charter schools) and tangential (PTO parent associations, Montessori Educators Alliance, AAP) educational communities. Collaborate with Marketing to develop a communications plan.
 - Investigate feasibility of conducting tailored classes similar to “Homeschool Fridays” for virtual school students.

- 3: Improve overall effectiveness of Education department.
 - Evaluate policies and procedures based on the revised organizational structure.
 - Cross-train seasonal workers to conduct multiple tasks.

- 4: Maintain volunteer pool through innovative recruitment, training and retention methods.
 - Create a Volunteer Handbook.
 - Enforce dress code by establishing a uniform policy.

- 5: Increase communication and collaboration about Museum initiatives.
 - Collaborate with Curators to develop educational components of changing exhibits and update existing lessons.
 - Review and implement Marketing Audience Research findings.

PROGRAMS:

- 1: Increase revenue and attendance from programs and events.
 - Offer program options that enhance the guest experience such as daily summer movie showings and public StarLabs.
 - Initiate promotion of Signature Events immediately upon conclusion of each event. For example, post signage and update website for Winter Roadshow at least 1 week prior to the Summer Roadshow. Post notices in promotional brochure.

- 2: Assess impact and effectiveness of events.
 - Integrate feedback from Audience Research marketing survey.
 - Modify or eliminate Signature Events that do not meet acceptable attendance and/or revenue goals. Example: Discontinue one-day Earth Day event and integrate earth-themed activities into WinterFest. Discontinue Congaree Art Festival.

- 3: Maximize staff and financial resources.
- Expand existing relationship with Mad Science to serve as an afterschool site for students.
 - Consider viability of expanding Science Theater and Nature Space programming for general public on weekends.
- 4: Increase collaboration and communication within museum departments and external partners.
- Work with Marketing to offer on-line registration for the Museum Roadshow.
 - Maximize website capability by working with Webmaster to ensure program announcements are current and easily accessible on website.

COLLECTIONS:

- 1: Acquire collections of specimens/artifacts in all disciplines.
- Each Curator and the Registrar will remain constantly vigilant for opportunities to enhance and grow the collections. This is particularly true for “Collections of Excellence,” those collections which contain especially important or exemplary specimens/artifacts which are of particular significance to the mission of the State Museum. These acquisitions enhance the scholarly value, the educational value, and the exhibit value of the collections housed at the State Museum.
- 2: Enhance the safety and security of the collections.
- Each Curator takes responsibility for the safety and security of collections. Additionally, each Curator takes a large role in conservation and registration of the specimens/artifacts, providing stability to the item and cataloging of the item in a timely manner. Each Curator is responsible for alternative ideas regarding the development of a security plan for the exhibit and storage areas. Technical aspects of collection safety include, but are not limited to, exogenous effects such as lighting and climate control. Aspects of Collections ecology are monitored by staff to insure that established standards are maintained. Additionally, transition to documentation the collections with digital imaging are now in place.
- 3: Collections support for the ongoing “Windows...” project.
- The entire Collections Staff is involved with supporting the Museum Foundation, with special emphasis on the “Windows...” project. The Collections Staff provide assistance with storage of artifacts and the associated library, currently housed on the 3rd floor storage area. The Collections Staff also assists with fund-raising for the project, primarily by providing “Behind the Scenes” tours to potential donors, and providing supporting information and technical expertise to donor questions.
- 4: Exhibit development and implementation.
- Active participation in exhibit development is practiced by each Curator. As members of the Exhibit Development committee, each Curator is part of the decision-making body concerned with subject matter, feasibility and production. Each Curator actively searches for outside exhibit opportunities that fall within the Museum’s mission. Exhibits done “in-house” requires the

Curator to be the driving force in research, writing, editing and collecting the specimens/artifacts necessary. Opportunities to generate rentable TEP exhibits are also being explored in order to enhance the revenue stream through TEP rentals. The “Windows...” Project has slowed exhibit development and exhibit length so that Curators can devote more time to supporting a Public Programs project by giving lectures and developing the Distance Learning Program. Additionally, they will develop cell-phone tours for existing exhibits.

- 5: Interaction with other intra-museum departments.
- The Curatorial Staff provides the information base for not only the individual disciplines but also for outside special interest groups and visitors. In this capacity the Collections Staff provides “Behind the Scenes” tours and both in-house and outside speakers. The Collections Staff also provides in-depth coverage of various subject areas for the Distance Learning programming project with ETV. Additionally, the Collections Staff provides Marketing with knowledgeable persons to do public outreach appearances in support of particular efforts , in addition to on-site presentations. “Ask the Curator” has become a popular aspect of the Museum web-page, and future additions to the website will include similar links to particular subjects. Downloadable copies of publications by Curators will be added to the web-page so that interested parties may make their own copies.
- 6: Collections Staff professional development.
- It is incumbent on each Curator to attend at least one professional meeting each year, and to present papers focused on some aspect of his/her research at the State Museum. Each Curator is encouraged to write and to submit scholarly papers to both the popular literature and to reviewed journals based on State Museum research and collections
- 7: Collection storage improvements.
- The installation of a mezzanine storage area in Room 419 has increased available space in that room by about 50 %. Curators and the Registrar are constantly looking for opportunities to store specimens/artifacts in more efficient ways. We will both increase our storage area and reduce operating costs by closing down the “cold room” and converting it to conventional storage space.
- 8: Increasing revenues through increased public contact.
- Though not a part of the revenue generating side of the Museum, the Collections Staff non-the-less takes part indirectly in generating revenue. “Outside” oral presentations by the Collections Staff generate some funds but the establishment of a regular speaking schedule on some aspect of research of each of the Curators, presented at the State Museum, should not only generate more income but will also provide another guest service which will hopefully attract additional visitors to the State Museum. Each Curator will actively pursue grants in his/her discipline. In addition, Granting opportunities that will cover overhead will be searched for and applied for. In this way grants free up dollars that will be utilized by other aspects of Museum operations.

- 9: Staffing Issues
- At a minimum each discipline must have a Chief Curator in charge of operations of that discipline. Efforts must be extended to fill the position of Chief Curator of Natural History. As funding becomes available it would be useful to have assistants in each discipline and in Registration.

SCIENCE AND OUTREACH:

- 1: Guide *Windows to New Worlds* programming.
- Create plan to inform and engage museum staff, volunteers and stakeholders about *Windows* design, content and schedules.
 - Work with State Department of Education and school district curriculum specialists to develop *Windows*-related technology and education initiatives for schools. Make use of outside agency expertise to meet program objectives.
- 2: Coordinate museum-wide technology education initiatives.
- Work with all relevant staff to develop distance learning and interactive white board education and professional development programs.
 - Create museum teams to develop programs and goals in technology, distance learning, on-site education and professional development.
- 3: The Science and Outreach Department will assist with education program content, particularly as it applies to teacher professional development, public programs and outreach-related activities.
- Meet regularly with Education to maintain continuity and keep current with educational events and public programs.
 - Department staff will collaborate with the Museum Education Department to attend educator conferences
- 4: The Director will fulfill curatorial duties, overseeing exhibit content on the Science and Technology floor and changing galleries.
- The Director, as part of the exhibits development group will research and propose temporary and long-term exhibit concepts and address necessary changes to the third floor exhibit area.
 - As part of the Collections staff, the Director will respond to science and technology public inquiries, including questions, requests, loans, and donations.
- 5: Create marketing plan that notifies state-wide stakeholders of museum Traveling Exhibit Program.
- Identify best delivery method to increase awareness among legislators and local government officials.
 - Create page in *Images* magazine that details statewide outreach efforts.

EXHIBITS:

- 1: Secure blockbusters for the fall, winter/spring and summer.
- Negotiate for a *Pirate* exhibit extension through Jan. 3, 2011. Research back-up exhibit options just in case extension falls through. Secure a winter/spring

blockbuster for kids and families. Secure a mega blockbuster to open this coming summer.

- 2: Develop Civil War mini-exhibits, with the first one opening on November 5th. These will become the Civil War permanent gallery expansion over several years.
 - Plan, design, produce and install exhibit elements and graphics on the Civil War. Alter existing exhibit components and gallery traffic flow to accommodate expanded Civil War stories and artifacts.
- 3: Provide creative input, graphic and display design and production, and related support for Exhibits, Marketing, Programs & Events, Education, Facility Rentals, Outreach, Revenue, the Foundation and *Windows To New Worlds* opportunities.
 - Design and produce exhibit panels and labels; all ads and promotional signage for programs, events, and marketing. Organize image computer folders for easy staff access and dissemination. Update table advertising cards on a periodic schedule. Develop sponsor packages and help the *Windows To New Worlds* project move forward with graphic support. Encourage deadline responsibility and receiving correct and edited information before design work begins in order to increase work creativity and productivity.
- 4: Provide creative input, architectural and program input and support for the *Windows to New Worlds* project.
 - Provide architectural and planning feedback to assist with the development, then final construction drawings of the *Windows* project. Begin organizing architectural documentation for project management assistance in the next phase (construction).
- 5: Provide quality service with less resources. Save money and generate revenue. Support agency restructuring.
 - Encourage and monitor efficient use of work time; provide interdepartmental assistance and cross training; improve scheduling and communication; practice cost effective material ordering. Seek revenue generating opportunities, like exhibit panel design work for River Alliance, without overtaxing the staff workload. Utilize volunteers and participate in the free work sources like *Experience Counts* and the *Youth Arbitration* after school public service program.
- 6: Improve the work quality, personal pride and guest services attitude in the building services department.
 - Evaluate other internal structural options for improved results. Seek outsource options when needed. Provide positive reinforcement, and provide facility use assistance when needed.
- 7: Provide security coordination for the Museum's portion of the building's fire system upgrade, and provide logistical and aesthetic input and feedback during the continuing fire system rework project.
 - Participate in bi-weekly meetings with General Services and contractors; provide access and security controls for all Museum spaces; coordinate with

staff for collection areas security; review and provide safety and access input and assistance as needed; provide agency quality control monitoring.

