

## **Accountability Report Transmittal Form**

Agency Name: South Carolina State Museum

Date of Submission: September 15, 2005

Agency Director: William P. Calloway

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## **I. 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: -**

*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!*

The museum had a very successful year as the content was focused to very specific goals and guidelines. The museum's content falls into three prime areas –1) Fee based traveling exhibits 2) Museum generated temporary exhibits 3) Signature events. The two fee based exhibits were very popular especially the dinosaur exhibit, Prehistoric Predators. Two of the temporary galleries housed excellent in-house developed exhibit on Civil Rights and D-Day. This year was the Triennial Art Show which is presented in conjunction with the SC Arts Commission. Additionally, the museum presented two other art shows including an acclaimed show on the art of William Halsey and Corrie McCullam. The museum put on 8 signature events including a new event – the Congaree Art Festival.

Educationally the museum continued with a strong performance in 2005. Over 70,000 school children visited the museum representing EVERY county in the state. Also, the museum hosted over 2000 home schooled children as well as some children from surrounding states. The docent and volunteer program at the museum continues to provide quality educational tours to these groups as they visit the facility. Over 130 volunteers contributed over 8,000 hours to the museum – a value well in excess of \$100,000!

In light of the ongoing financial issues in the state, the museum proactively sought out new revenue streams as well as existing current programs. Two existing programs, overnight Camp-ins and the Traveling Exhibit Program (TEP) both exceeded prior year levels with a renewed emphasis. We also went outside of the walls of the museum to generate additional money with our Star Lab and off site Retail Store programs. Finally, we sought partners with the museum, offering our facility in return for a share of revenues generated by a third party. Partners included Palmetto Health System and their Festival of Tree event – over \$12,000 in revenues TO the museum. Another creative initiative by the museum staff was the outsourcing of the summer programs. This was hugely successful as participants were tripled and revenues were increased.

In 2005 for the first time in its history, the museum was able to offer Food Service to its visiting guests. In March of 2005, the Crescent Café opened after a two year process to obtain the rights and then to build the facility. The results exceeded expectations as revenues of \$28,000 were generated in a little over three months. Per capita for the café was \$0.50 per person. With the museum now having a licensed kitchen as a result of the café remodeling, the museum was also able to begin offering catering to its facility rental clients as well as extend the box lunch program for school groups. All total the museum generated over \$47,000 in Food Service revenues.

Expenses continued to be closely monitored and reduced. Not rent expenses were reduced by \$150,000 and rent was reduced by another \$150,000 for a total expense reduction of over \$300,000 from prior year. As a result our cost per visitor remained low at \$25 per visitor which is in line with AAM bench marks.

The museum made a concentrated to increase its partners. Solid progress was made with ETV as the museum provided content and assistance to many programs. The museum successfully lobbied the City of Columbia and Richland County and received over \$115,000 in hospitality and accommodations taxes. As a result, the State Museum was able to have a much larger statewide presence by reaching out into the state through marketing into more areas of the state for visitation. Other partners included PRT and the local CVB.

*A sampling of the results:*

Attendance		150,000
Educational Visits		72,000
Exhibit Revenues	UP	\$18,000
Rental Income		\$218,000
Food Service Revenues		\$47,000

*A Sampling of Some of the Accomplishments in 2004-2005:*

**Education**

- 18,000 Students toured *Africa and Prehistoric Predators*
- Camp-ins up by \$5,000 totaling 1,500 participants
- Off Site Star Lab program up by \$3,400
- Schools from each state county visited
- Home Schools with 2274 students visited

**Blockbuster (fee charged) Exhibits**

- Inside Africa (Opened in late May of 2004) 25,000 visitors and \$77,000 in revenues.
- Prehistoric Predators opened in January of 2005 and had 51,000 visitors and \$145,000 in revenues.

**Changing Exhibits Developed In House**

- Thresholds
- Triennial
- Corrie McCullam and William Halsey
- Military Miniatures
- Veterans Memorial

**Events**

- Irish-American Heritage Day
- Congaree Art Festival in conjunction with Artista Vista- NEW

- Harvest Festival
- Haunted Museum Tours
- Trick and Treats
- Tartan Festival
- Antique Appraisal Day
- July Fest Story Telling

### **Fund Raisers**

- Blues and Jazz
- Beach Blast

### **Revenue**

- Store Sales of \$655,000
- Off Site retail sales of \$26,500
- Box Lunch Sales of \$12,300
- Café Sales of \$28,000 - NEW
- Catering Sales of \$9,700 - NEW

### **Facility Rentals**

- \$218,000 generated by 366 events
- Palmetto Health Festival of Trees including free museum admission - \$12,000 to the museum

### **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 goals include:

- Increasing attendance and revenues in order to become more self-sustaining and reduce and offset the loss of the amount of annual State appropriation.
- 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.
- 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

#### 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 of our artifact conservation department, reduction in educational research and collections, and our outreach into the community.

##### **Opportunities:**

- Reissuing the revenue bonds on the building for a complete renovation.
- 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 visit 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.
- Creation of additional new revenue sources such as temporary concessions, photo opportunity, audio tours, and preferred catering.
- Establishment of a beneficial relationship with the Edventure children's museum and all other Columbia attractions.
- 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 preformed groups to visit.
- Continued planning and development of the OPT Project. This will add an observatory, planetarium and interactive 4-D theater to the museum, substantially enhancing our commitment to education in South Carolina and making the museum a major center for science education in the Southeast.

##### **Barriers:**

- The huge rent/bond financial obligation of \$3,000,000/year, now making up 66% of our base appropriation.
- The operation of a competitive facility in the parking lot.
- Sourcing and creating impactful exhibits with diminished funds
- Finding cooperative partners for funding in a tight economy.
- Competition for once exclusive retail product
- Lack of flexibility to eliminate non-productive personnel and replace with productive personnel.
- Motivating Experienced and entrenched staff to do more with less
- Lack of confidence in the 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.
- Reorganized staff has been reduced by 46% in three years.
- The continued transition of agency senior management into more self directed innovation and accountability
- Non functional relationship with fund raising arm – South Carolina Museum Foundation.

