



January 2010
PE 09-13-459

DEPARTMENTAL REVIEW

DEPARTMENT OF EDUCATION AND THE ARTS DIVISION OF CULTURE AND HISTORY

AUDIT OVERVIEW

Visitors to the West Virginia State Museum Are Satisfied With Their Experience, Although a Survey Suggests Some Recommendations for Improvement

The Division of Culture and History Should Develop a Marketing Plan for the State Museum in Order to Effectively Maintain Interest and Traffic



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EXECUTIVE SUMMARY

Issue 1: Visitors to the West Virginia State Museum Are Satisfied With Their Experience, Although a Survey Suggests Some Recommendations for Improvement.

The Legislative Auditor developed and administered a survey of museum visitors in order to gather some general visitor statistical data, and to get an overview of their overall experience at the museum and State Capitol Complex. The survey was conducted for one week, or six days, of operation. The subject of the questions asked attempted to measure the overall experience and gather information that would benefit the Division of Culture and History in increasing the convenience and enjoyment of the museum. Survey topics were as follows:

- frequency of visits,
- satisfaction,
- Capitol Complex and museum signage,
- museum staff assistance,
- parking, and
- willingness to be included on a mailing list.

A total of 918 visitors to the museum were counted and of that total, 227 (25 percent) completed a survey. The visitors observed during this period provided generally positive responses regarding the museum. Although satisfaction levels were high, respondents identified areas where the museum could be improved such as lighting, on-campus signage, interior signage, and conflicting audio fields. The Legislative Auditor believes that continued periodic data collection could aid the Division of Culture and History in maximizing visitor satisfaction.

Issue 2: The Division of Culture and History Should Develop a Marketing Plan for the State Museum in Order to Effectively Maintain Interest and Traffic.

As stated in the August 2009 PERD report, the State of West Virginia has invested over 15 million dollars in the renovation of the State Museum. For this reason, among others, the Division of Culture and History should strive to provide the best possible experience for those who choose to visit the facility as well as reach out to those who have yet to do so.

A total of 918 visitors to the museum were counted and of that total, 227 (25 percent) completed a survey. The visitors observed during this period provided generally positive responses regarding the museum.

The Legislative Auditor's survey of visitors was also intended to gather information that could be used to further market and manage the museum. The collection of visitor zip codes allowed for analysis showing the areas of the region, state, and country from which patrons came. During this survey process, 35 West Virginia counties, 30 states, and a foreign country were represented. This information could be valuable for targeted marketing efforts. Also, hourly monitoring of attendance was maintained throughout the survey period. This information could also be used to aid in marketing as well as staffing decisions. During the course of this monitoring it also became apparent to the Legislative Auditor that the Division is experiencing difficulty in accurately gathering and recording museum attendance. The Division should explore reasonable avenues to better track attendance as well as develop a mechanism for continuing data collection. Once sufficient measures are in place, formulating a marketing plan to facilitate the prolonged success of the museum should be a priority.

The Division should explore reasonable avenues to better track attendance as well as develop a mechanism for continuing data collection.

Recommendations

- 1) *The Legislative Auditor recommends that the Division of Culture and History periodically collect data from visitors and explore reasonable improvements as needed.*
- 2) *The Legislative Auditor recommends that the Division explore all reasonable options regarding issues of concern by the visitors such as interior and exterior signage, lighting, etc.*
- 3) *The Legislative Auditor recommends that the Division of Culture and History consider implementing a mechanism for data collection for eventual use as part of a comprehensive marketing plan for the West Virginia State Museum.*
- 4) *The Legislative Auditor recommends that the Division continue to refine its attendance monitoring procedures to ensure an accurate count of museum visitors.*

OBJECTIVE, SCOPE & METHODOLOGY

Objective

The purpose of this review was to assess the public's opinion on the newly renovated West Virginia State Museum as well as provide a foundation for the Division of Culture and History to continue to collect useful data. The survey itself was administered with the intention of showing the strengths and weaknesses of the facility and also to document any areas where visitors believe improvements can be made. The collection of other information such as zip codes was done for the purpose of locating the origin of visitors for later use by the Division.

Scope

The scope of this review of the West Virginia State Museum is confined to the period of time from its reopening on June 20, 2009 to present. Information provided from the survey was gathered between September 22, 2009 and October 24, 2009.

Methodology

The Legislative Auditor conducted a survey of museum visitors for six days. Staff were stationed on-site in pairs with the responsibility of monitoring attendance and conducting the survey. Through the duration of the survey period, 918 visitors were observed and 227 questionnaires were completed. The possible answers to the questions were essentially Yes/No/NA with the exception of three open-ended questions and an additional comments section. Zip codes were compiled and entered into mapping software to produce a graphic representation of visitor origin. Every aspect of this report followed the Generally Accepted Governmental Auditing Standards (GAGAS) as set forth by the Comptroller General of the United States of America.

ISSUE 1

Visitors to the West Virginia State Museum Are Satisfied With Their Experience, Although a Survey Suggests Some Recommendations for Improvement.