- 8:** Design, install, and maintain all permanent and most of the changing exhibits. Do less changing exhibits.
- Handle exhibit repairs more quickly. Develop floor layouts, design graphic panels and labels, produce components and enhancements, install or assist in installing (then later dismantling) the changing exhibits as follows:
- 9:** Organize exhibit storage areas for better space utilization.
- Throw out broken or unneeded props, or save for museum garage sale. Store saved items in a more accessible and efficient manner by the spring of 2011. Utilize staff and volunteers to accomplish this.

REVENUE:

- 1:** Increase store sales over prior year sales of \$688,342 and exceed the planned sales of \$690,000.
- Continue the three off-site Junior League shows during the October, November and December holiday season.
 - Host an evening of holiday shopping for SCSM Community Partners November 9. Investigate the same event for the various Chambers of Commerce in order to better target corporate sales.
- 2:** Plan the new Windows To New Worlds retail store.
- Work with the various designers and architects to plan the new retail store to accompany the Windows project.
- 3:** Generate additional store income by offering more products to be wholesaled especially various museum art publications.
- Work with USC Press and other distributors to have them distribute our catalogs to provide a new revenue source.
 - Negotiate the best percentage of return for the museum.
- 4:** Increase revenue from facility rentals.
- Implement new Facility Rental policies and procedures.
 - Implement new Facility Rental rates based on benchmarking study.
- 5:** Continue to increase revenue from web site sales by exceeding plan of \$ 7,600. This year sales were \$8,416.
- Grow the number of on line products by adding a new category to the web site which would be Certified SC Products, gourmet food prepared in SC.
 - Promote the web site at all remote sales events by using bag stuffers.
- 6:** Learn Data Works/Gateway to utilize the software to its fullest potential.
- Implement new Data Works updates as they become available.
 - Continue to train seasonal staff on Data Works and Gateway software. Utilize Data Works reports such as best sellers to improve purchasing and restocking the selling floor.

- 7:** Increase revenue from concession machines and exceed the plan of \$2,150. This year combined sales were \$2,385 from 3 machines.
- Add new Hurricane Simulator machine within the exhibit area that is applicable.
 - Maintain the new Pirate Medallion machine until Jan. 3 at the close of the Pirate exhibit. Transition the machine to another medallion image, possibly a Civil War Sesquicentennial image.
- 8:** Add five new volunteers to Revenue staff in order to reduce expenditures for seasonal salaries.
- Work with the Volunteer Coordinator to recruit new volunteers who can ring on the register in the Cotton Mill Exchange and Guest Services.
- 9:** Increase food service sales.
- Work with staff of Signature Catering to notify them of various museum events, openings and closings to maximize café sales.
 - Negotiate with Signature Catering and the rental client to help them make a catering sale wherever possible

MARKETING:

- 1:** Increase target marketing, particularly online marketing
- Spend \$32,000 (or 25%) of budget in online ads (including Facebook where appropriate) on promotion of signature events and other designated projects to targeted groups
 - Build in coupons or other trackable elements to make sure audience is responding to online ads.
- 2:** Consolidate positions into the marketing dept. under new restructuring of museum
- If and when funding allows, add new marketing person to enable full time personnel in both marketing and public relations.
 - Also consider expanding the department in light of upcoming museum restructuring, including possibly restoring admin. asst. position, moving graphic designer and outreach into the new structure.
- 3:** Continue development of marketing aspects of the Web site
- Work with webmaster to use forms owed to us by Aristotle (OR use other means, such as the state's shopping mall) to make sure technology is in place and working to actively sell admissions, program registrations, memberships, store items and blockbuster exhibit tickets, etc. Decide which uses are most advantageous to make best use of the forms we have (ex. Events registration, pre-formed group bookings, etc). If needed, engage professional to make sure Aristotle's forms can be made to work.
 - Continue to develop use of Facebook and Twitter to promote museum programs, exhibits & activities, including using Facebook advertising. Attend workshops where available to learn more techniques about using social media for marketing.
- 4:** Attract more pre-formed groups such as senior, youth, church, summer campers, and others.

- Work with Museum education dept. to explore new ways to appeal to school groups and communicate new ideas to teachers, such as Dept. of Education database, e-mail blasts, on-site teacher surveys, Web site specials for teachers, costumed interpreters, and other ideas.
- Seek new groups to market to such as GIs through service clubs on military bases and market to graduating soldiers at Fort Jackson and their families. Develop other niche markets to groups.

- 5:** Increase marketing funds from non-state sources
- Seek new partners (ex. City of Cayce) for grants to obtain Accommodations or Hospitality tax for marketing funds
 - Re-apply to City of Columbia for H-tax funds in 10-11 which were put off in 09-10 in favor of Windows to New Worlds (recommended by a city councilwoman who encouraged us to re-apply)
- 6:** Begin process of formulating brand and image for the Windows project.
- Work with museum and Foundation executive directors and outside consultants, when selected, to formulate brand and image desired for the opening of the Windows to New Worlds project, and develop a story line for release to the media.
 - Develop materials to be distributed to media at ground breaking of project in May or June 2011.

ADMINISTRATION:

- 1:** Strengthen the Museum's financial operations and maintain SCEIS
- Ensure financial transactions are thoroughly processed and properly documented in SCEIS by careful audit and inspection of data entry and account reconciliation
 - Maintain updated policies and procedures allowing a clear concise direction for accounting control
- 2:** Replace aging and outdated computers and equipment
- Establish successful strategy for replacing outdated and failing computers
- 3:** Modify Human Resource procedures to comply with State and Federal Guidelines
- Re-write new hire process for full time, seasonal and volunteer staff, create forms to guide hiring managers
 - Revise and/or update Human Resource Policies as required by State and Federal Law changes
- 4:** Reduce SCEIS time and leave Employee Self Service difficulties for staff
- Create instruction guide for staff on entering time and leave into the SCEIS Employee Self Service Portal
 - Provide comprehensive one on one instruction for staff

WINDOWS TO NEW WORLDS

- **Design**
 - Integrating Thematic Design into DD and CD packages
 - Detail Design

- OSE Submittal
 - General Services Review
 - Getting CM@R on board and up to speed
 - Sourcing In-Kind Contributors
 - Purchasing FF&E within budgeted guidelines
- **Content**
 - Maximizing Hardware Capabilities of new theaters and observatory
 - Developing New Programming Partners
 - Engaging Educational Advisory committees
 - Confirming Facility Partners
 - Retaining Creative Program Developers
 - **Operations**
 - Selection of Operational staff
 - Negotiating Future Rent Payment
 - Development of Image and Brand
 - Development of Marketing Message

24 YEAR OLD FACILITY

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

4. Opportunities & Barriers:

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

Opportunities:

- Increasing Private Contributions
- Acquiring more volunteers and docents.
- Better utilization of part time labor and more use of volunteers
- Creating productive partnerships with other facilities.
- Training all staff to be more Guest focused on a quality visitor experience.
- Reaching out more into the community and into more areas of the State.
- Better utilization of the permanent collection to create new engaging and interactive exhibits,
- Creation of innovative programs and events to stimulate visitation.
- Establishment of a beneficial relationship all other Columbia attractions and the Columbia CVB.
- Use of our Retail expertise to form beneficial financial partnerships with other organizations.
- Creation of marketing partnerships that stretch limited advertising funds.
- Writing more operational grants to help fund special needs.
- Retooling existing permanent exhibits to bring back their vitality.
- Continued development of new revenue streams such as contract services, offsite retail, and paid programming
- Enhanced partnership relationship with South Carolina Museum Foundation
- Aggressive marketing to induce more pre-formed groups to visit.

Barriers:

- Reduction of staff from 67 to 24 over the past 9 years
- Negative economic conditions impacting earned revenues.
- The huge rent financial obligation of over \$1,800,000/year, which makes up 67% of our base appropriation.
- The operation of a current, competitive facilities in our core market.
- Sourcing and creating impactful exhibits with limited funds
- Finding cooperative partners for funding in a tight economy.
- Competition for once exclusive retail product
- Lack of knowledge of the breadth of museum operations by the major stakeholders.
- An image of being old and outdated.
- Shifting the culture of an established institution into an environment of change.
- School testing and budget cuts that restrict out of classroom travel.
- Acquiring funding sources for needed facelift of exhibits.
- The continued transition of agency senior management into more self directed innovation and accountability

Issues:

MUSEUM WIDE

- Impact of Organizational Restructuring on Staff's Motivation and Effectiveness
- Increasing Awareness Amongst Political and Community Leadership
- Funding \$100,000 in New Budget Cuts
- Successful funding and operation of megabockbuster – BodyWorlds Vital
- Increasing Facility Rental Program with Outside Sales Effort
- Maximize Potential of Civil War Exhibit expansion with complimentary Program Plan
- React to Audience Research with Proactive Plan
- Maximize Social Media Marketing to Drive Attendance and Transactions
- Implement Targeted, Niche Marketing – Preformed Groups, Database Mgmt
- Increase Partnerships – Utilizing Their Resources to Deliver Museum Impacts
- Repair and Maintenance of Existing Permanent Galleries as Funding Allows
- Lack of Resources for Acquisitions, Collecting, and Maintaining the Collection

EDUCATION:

- Funds for outreach and traveling exhibits materials are low.
- Education staff is very small and seasonal staff budget is low.
- Department lacks a full-time staff person dedicated to managing education programs and seasonal staff.
- Windows to New Worlds teacher professional development and other educational programs are undefined.
- Observatory telescope work and distance learning technologies details are not clearly defined.
- Outreach program revenues, especially StarLab dropped this year.