## **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.

## **II. BUSINESS OVERVIEW:**

### **1. # of Employees:**

- Authorized Full-time Positions (FTE's): 44 (Includes Unclassified Executive Director)
- Positions Filled as of 06/30/05 35
- Positions Vacant as of 06/30/05 9
- # of Part-time positions as of 06/30/05 52

### **2. 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.

### 3. Expenditure/Appropriations Chart

#### Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,571,702	\$1,364,029	\$1,575,418	\$1,219,707	\$1,569,179	\$1,259,486
Other Operating	\$4,120,611	\$2,822,279	\$395,819	\$2,625,155	\$3,981,126	\$2,885,547
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$28,503	\$	\$3,203	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$474,711	\$430,113	\$436,475	\$336,830	\$479,470	\$392,443
Non-recurring	\$	\$	\$	\$	\$	\$
<b>Total</b>	<b>\$6,195,527</b>	<b>\$4,616,421</b>	<b>\$5,966,915</b>	<b>\$4,181,692</b>	<b>\$6,029,775</b>	<b>\$4,537,476</b>

#### Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

#### 4. Major Program Areas Chart

#### Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	
IB - Guest Services, IIIC - Benefits	Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities.	State: 0.00 Federal: 0.00 Other: 862,155.00 Total: 862,155.00 % of Operating Budget: 27%	State: % Federal: % Other: % Total: %
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: 272,630.00 Federal: 0.00 Other: 20,928.00 Total: 293,558.00 % of Operating Budget: 9%	State: % Federal: % Other: % Total: %
IIB - Exhibits, IIIC - Benefits	Responsible for the fabrication and upkeep of exhibits, public safety, building services, and graphic design which includes departmental support.	State: 828,486.00 Federal: 1,875.00 Other: 151,320.00 Total: 981,681.00 % of Operating Budget: 31%	State: % Federal: % Other: % Total: %
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: 211,929.00 Federal: 0.00 Other: 27,571.00 Total: 239,500.00 % of Operating Budget: 7%	State: % Federal: % Other: % Total: %
IIE - Programs, IIIC - Benefits	To present educational, entertaining, and impactful exhibit and thematic related programs and events as well as managing the facility rental program.	State: 85,815.00 Federal: 0.00 Other: 84,727.00 Total: 170,542.00 % of Operating Budget: 5%	State: % Federal: % Other: % Total: %
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: 60,156.00 Federal: 0.00 Other: 126,774.00 Total: 186,930.00 % of Operating Budget: 6%	State: % Federal: % Other: % Total: %

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

<b>Remainder of Expenditures:</b> IA - Administration, IIIC - Benefits Finance, IT, Executive Director, and Human Resources as well as agency wide overhead such as paper, copiers, etc.	State: 468,665.00 Federal: 0.00 Other: 10,412.00 Total: 479,077.00 % of Operating Budget: 15%	State: % Federal: % Other: % Total: %
<b>Sub-Total Operating w/o Bond and Rent</b>	<b>3,213,443.00</b> 52%	
	<b>% of Total Budget:</b>	
<b>Rent and Bond Payments</b>	State: 2,688,740.00 Federal: 0.00 Other: 264,840.00 Total: 2,953,580.00 % of Total Budget: 48%	State: % Federal: % Other: % Total: %
<b>Total Budget</b>	<b>6,167,023.00</b>	

## **5. 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
- Internal departments

## **6. Key Stakeholders**

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

## **7. Key Suppliers:**

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.

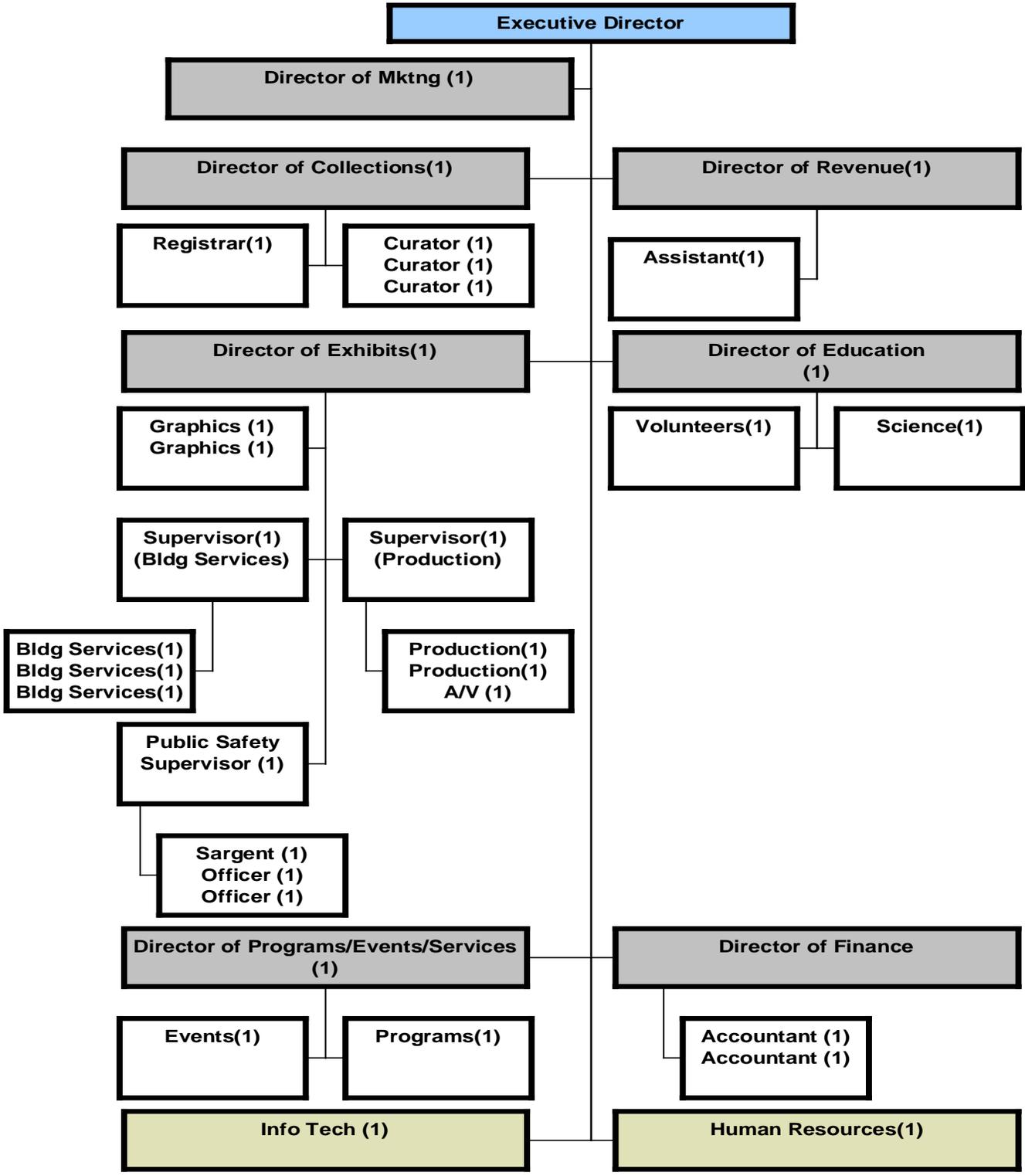
- State of South Carolina
- The South Carolina Museum Foundation
- Volunteer Board and Commission members.
- Other state agencies such as General Services and BPS that provide services.
- Scholars, artist, performers and other craftspeople
- Merchandise, Equipment, Printing, Supply, and Food vendors and purveyors
- People of South Carolina and beyond that donate services and/or items for the collection
- Volunteers

## **8. 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

9. Organizational Chart:



### III. 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 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.

#### 1.4

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

#### 1.5

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

#### 1.6

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.