PROGRAMS:

- Extent of time and staff resources required to support the Body Worlds VITAL exhibit.
- Enhancement of signature and program events to maximize revenue and attendance potential.
- Ability of marketing efforts to reach and engage audiences in a timely manner.
- Availability of seasonal staff to supervise and implement programs and events.
- Impact of loss staff turnover and loss of use of Naturespace classroom on birthday party revenue.

COLLECTIONS:

- Department is changing due to staff turnover and museum's changing needs.
- Department is without a history curator
- The 3rd phase of the Civil War exhibit currently has no curator.
- Conservation and description work for telescopes and instruments is incomplete.
- Part of telescope collection still has not been transferred to museum.
- The Collections Acquisition Fund is depleted
- The collection is too large for museum storage as currently configured.
- Natural History collection is not adequately cataloged, marked and stored.
- The department is facing staff turnover in the Registrar position in the next 11-17 months.
- Department is not fully engaged in Windows to New Worlds planning.
- The museum is not receiving large grants for which it applies.

EXHIBITS:

- Significant gallery construction changes to support the **Body Worlds Vital** exhibit.
- Research and negotiation for a spring/summer 2012 blockbuster exhibit.
- Support for the development of the *Windows To New Worlds* project; Construction coordination involvement and FFE responsibilities, including retail space.
- Design work and logistics for the 1st floor, 3rd floor and 4th floor gallery renovations and changes as it relates to exhibits and displays for the Windows to New Worlds project.
- Design, production and installation of the second and third series of mini-**Civil War** exhibits, which will become our permanent Civil War exhibit expanded area.
- Temporary storage spaces and other solutions for tables, chairs, and exhibit props, to precede beginning of construction of "Windows".
- Age of building interior finishes, limited custodial resources, and old and worn exhibits.
- Staff resources for exhibit enhancements and development, including the *Telescopes* exhibit, the *Earthquake* exhibit, **Body Worlds Vital**, and various smaller displays.

OPERATIONS:

- Creating new shopping experiences for guests within existing retail space
- Limited time to learn Gateway software and train Front Desk staff in preparation for *Body Worlds VITAL*.
- Loss of retail experience within the staff due to relocation and illness leaving us with two positions to fill, one a weekend supervisor and the other a clerical.
- Increased demand for SC and USA made products.
- Continued need to improve gross margin.
- Staffing extended operating hours.
- Staff training and development of reservation and sales procedures in preparation for Gateway reservation software upgrade.
- Identify and plan for group needs in association with Body Worlds VITAL exhibit.
- Identification and delineation of areas of responsibilities between Education and Group Visits staff.
- Changes in volunteer management. These duties are currently being fulfilled by the Group Visits Manager due to the loss of a full-time Volunteer Manager.
- Recruitment and training of an Office Assistant to provide logistical support for group visits reservations staff.
- Hiring and training of Events Manager and supporting seasonal staff.

- Response of clients to price increases implemented in Summer 2011.
- Time required to train and update reservations process for facility reservations due to museum-wide Gateway software conversion.
- Impact on future facility reservation bookings and other logistical requirements of Windows to New Worlds construction launch.
- Loss of one long-term rental due to a church congregation building their own sanctuary.

MARKETING:

- Web site marketing opportunities made possible by the new Galaxy system have not yet been implemented (ex. online ticketing, program registration & payment)
- Branding, image, storyline for Windows project has not been completed
- Broadcast media statewide are unaware of many of the museum's activities, particularly the upcoming project, Body Worlds, Ariail donation
- The Marketing department has a limited staff to help increase promotion, including major projects Ariail collection donation, Windows groundbreaking, Body Worlds marketing and other exhibits and activities
- Audience research completed in FY 2010-11 has not been applied to marketing plans as it needs to be.
- Untapped opportunities remain to market the museum via social media

ADMINISTRATION:

- To ensure Finance Department staff cross training/workload balance is significant and fully integrates a clear understanding of the Foundation and Museum and their collective interests
- Increase in accounting responsibilities and tasks due to Windows To New Worlds Project
- Cash Control procedure updates
- Purchasing and Contract Negotiations
- Establish procedures for managing mixed funding sources
- Coordinate payables with Foundation
- Building Services
- Daily maintenance and custodial responsibilities
- Adequately staffed
- Facility setup needs
- Establish a successful strategy to replace outdated and failing computer equipment and software
- Human Resource procedures and compliance
- Law and Benefit updates
- SCEIS Time/Leave Entry and Employee Self Service portal
- Diversity, Sensitivity, Safety, and Guest Services Training for staff, volunteers and docents

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 the appropriations from the legislature as well as earned funds.

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

Requirements and Expectations-

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

3. Key Stakeholders

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

4. Key Suppliers and Partners:

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

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

5. Operation Location:

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

6. # of Employees:

- Authorized Full-time Positions (FTE's): 40 (Includes Unclassified Executive Director)
- Un-Classified 1
- Positions Filled as of 06/30/11 24.5
- Positions Vacant as of 06/30/11 5.5
- # of Part-time positions as of 06/30/11 55
- Grant Funded 4.5

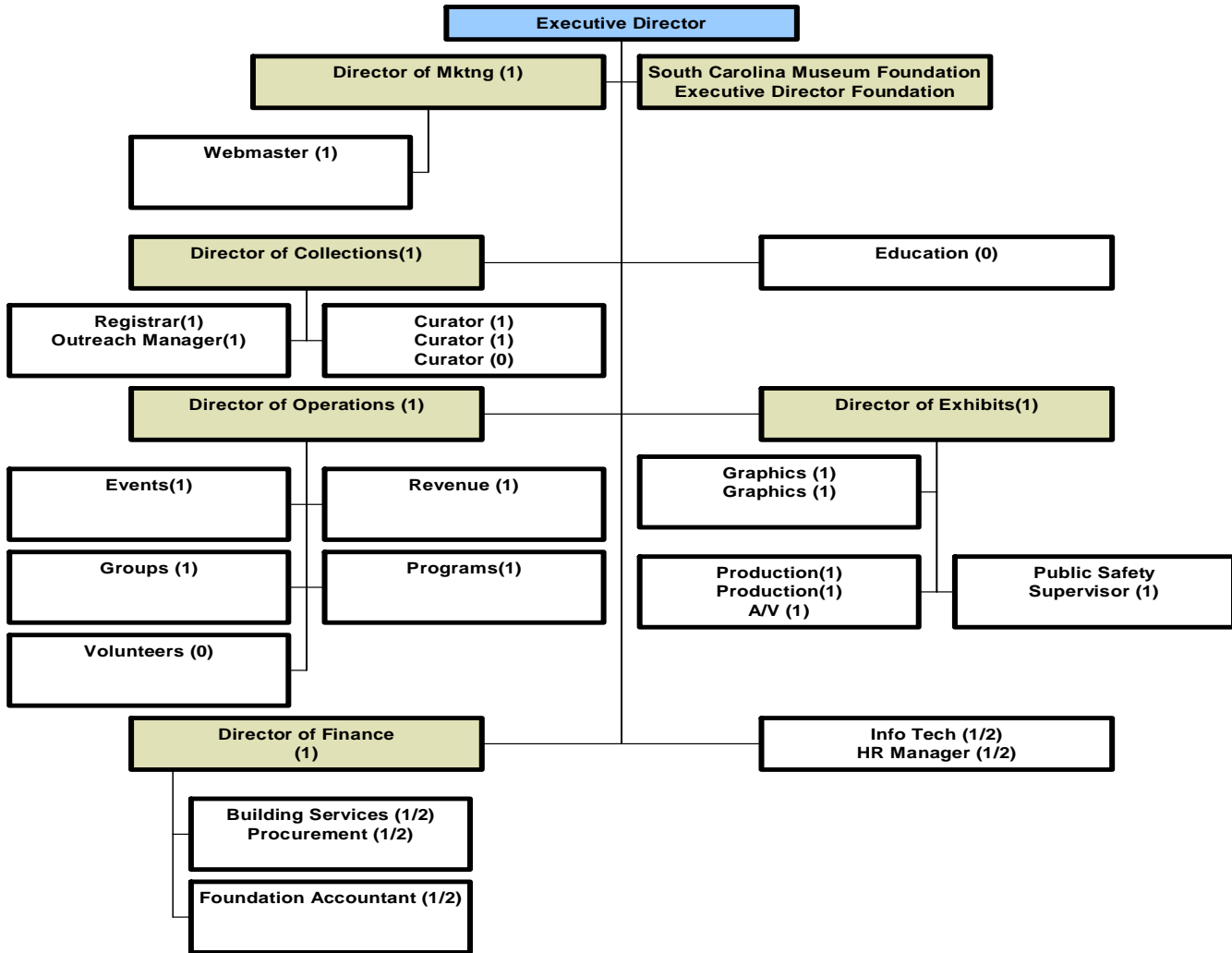
7. Regulatory Environment

Section 60-13-10

8. Performance Improvement Systems

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

9. Organizational Chart:



Expenditure/Appropriations Chart

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,594,848	\$ 1,127,995	\$ 1,357,615	\$ 864,367	\$1,371,671	\$893,913
Other Operating	\$ 966,089	\$ 146,163	\$ 2,678,017	\$ 1,685,028	\$2,726,499	\$1,501,994
Special Items	\$0	\$0	\$0	\$0	0	0
Permanent Improvements	\$250,944	0	\$196,720	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	\$1,800,000	\$1,560,000	\$	\$	0	0
Fringe Benefits	\$ 456,973	\$ 347,721	\$ 396,633	\$ 277,837	\$410,774	\$314,537
Non-recurring	\$ 50,161	\$ 50,161	\$	\$	0	0
Total	\$5,119,015.00	\$3,232,040.00	\$4,628,985	\$2,827,233	\$4,508,944	\$2,710,444