#### 1.7

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.

## 1.8

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 museum will redo the long term plan during this current fiscal year (2006).

### 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.

## Strategic Planning

Program Number and Title	Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
IC - Guest Services, IIIC - Benefits	The goals of the Revenue Generating Department are to grow store sales, maximize sales in the new food service area, generate new revenue streams, and enhance the museum guest's visit. Upgrading the store software and hiring and training new staff are additional goals.	Participate in more profitable off-site sales events; Develop exclusive merchandise for the store; Open new Cafe operation in the museum; Add another concession machine in the museum Investigate revenue-generating ideas such as audio tours; Develop a store buy plan by category and by month; Enhance sales through the development of the new museum web-site; Investigate partnering with PRT and the Columbia Museum of Art.	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.	Enhance the collection growth by at least 10 specimens/artifacts per month. Enhance the safety and security of the collections. Develop 6 new Exhibits for the changing Galleries. Register/catalog specimens/artifacts in a timely manner. Perform at least two Artifact ID sessions. Write and submit one scholarly, peer-reviewed paper per discipline. Support of the Foundation "White Glove Initiative" artifact road show initiative.	7.80 - 7.83, 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 WEB; traveling exhibit rental handling, exhibit production, installation & maintenance; custodial services & Facility Use support; and building, staff & collection security and public safety oversight.	Negotiate for two blockbuster exhibits that will generate the largest attendance for the lowest cost. Oversee new Café up fitting and themeing. Secure at least one outside contractual services revenue producing arrangement. Revitalize the TEP program by producing at least one new traveling exhibit. Investigate pros & cons of outsourcing of public safety and custodial services. 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.	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. Distribute the South Carolina State Museum book on collections to teachers throughout the State. Increase the emphasis on astronomy and earth science programs. Provide guests "added value" experiences in NatureSpace 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.	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 for 2004-2005.	Investigate a partnership with ETV for the annual Museum Road Show. Aggressively market the museum's rental spaces by hosting meeting planner events and through incentives. Add services for rental clients including food service. Implement preferred catering for museum rental events. Generate revenue by offering programs that require registration fees and by collecting fees from resell users. Secure funding from granting organizations to sponsor the October Fall Events. Market the Traveling Exhibition Program through production and distribution of a promotional brochure. Develop creative ways to utilize the museum's auditorium by presenting regular programs such as film series and performances.	7.32-7.33, 7.50 - 7.51
IIF - Marketing, IIIC - Benefits	The goals of the marketing department include increasing public attendance; obtaining media sponsorships for blockbuster exhibits; partnering with CVB, Lake Murray, etc. to promote the museum along with the city of Columbia; to acquire Accommodations & Hospitality Tax grants from the City of Columbia and Richland and Lexington Counties; to perform audience research; and to develop a marketing relationship with identified corporate sponsors.	Obtain media sponsorships for new exhibits. Increase group sales through direct marketing including e-mail. 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. Redesign our website to be more marketing driven. Develop corporate marketing sponsorships specifically targeting grocery and beverage categories.	7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51

### **Category 3 – Customer Focus**

3.1-6

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 – Information and Analysis**

4.1,3,4,5

We measure areas related to the operations, processes and systems that define our mission and strategic objectives. The collection of data, referred to in Category 3, provides us with useful insight into the factors that determine our customer's preferences. We are able to use that data in evaluating the effectiveness of our revenue programs and in planning for the future development of new and innovative educational programs. The museum uses industry compiled data and personal industry contacts to determine relevant comparative data. Trade publications are utilized to see what is happening in the industry and what are some of the new, innovative issue resolutions. Currently, we do informal analysis and comparison based on published data and through personal contact. We have begun to better utilize our current software systems that compiles important visitor data. Our 'VISTA' ticketing system collects Guest admission data while our 'CAM' 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 – Human Resources**

#### 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 melon cuttings.
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

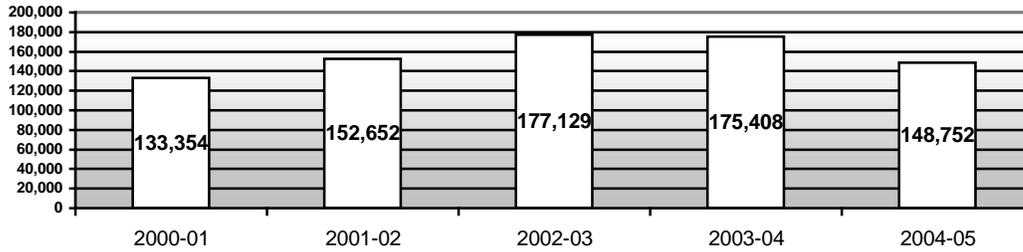
6.2 Changes –

The museum as it competes in the open market for visitors 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

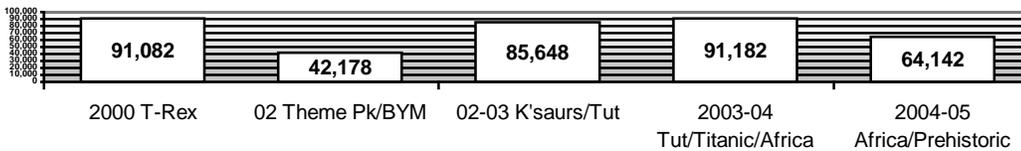
#### 7.10 Annual Attendance Since Museum Opening



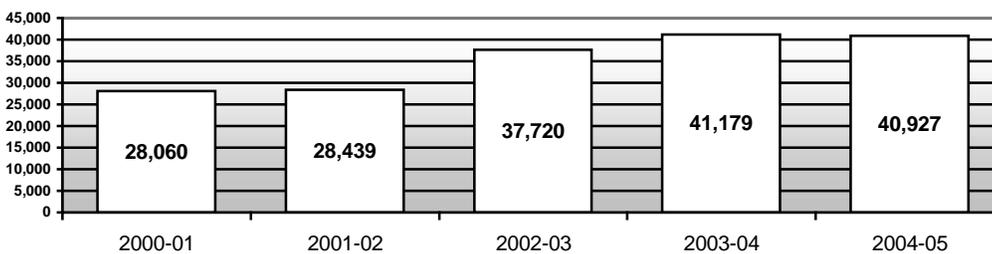
#### 7.11 Guest Services by Pricing Category