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	\$	0
Capital Reserve Funds		0
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures	Key Cross References for Financial Results*
IB - Guest Services, IIIC - Benefits	Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities including the facility rental program	State: Federal: Other: 811,961.00 Total: 811,961.00 % of Total Budget: 17%	State: - Federal: Other: 739,121.00 Total: 739,121.00 % of Total Budget: 17%	7.20 - 7.29, 7.50 - 7.51, 7.3 - 7.31
IIA - Collections, IIIC - Benefits	Responsible for the collecting, preserving, storing, interpreting, and exhibiting the specimens/artifacts that represent South Carolina's past, present and future	State: 234,587.00 Federal: Other: 6,680.00 Total: 241,267.00 % of Total Budget: 5%	State: 187,537.00 Federal: Other: 3,121.00 Total: 190,658.00 % of Total Budget: 4%	7.80 - 7.83, 7.50 - 7.51
IIB - Exhibits, IIIC - Benefits	Responsible for the fabrication and upkeep of exhibits, public safety, building services, and graphic design which includes departmental support.	State: 571,129.00 Federal: Other: 143,360.00 Total: 714,489.00 % of Total Budget: 15%	State: 370,612.00 Federal: Other: 139,054.00 Total: 509,666.00 % of Total Budget: 12%	7.40 - 7.44, 7.50 - 7.51
IIC - Education, IIIC - Benefits	To fulfill the educational mission by providing quality learning experiences for the visitors as well as responsibility for managing group reservations and volunteers/docents.	State: 118,635.00 Federal: Other: 40,549.00 Total: 159,184.00 % of Total Budget: 3%	State: 104,737.00 Federal: Other: 36,455.00 Total: 141,192.00 % of Total Budget: 3%	7.70 - 7.74, 7.50 - 7.56, 7.61
IIE - Programs, IIIC - Benefits	To present educational, entertaining, and impactful exhibit and thematic related programs and events as well as the management and execution of the outreach programs.	State: 199,964.00 Federal: Other: 62,669.00 Total: 262,633.00 % of Total Budget: 5%	State: 148,995.00 Federal: Other: 59,165.00 Total: 208,160.00 % of Total Budget: 5%	7.30, 7.32-7.33, 7.50 - 7.51
IIF - Marketing, IIIC - Benefits	To generate attendance at the museum and its events through publicity and paid advertising as well as performing public relations in the community and State.	State: Federal: Other: 266,714.00 Total: 266,714.00 % of Total Budget: 6%	State: - Federal: Other: 320,194.00 Total: 320,194.00 % of Total Budget: 7%	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

Remainder of Expenditures: IA - Administration, IIIC - Benefits Finance, IT, Executive Director, and Human Resources as well as agency wide overhead such as paper, copiers, etc.	State: 497,565.00 Federal: Other: 64,096.00 Total: 561,661.00 % of Total Budget: 12%	State: 469,195.00 Federal: Other: 25,865.00 Total: 495,060.00 % of Total Budget: 11%
Sub-Total Operating w/o Bond and Rent	3,017,909.00 63%	2,604,051.00 59%
Rent and Bond Payments	State: 1,560,000.00 Federal: Other: 240,000.00 Total: 1,800,000.00 % of Total Budget: 37%	State: 1,517,946.00 Federal: Other: 282,054.00 Total: 1,800,000.00 % of Total Budget: 41%
Total Budget	4,817,909.00	4,404,051.00

II. ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA:

Category 1 – Leadership

1.1 (a-f)

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

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

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

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

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

1.2

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

1.3

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

1.4

The Executive Director in conjunction with the Finance Director and the Human Resource Manager are the prime staff members whose responsibility includes maintaining fiscal, legal, and regulatory responsibility. The Annual Audit process in itself is a great tool that is used to discover and verify procedures and compliance. First during the audit itself, just the discovery process of producing

documents and answering questions reveals potential issues. Secondly, when the actual audit report is received some months later, it once again provides us with the third party overview and review of potential issues. The museum also relies heavily on the staff of the B&CB to answer questions and provide guidance when there is a question. The HR Manager and the Controller regularly contact staff at OHR, the AG's office, the CG's office, and the Budget Office to insure the museum is following proper protocol.

1.5

Key performance measures are:

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

1.6

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

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

1.7

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

1.8

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

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

1.9

The museum supports the community by:

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

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

Category 2 – Strategic Planning

2.1

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

2.2

Strategic Objectives – See Chart

2.3

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

2.4

Action Plan – See Chart

2.5

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

2.6

see 2.3

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	<u>Related FY 11-12 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

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	<u>Related FY 10-11 and beyond</u> Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)	Key Cross References for Performance Measures*
IIF - Marketing, IIC - Benefits	The goals of the marketing department include increasing public attendance; obtaining media sponsorships for blockbuster exhibits; partnering with CVB, Lake Murray, etc. to promote the museum along with the city of Columbia; to acquire Accommodations & Hospitality Tax grants from the City of Columbia and Richland and Lexington Counties; to perform audience research; and to develop a marketing relationship with identified corporate sponsors.	Overseeing continuous updating of web site to an interactive, transaction capable marketing site that drives attendance, participation, and revenues. Obtain media sponsorships for new exhibits. Increase group sales through direct marketing including e-mail and ticket consignment. Partner with CVB and PRT to create specific plans to promote and package the museum. Obtain Accommodations and Hospitality Tax grants. Perform audience research to determine product and communication gaps. Develop corporate marketing sponsorships specifically targeting grocery and beverage categories. Develop an "underserved" group ticket program. Maximize social media marketing museum 2.0. Timeline - Ongoing throughout fiscal year.	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

Category 3 – Customer and Market Focus

3.1-5

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

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

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

Category 4 – Measurement, Analysis, and Knowledge Management

4.1,3,4,5

We measure areas related to the operations, processes and systems that define our mission and strategic objectives. The collection of data, referred to in Category 3, provides us with useful insight into the factors that determine our customer's preferences. We are able to use that data in evaluating the effectiveness of our revenue programs and in planning for the future development of new and innovative educational programs.

The museum uses industry compiled data and personal industry contacts to determine relevant comparative data. Trade publications are utilized to see what is happening in the industry and what are some of the new, innovative issue resolutions. Currently, we do informal analysis and comparison based on published data and through personal contact. We have begun to better utilize our current software systems that compile important visitor data. Our 'VISTA' ticketing system collects Guest admission data while our 'Gateway/DataWorks' retail software collects Guest retail spending data. Attendance and spending data is collected daily and weekly and monthly reports are generated and distributed.

4.2 Key Measures:

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

4.6 Retention of Organizational Knowledge

Weekly director planning/update meetings requires that each of the seven directors listen and provide input to each other reports so they understand the priorities of each department. Business plans are presented internally for review and comment before finalization. As a result, this forced communication of each department goals and

objectives results in a cross trained management staff. Each director then has smaller internal meetings where again the info is communicated. No one performs in a vacuum.