	2001-02	2002-03	2003-04	2004-05
<b>General Admissions</b>	60,676	85,648	73,810	53,437
<b>\$1 Sunday</b>	8,828	7,250	7,830	7,639
<b>Education</b>	61,084	70,200	74,921	71,909
<b>Friends</b>	12,969	8,500	12,244	10,179
<b>Birthday's</b>	886	695	423	294
<b>Passes</b>	8,209	4,836	6,180	5,294
<b>Total Attendance</b>	<b>152,652</b>	<b>177,129</b>	<b>175,408</b>	<b>148,752</b>

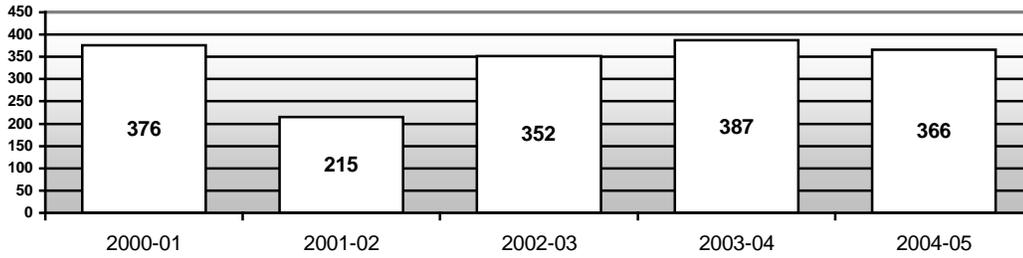
#### 7.12 Attendance for Special Attractions



#### 7.13 Total Attendance at Facility Rental Events

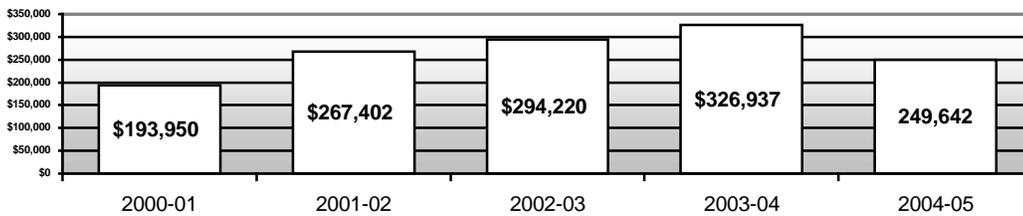


### 7.14 Number of Facility Events Scheduled by Clients

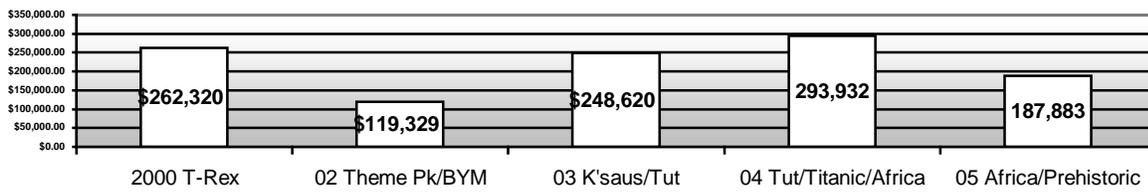


## 7.2 Revenue Measures

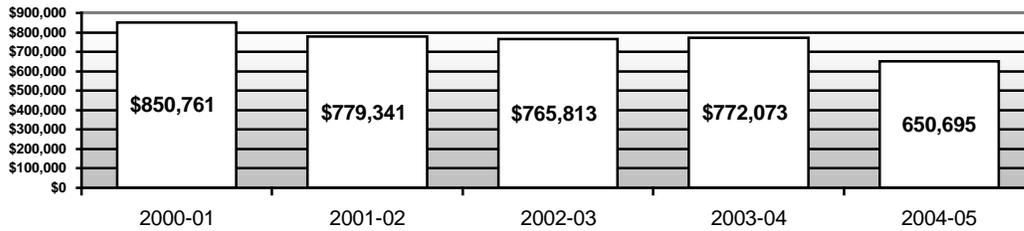
### 7.20 Admission Fees Collected



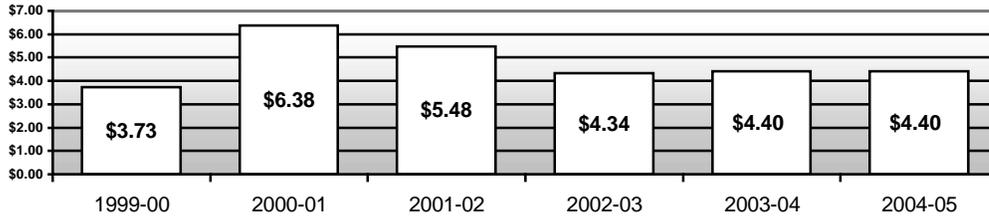
### 7.21 Gross Revenue-Special Attractions



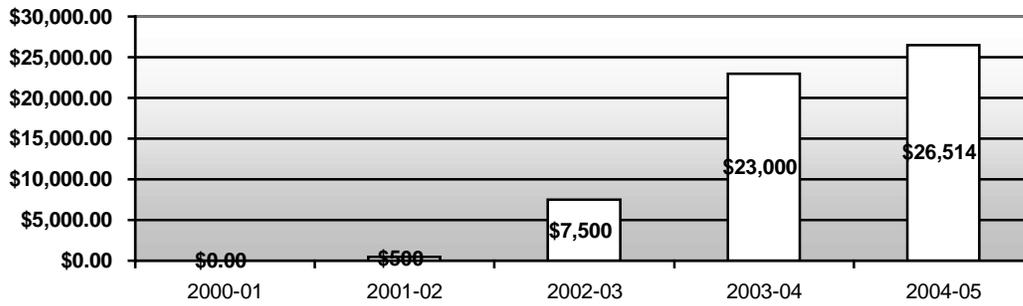
### 7.22 Gross Sales - Museum Store



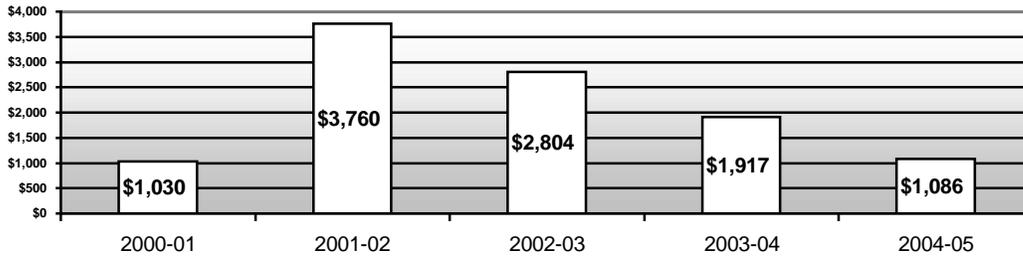
**7.23 Sales Per Visitor - Museum Store**