Category 5 – Workforce Resources Focus

5.1-6

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

Category 6 – Process Management

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

- Ticket Sales
- Store Sales
- Food Sales
- Program Presentation
- Curriculum Presentation
- Operation of Exhibits
- Development of Exhibits

- Development of Programs
- Purchasing of Retail Product
- Safety of Guests
- Security of Collection
- Cleanliness of Building
- Operation of Rental Program
- Booking of Groups, Events, and Programs
- Marketing
- Graphic Design
- Exhibit Fabrication

6.4 Support Processes – Processes where the museum interacts internally.

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

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

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

Monitoring –

6.3 Effectiveness –

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

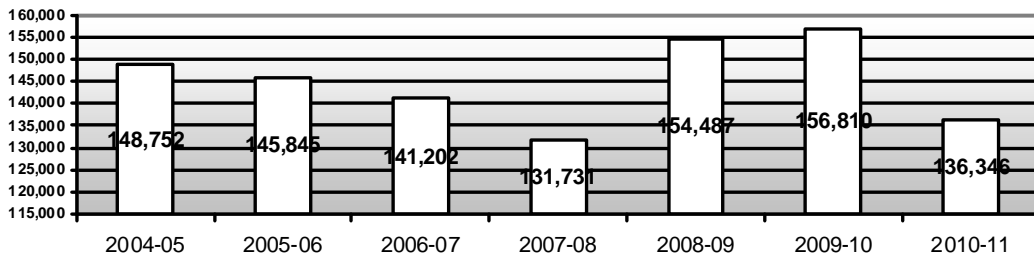
6.2 Changes –

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

Business Results:

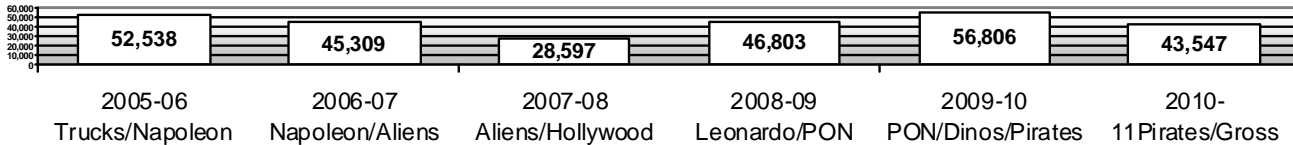
7.1 Attendance Measures

7.10 Annual Attendance Since Museum Opening

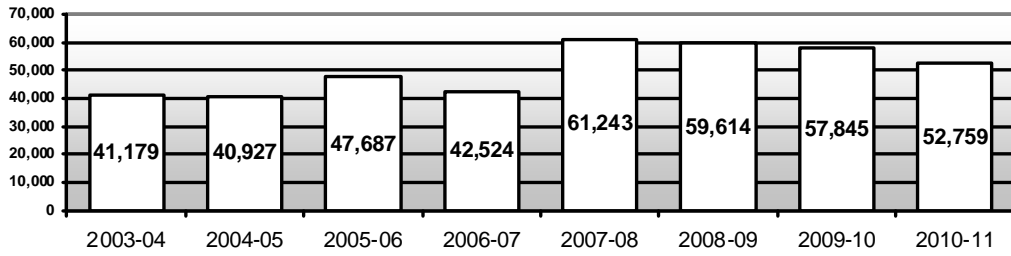


7.11 Guest Services by Pricing Category						
		2006-07	2007-08	2008-09	2009-10	2010-11
	General Admissions	48,726	46,448	56,654	59,665	44,333
	\$1 Sunday	6,882	5,779	7,977	8,776	9,238
	Education	68,095	62,585	69,459	65,183	59,811
	Friends	13,072	11,868	13,810	15,203	15,962
	Corporate Friends					557
	Birthday's	312	469	558	714	7
	Passes	4,115	4,582	5,826	6,938	5,685
	Total Attendance	141,202	131,731	154,487	156,810	136,346

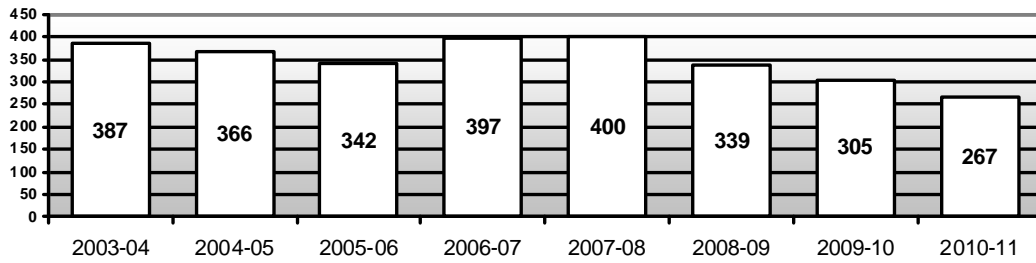
7.12 Attendance for Special Attractions



7.13 Total Attendance at Facility Rental Events

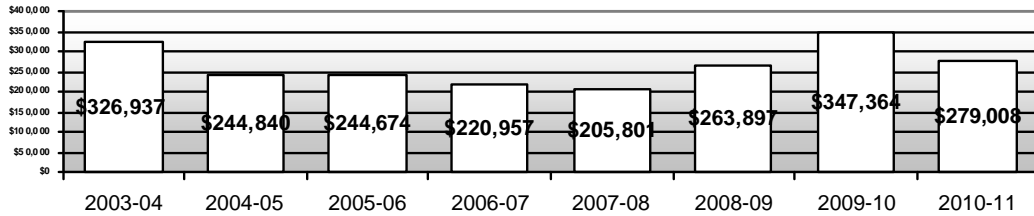


7.14 Number of Facility Events Scheduled by Clients

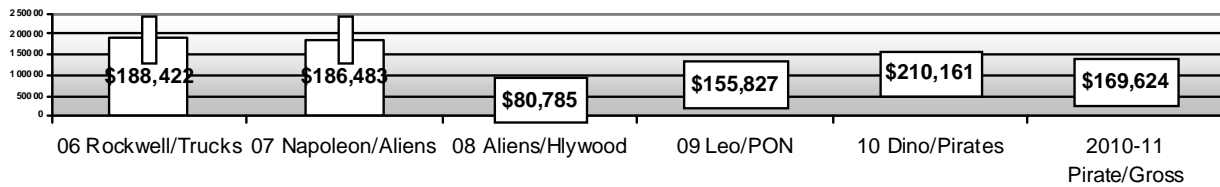


7.2 Revenue Measures

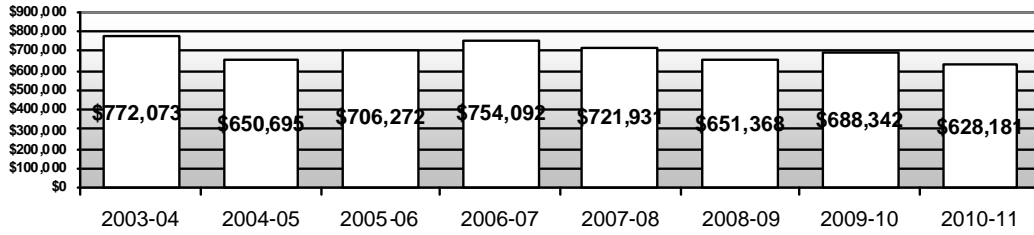
7.20 Admission Fees Collected



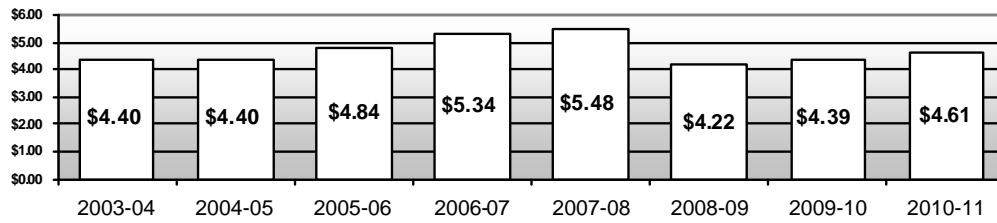
7.21 Gross Revenue-Special Attractions



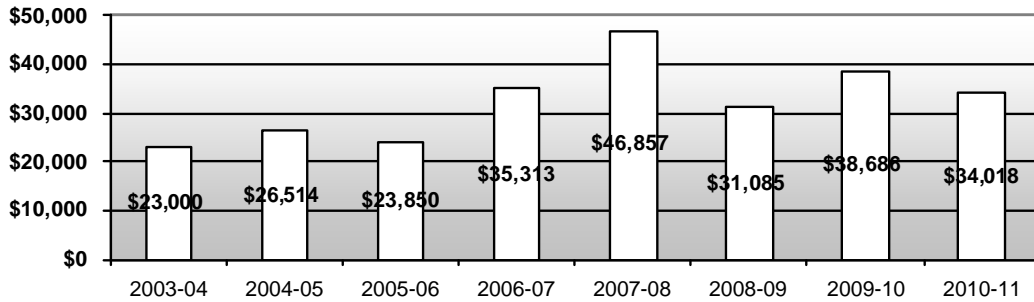
7.22 Gross Sales - Museum Store



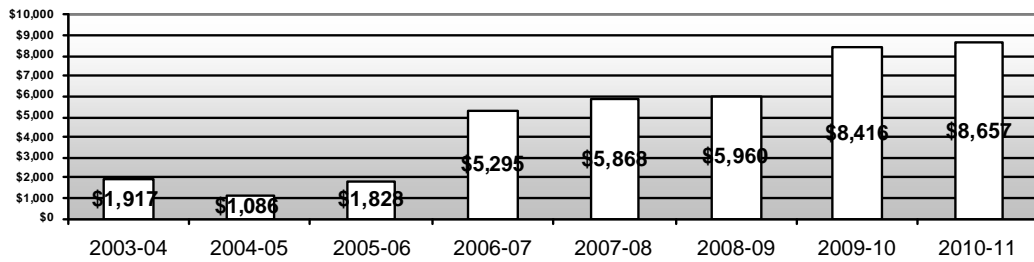
7.23 Sales Per Visitor - Museum Store



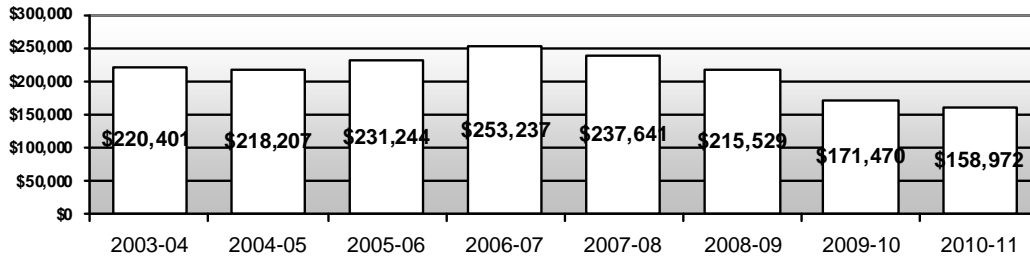
7.24 Museum Store Off-Site Sales



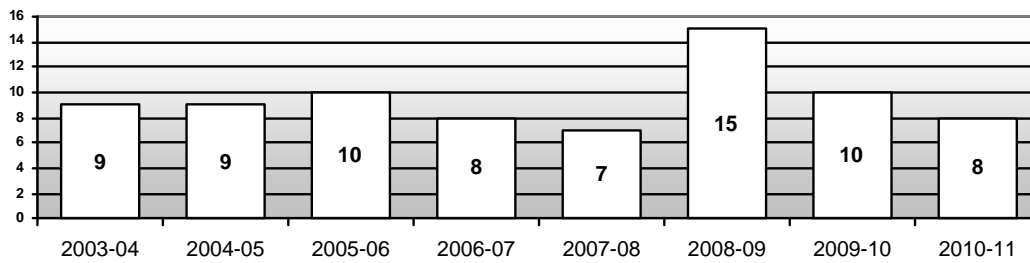
7.25 Museum Store Internet Sales



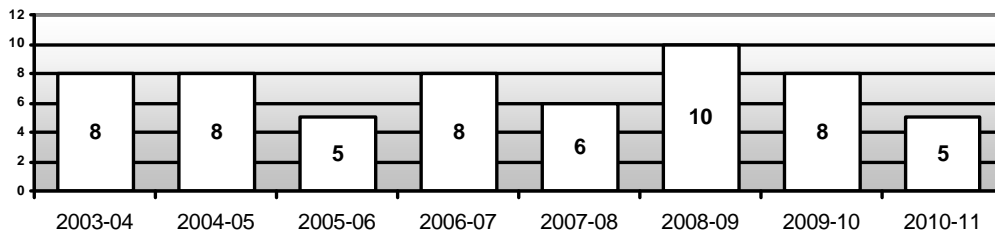
7.26 Gross Revenues from Facility Rental Program



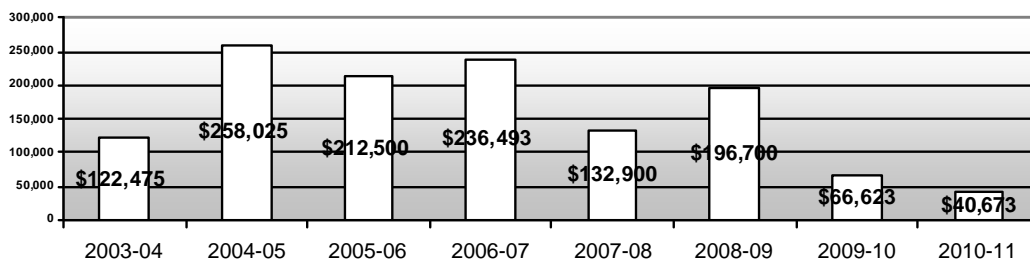
7.27 Number of Grant Proposals Submitted



7.28 Number of Grants Awarded

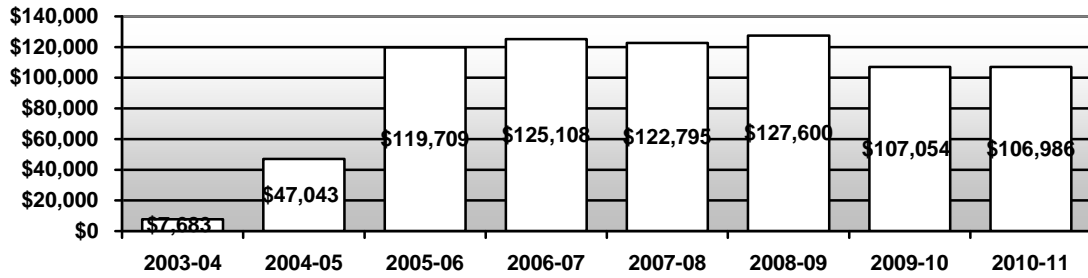


7.29 Total Grant Funds Awarded



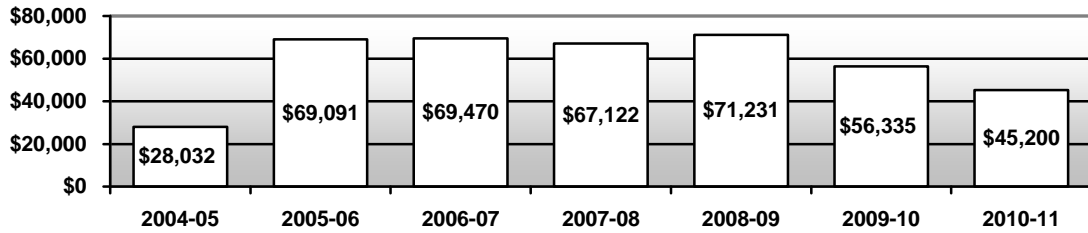
7.30 Food Service Revenue

7.30 Food Service Revenue



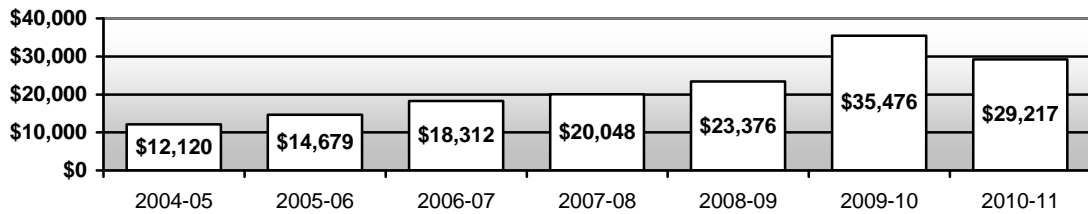
7.31 Café Revenue

7.31 Café Revenue



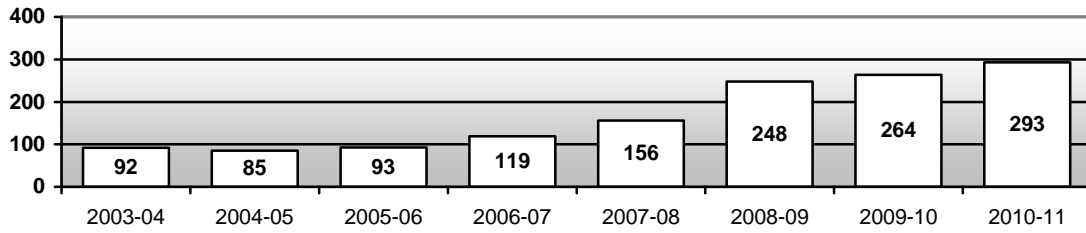
7.32 Program Revenue

7.32 Program Revenue



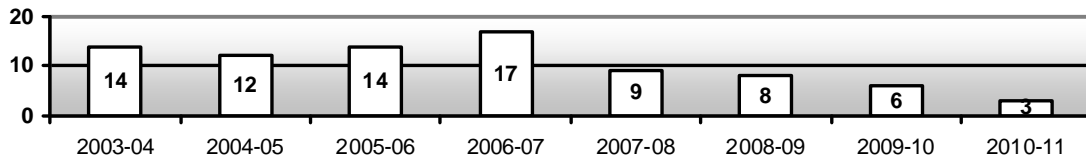
7.33 Program Measures

7.33 Number of Public Programs Presented

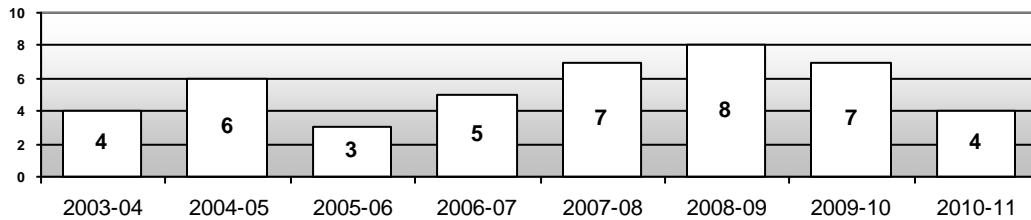


7.4 Exhibit Measures

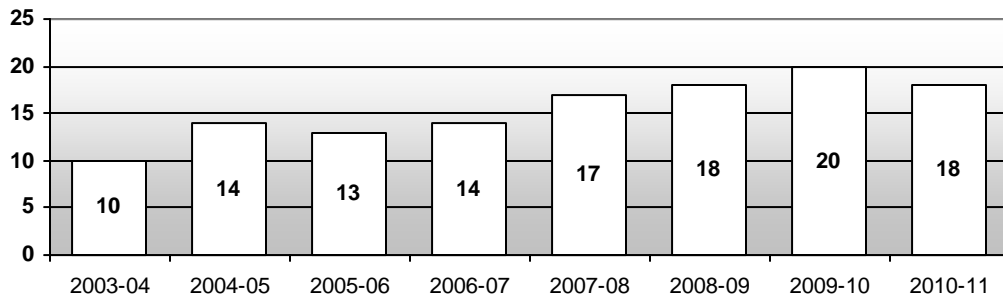
7.40 Number of Changing Exhibits Completed