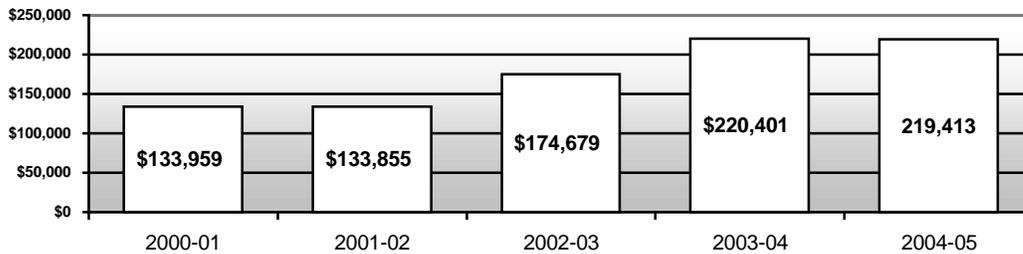
**7.24 Museum Store Off-Site Sales**



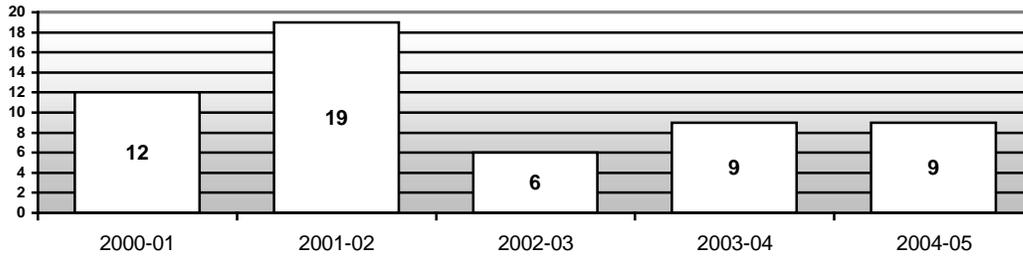
**7.25 Museum Store Internet Sales**



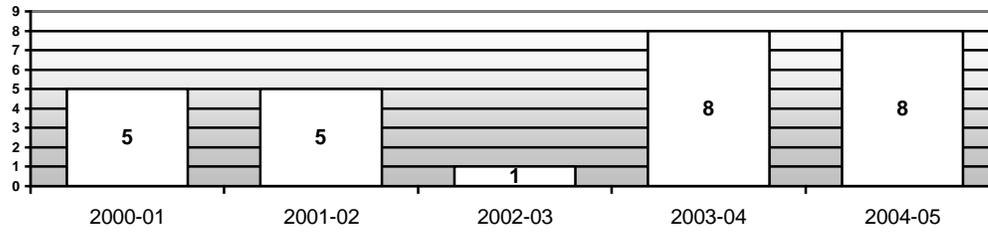
**7.26 Gross Revenues from Facility Rental Program**



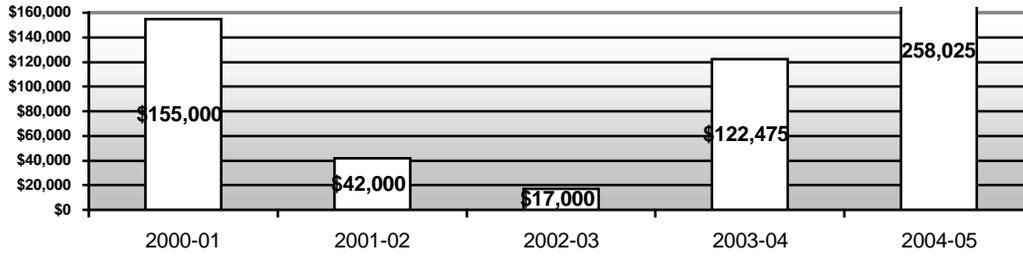
**7. 27 Number of Grant Proposals Submitted**



**7. 28 Number of Grants Awarded**

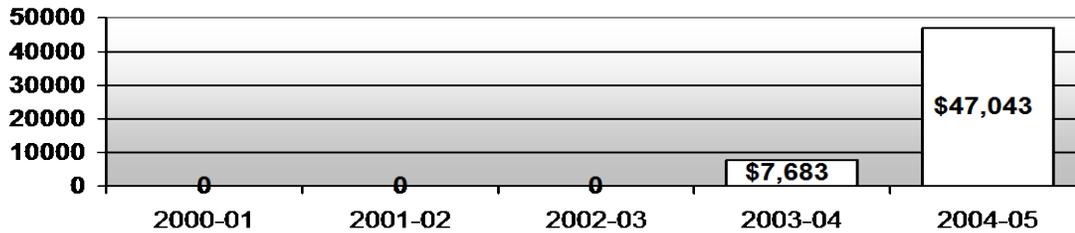


**7. 29 Total Grant Funds Awarded**



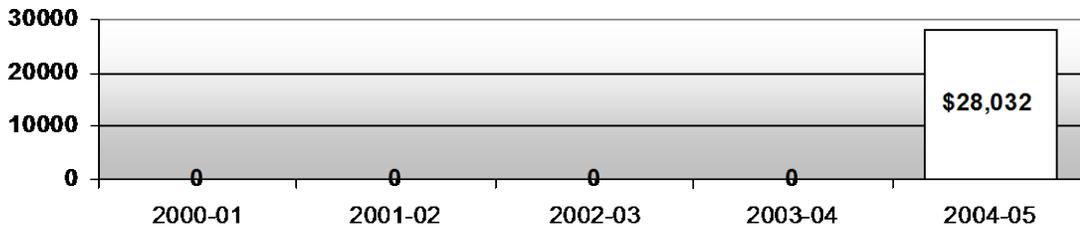
**7.30 Food Service Revenue**

**7.30 Food Service Revenue**



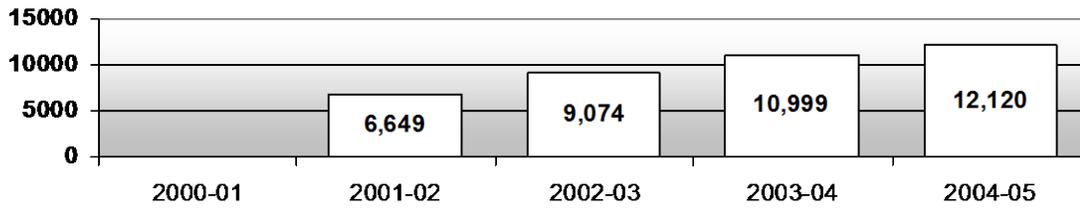
**7.31 Café Revenue**

**7.31 Café Revenue**



**7.32 Program Revenue**

**7.32 Program Revenue**



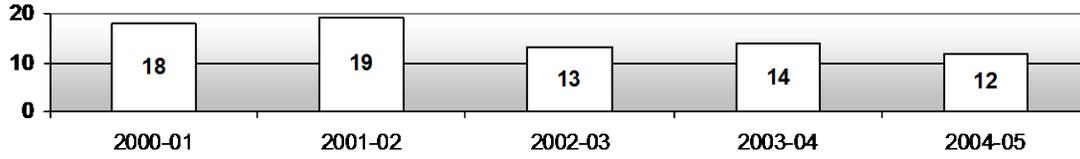
**7.33 Program Measures**

**7.33 Number of Public Programs Presented**

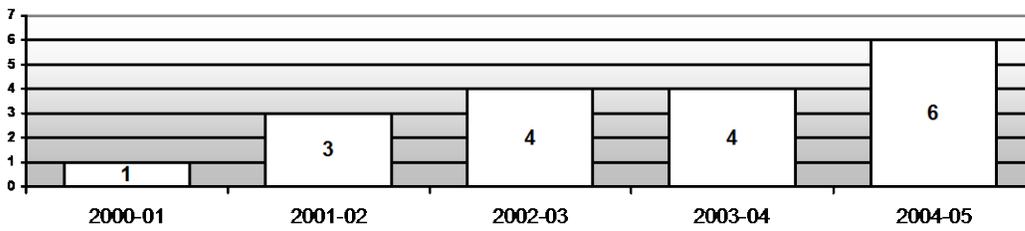


## 7.4 Exhibit Measures

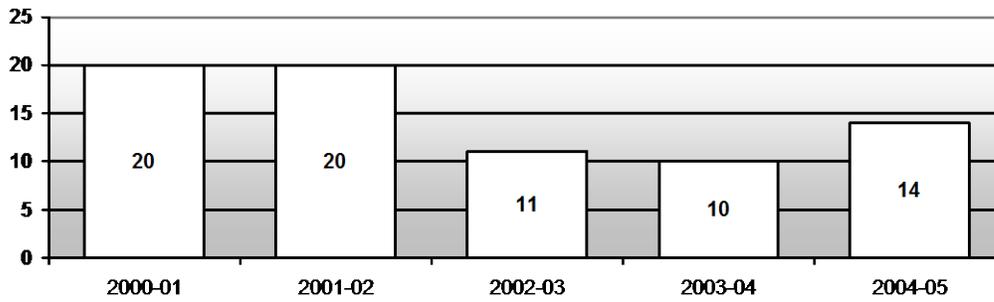
### 7.40 Number of Changing Exhibits Completed



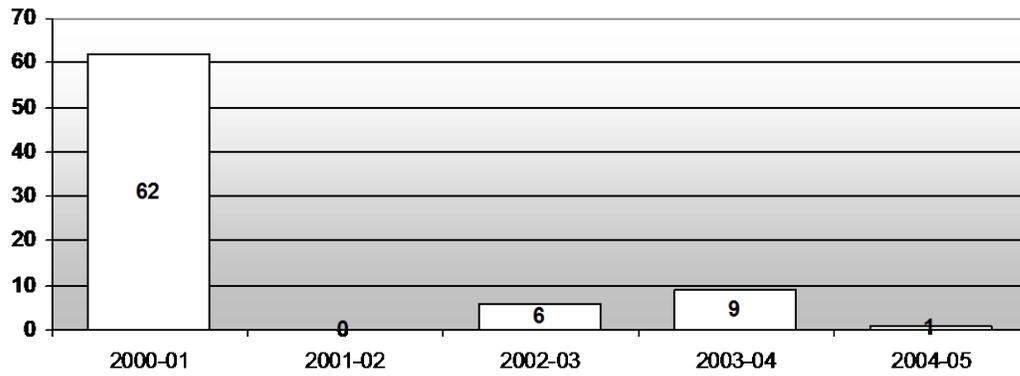
### 7.41 Traveling Exhibits Completed



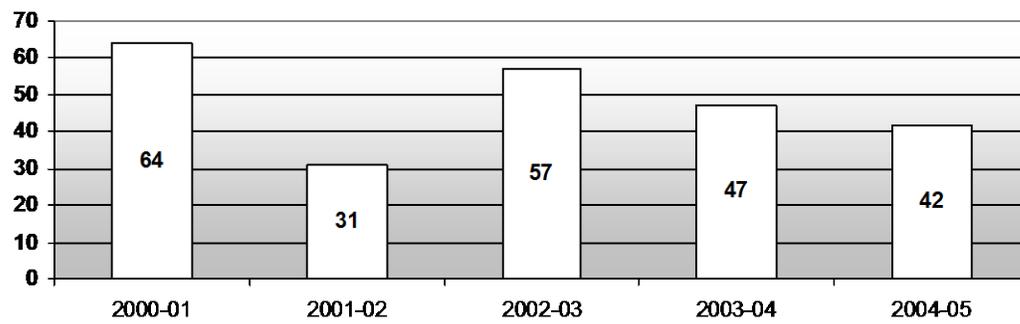
### 7.42 Number of Traveling Exhibits Available