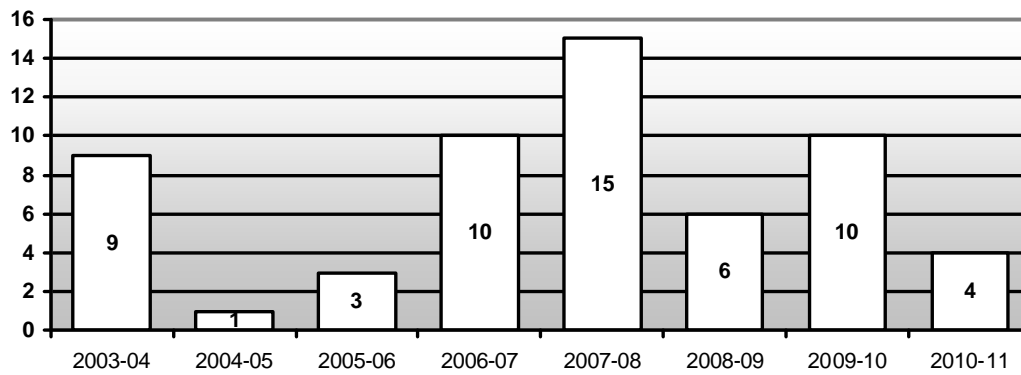
7.41 Traveling Exhibits Completed



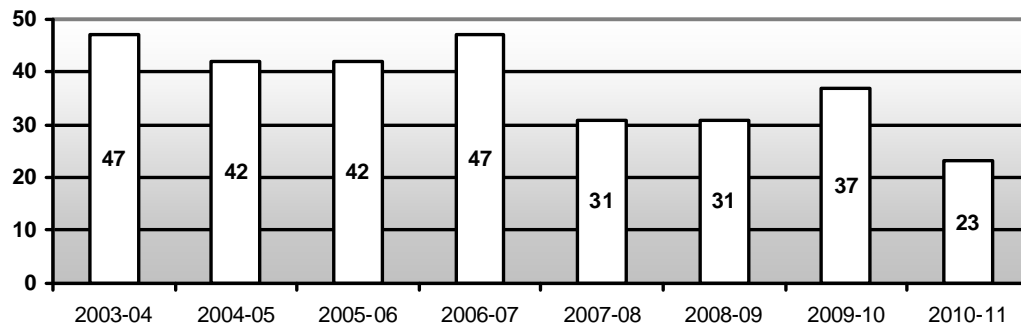
7.42 Number of Traveling Exhibits Available



7.43 Number of Consultancies Conducted by Museum Services

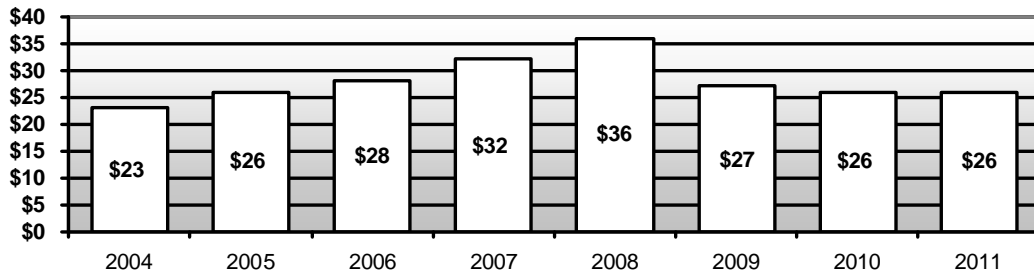


7.44 Number of Traveling Exhibits Bookings

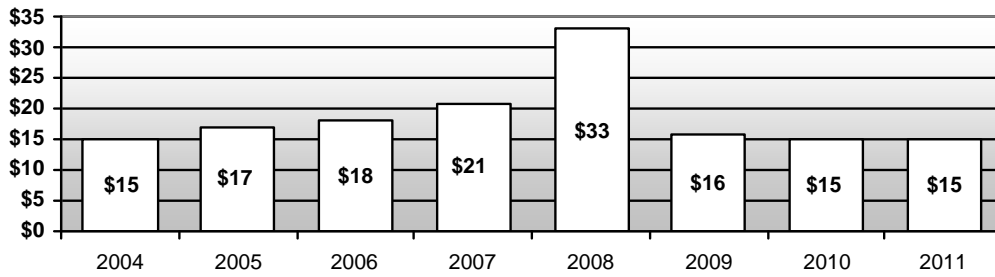


7.5 Expense Measures

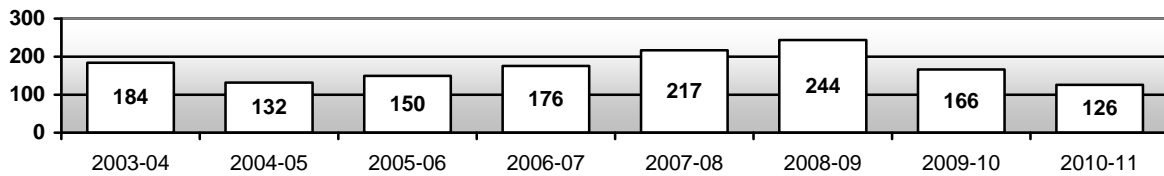
**7.50 Productivity - Operating Costs per Visitor
Includes \$1 million in Rent Expense**



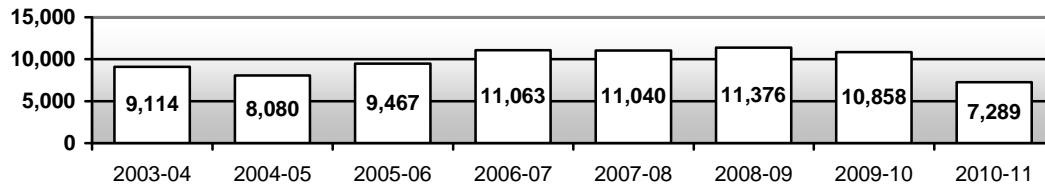
**7.51 Productivity - State Funds Per Visitor
Includes \$1 million in Rent Expense**



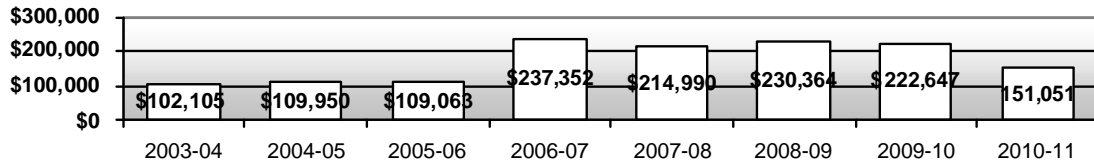
7.52 Number of Active Volunteers During the Year