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

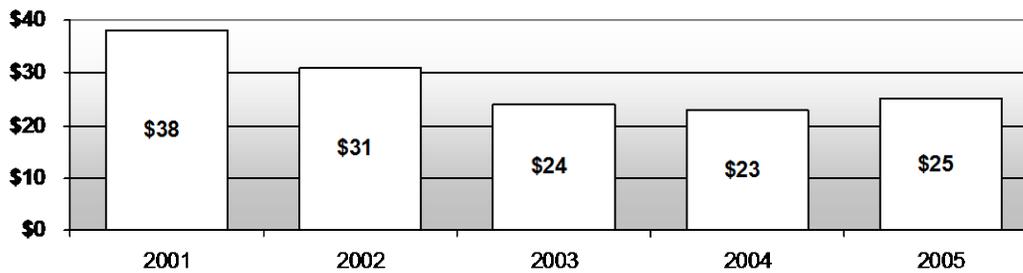


**7.44 Number of Traveling Exhibits Bookings**

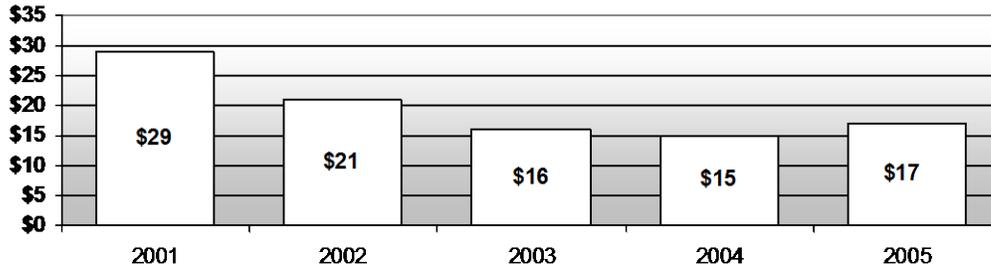


**7.5 Expense Measures**

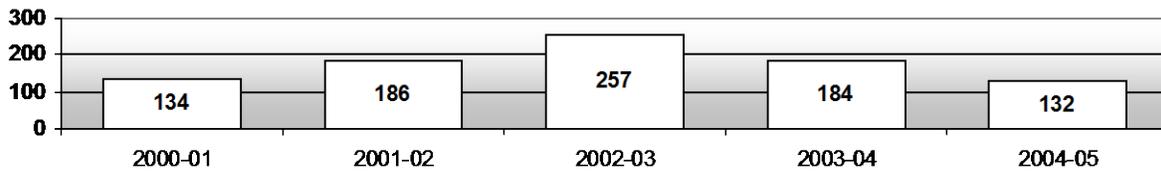
**7.50 Productivity - Operating Costs per Visitor  
Bond not Included**



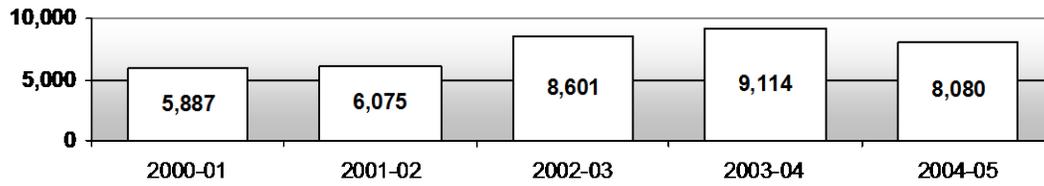
**7.51 Productivity - State Funds Per Visitor  
Bond not Included**



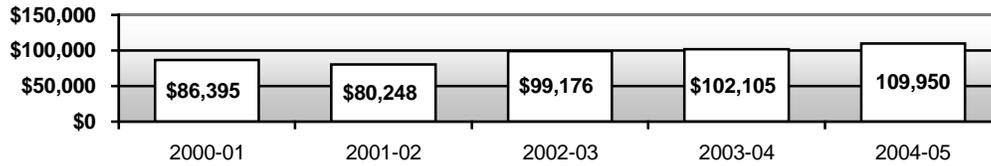
**7.52 Number of Active Volunteers During the Year**



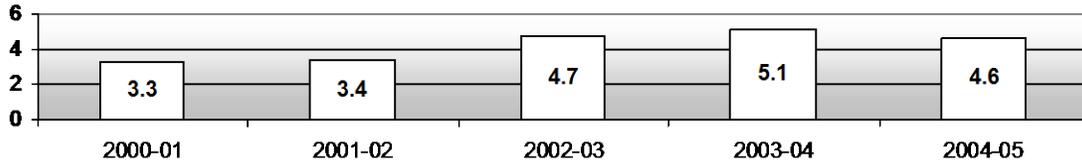
**7.53 Number of Volunteer Hours Contributed**



**7.54 Value of Volunteer Hours**



**7.55 FTE Equivalency of Volunteer Hours**

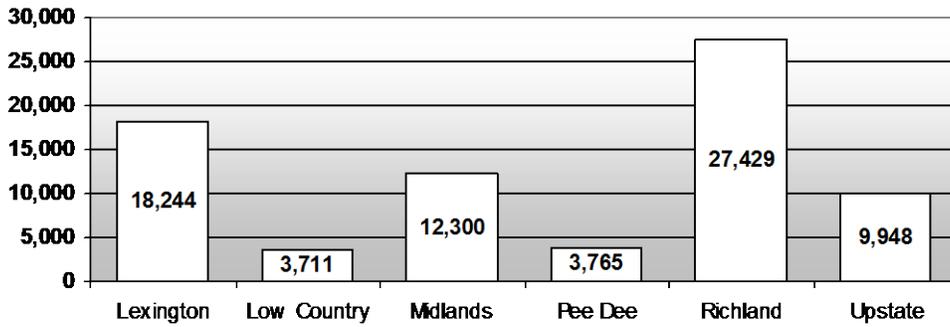


**7.56 Number of Volunteers Serving**

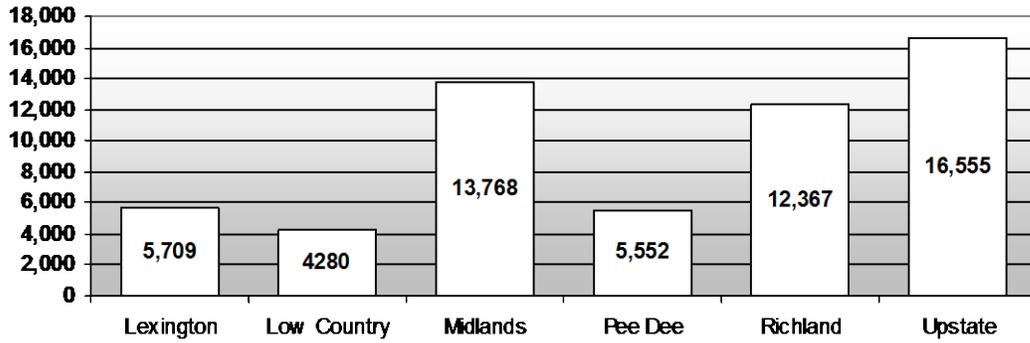


**7.6 Statewide Visitation**

**7.60 FY 2005 SC Non-School Geographics by Region**

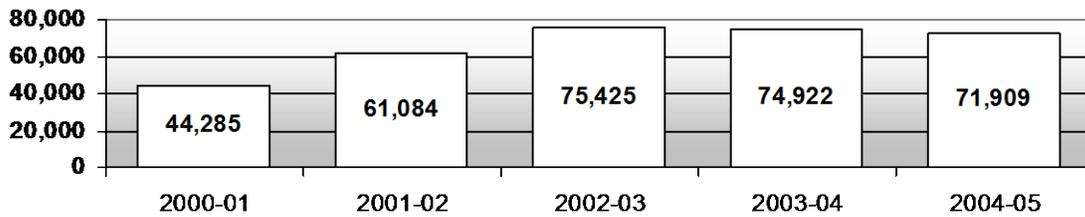


**7.61 FY 2005 SC School Geographics by Region**

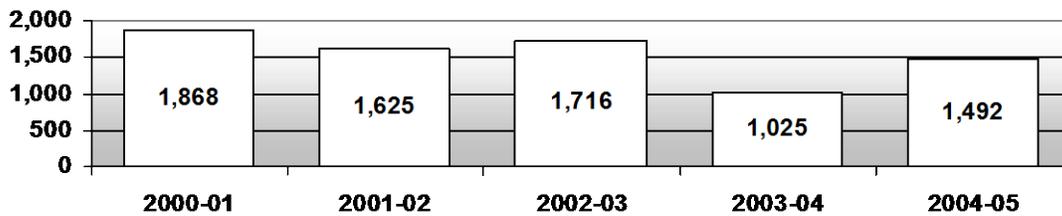


**7.7 School Visitation Measures**

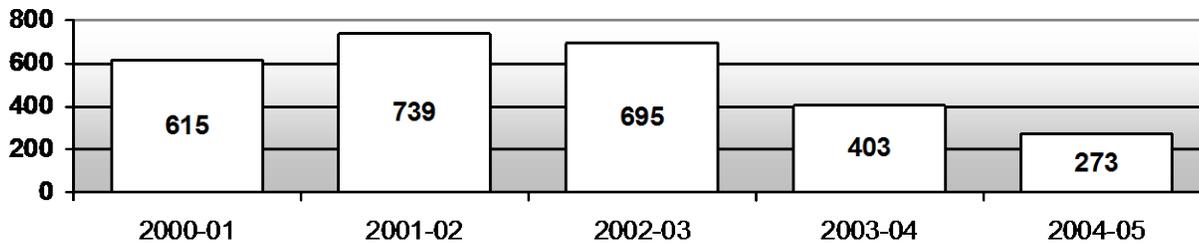
**7.70 Number of Students, Teachers and Chaperons Participating Museum Programs**



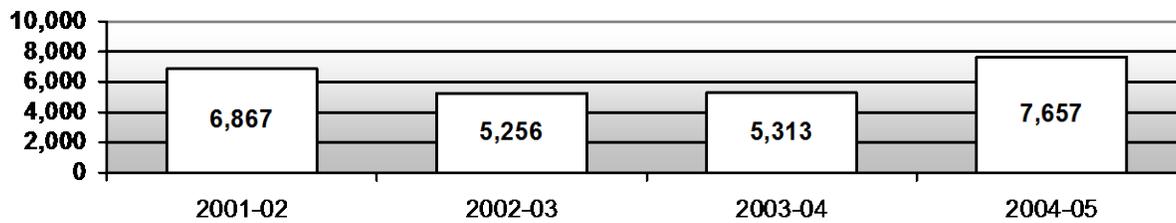
**7.71 Number of Camp-In Participants**



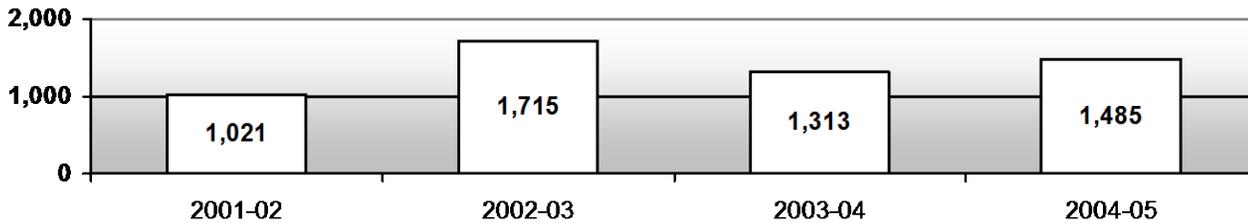
### 7.72 Number of Birthday Parties Participants



### 7.73 Number of Starlab Programs Participants

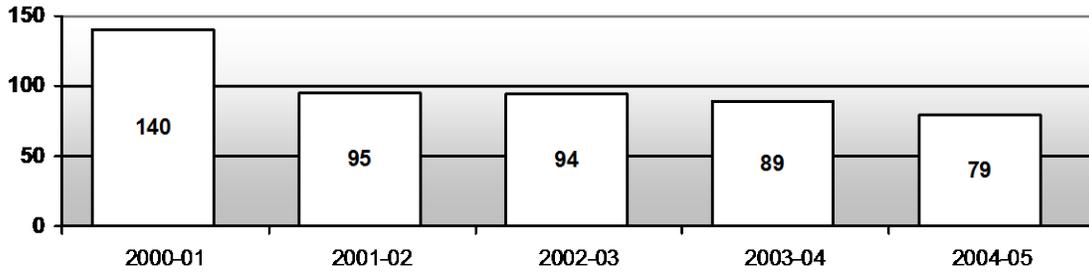


### 7.74 Number of School Reservations

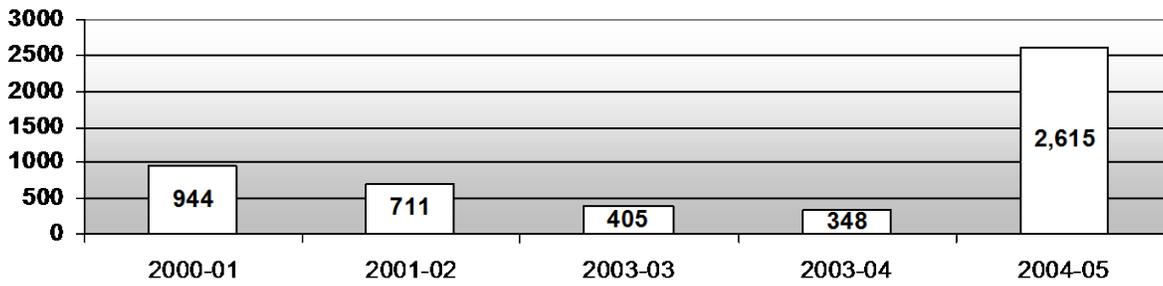


7.8 Collection Measures

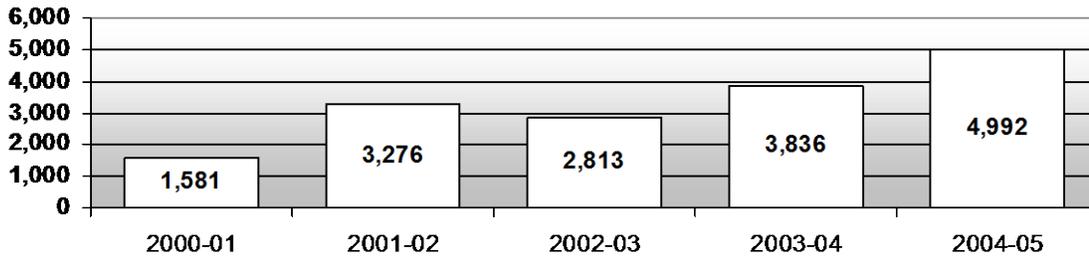
7.80 Number of Accessions Recorded



7.81 Number of Individual Objects added to Collections



7.82 Number of Public and Institutional Inquiries Answered by Curatorial Staff



7.83 Number of Peer Reviewed Publications