7.53 Number of Volunteer Hours Contributed



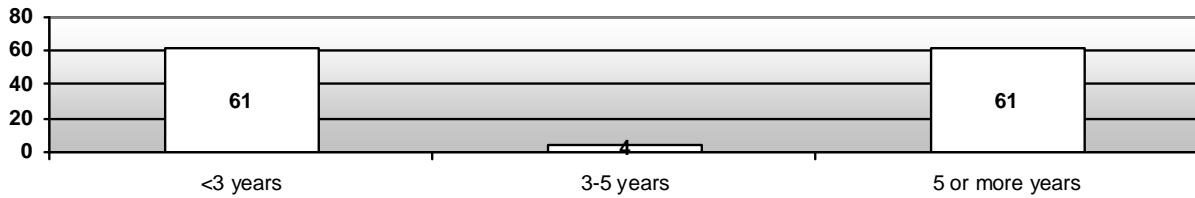
7.54 Value of Volunteer Hours



7.55 FTE Equivalency of Volunteer Hours

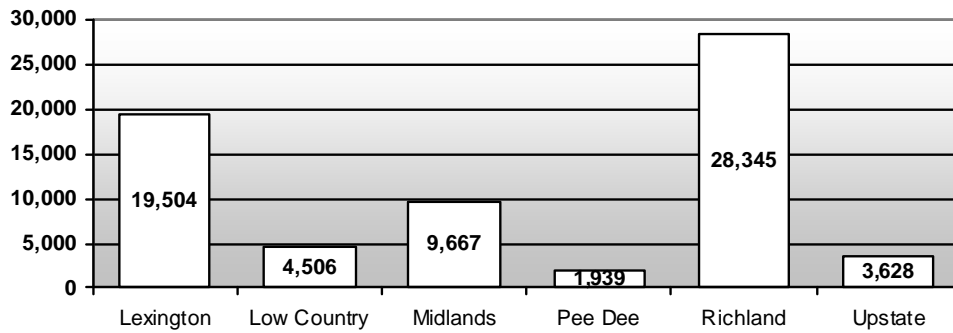


7.56 FY 2010-11 Number of Volunteers Serving

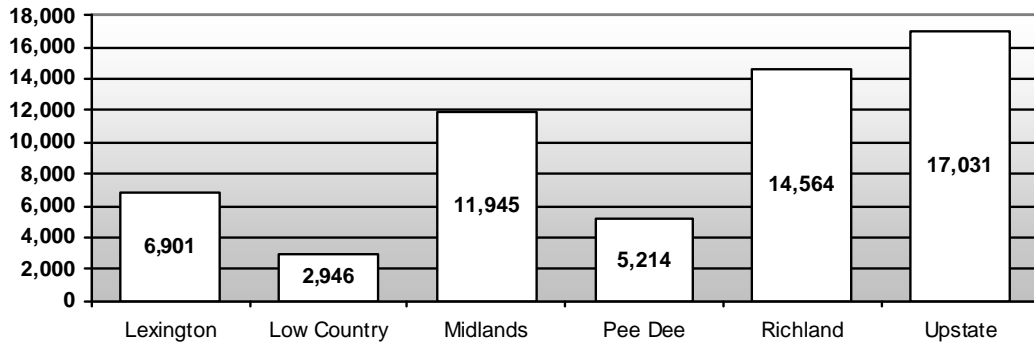


7.6 Statewide Visitation

7.60 FY 2010-11 SC Non-School Geographics by Region

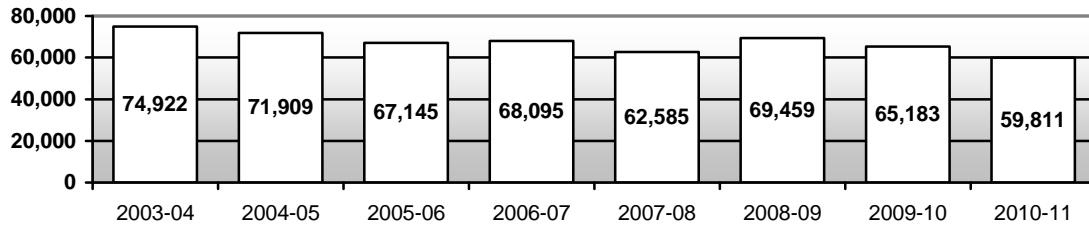


7.61 FY 2010-11 SC School Geographics by Region

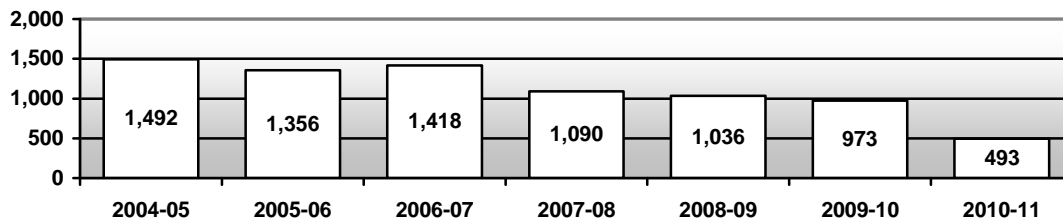


7.6 School Visitation Measures

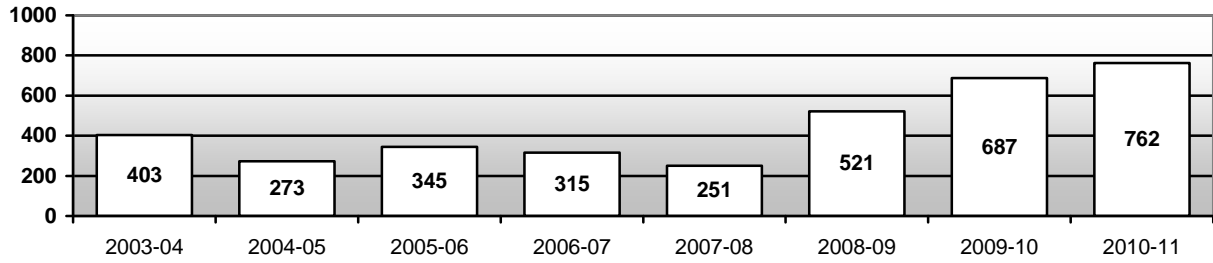
7.70 Number of Students, Teachers and Chaperons Participating Museum Programs



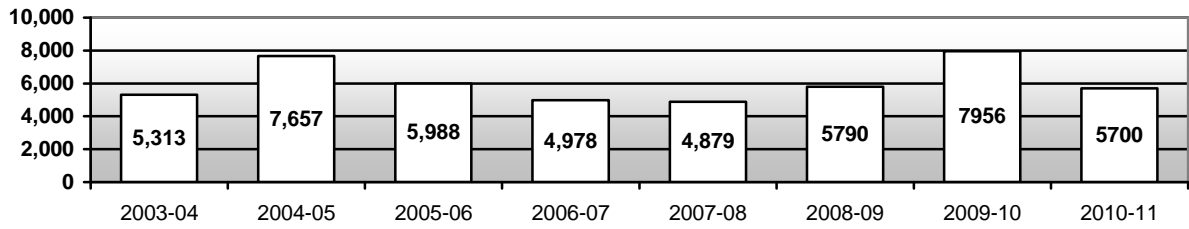
7.71 Number of Camp-In Participants



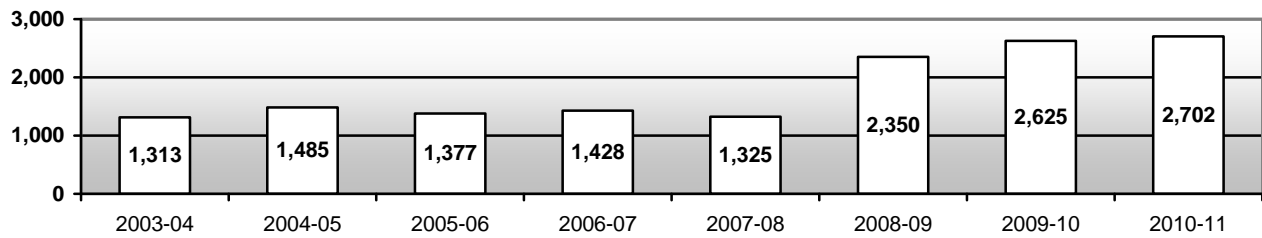
7.72 Number of Birthday Parties Participants



7.73 Number of Starlab Programs Participants

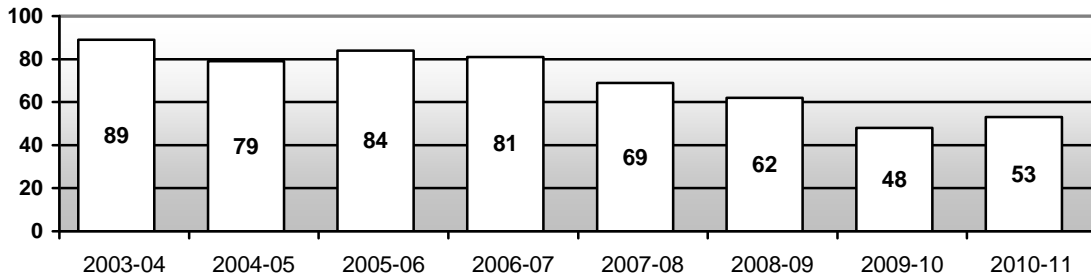


7.74 Number of School Reservations

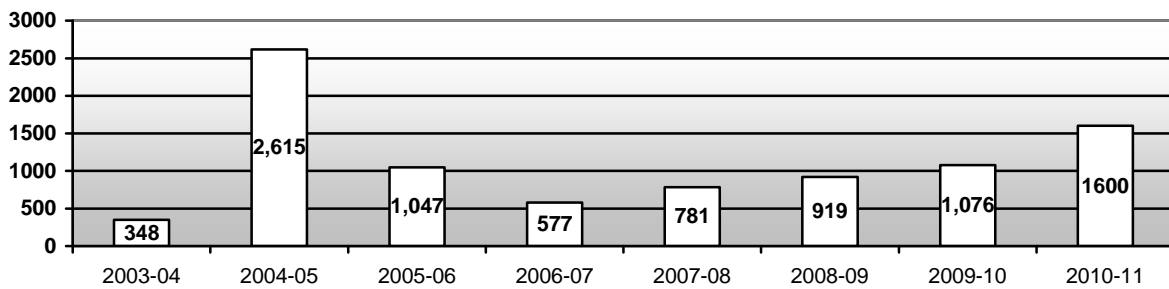


7.8 Collection Measures

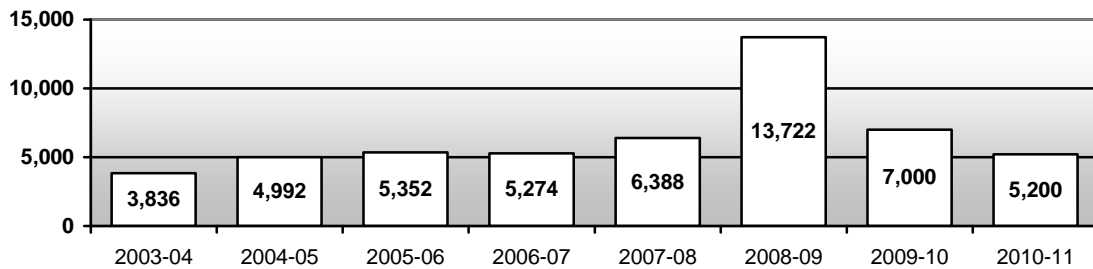
7.80 Number of Accessions Recorded



7.81 Number of Individual Objects added to Collections



7.82 Number of Public and Institutional Inquiries Answered by Curatorial Staff



7.83 Number of Publications Submitted and Accepted