Issue Summary

The Legislative Auditor surveyed museum visitors in order to obtain general visitor statistical data, and to get an overview of their overall experience. The survey was administered for one of each of the six days of the week the museum is open. Of the 918 visitors observed during this period, 227 filled out surveys which provided generally positive responses regarding the museum. Although satisfaction levels were high, respondents identified areas where the museum could be improved such as lighting, on-campus signage, interior signage, and conflicting audio fields. The Legislative Auditor believes that continued periodic data collection could aid the Division of Culture and History in maximizing visitor satisfaction.

The Legislative Auditor developed and administered a survey of museum visitors in order to gather some general visitor statistical data, and to get an overview of their overall experience at the museum and State Capitol Complex.

The Legislative Auditor Surveyed Visitors to the West Virginia State Museum

The West Virginia State Museum opened on June 20, 2009. The museum is open Tuesday through Saturday from 9am-5pm, and Sunday from Noon-5pm. The Legislative Auditor developed and administered a survey of museum visitors in order to gather some general visitor statistical data, and to get an overview of their overall experience at the museum and State Capitol Complex. The Legislative Auditor's staff was stationed in the lower level lobby directly in front of the museum exit. This allowed for the accurate monitoring of attendance, as well as a convenient location for interviewing visitors as they leave. The survey was conducted on the following dates:

- Tuesday, September 22, 2009
- Wednesday, September 23, 2009
- Thursday, September 24, 2009
- Friday, September 25, 2009

- Saturday, October 24, 2009
- Sunday, October 4, 2009

The survey consisted of 14 questions and collected other data such as zip codes and group size. A copy of the actual survey can be found in Appendix B. During the six days the survey was conducted, a total of 918 visitors to the museum were counted. Of that total, 227 (25 percent) completed a survey. One of the other pieces of data collected at the beginning of every survey was the size of the group touring the location and answering the questions. This allowed staff to obtain the opinions of the entire group under one survey. The total number of visitors represented by the 227 surveys was 664 (72 percent).

The subject of the questions asked attempted to measure the overall experience and gather information that would benefit the Division of Culture and History in increasing the convenience and enjoyment of the museum. Survey topics were as follows:

- frequency of visits,
- satisfaction,
- Capitol Complex and museum signage,
- museum staff assistance,
- parking, and
- willingness to be included on a mailing list.

In addition to reporting the individual survey results that follow, the Legislative Auditor used the cumulative results to produce a profile of the average visitor to the State Museum. A typical visitor observed during the survey period was a West Virginian from Kanawha County who arrived in a group of approximately three, between 11:00am and 2:00pm. Most were viewing the newly renovated museum for the first time and rated their satisfaction as five on a scale of one to five, with five being the most impressed. The high number of local residents may have contributed to a slight majority not having a comment as to the adequacy of signage leading to the Capitol Complex and being able to easily locate the museum once on campus. Staff conducting the survey often received comments following answers to those questions stating such. Just over half stated that they came specifically for the museum, while nearly half of the visitors were also going to view other areas of interest while on the capitol grounds. Thus the average visitor came for the museum and

During the six days the survey was conducted, a total of 918 visitors to the museum were counted.

A typical visitor observed during the survey period was a West Virginian from Kanawha County who arrived in a group of approximately three, between 11:00am and 2:00pm.

was moderately open to seeing what else was available since already on the grounds. Typically, parking was not an issue and visitors found the museum staff to be available and helpful, but they, by a narrow margin, would rather not give contact information for future museum updates.

Visitors to the West Virginia State Museum Were Generally Satisfied With Their Experience

The first question of the survey asked visitors if this was their first trip to the newly renovated museum. Two hundred (90 percent) of the respondents indicated that this was the case. This information shows that the museum is still attracting people that have yet to attend since the re-opening in June of this year. The number of first time visitors is important for the Division of Culture and History to monitor because once it begins to level out with returning customers, additional marketing, and new exhibits or programs may become necessary to maintain interest and traffic. Another question was asked dealing with frequency, specifically, regarding when they might return. Responses to this section varied greatly from just a number of days to over a year. The most common response to this question was that they were not sure when they would return. Two variables driving these responses were geographic location and the presence of family or another group that would warrant a return.

The next question asked of museum visitors was their level of satisfaction with the renovated facility. The responses to this question were supportive of the new design. This was done on a scale of one to five, with one being not impressed at all and five being very impressed. The average response was 4.82; the lowest response was a 3 with the highest and most common response being 5.

Two questions were posed to visitors regarding signage. The first of which was to determine if the signage to the Capitol Complex, either in-town or interstate, was adequate. The second was directed toward on-campus signage. Overall, responses to these questions were largely that, yes signage was adequate or not applicable because they were previously familiar with the location. When the statistics were broken down into two categories, in-state and out-of-state, the percentage of those who felt signage was inadequate increased. In-state visitors felt that signage to the campus and museum was inadequate at a rate of only 13 and 17

The number of first time visitors is important for the Division of Culture and History to monitor because once it begins to level out with returning customers, additional marketing, and new exhibits or programs may become necessary to maintain interest and traffic.

percent respectively. Out-of-state visitors answered the same questions at a rate of 21 and 40 percent respectively. A logistical regression run by the Legislative Auditor showed that whether or not a museum patron originated from in-state or out-of-state statistically correlated with whether or not they stated that the signs on campus leading to the museum were adequate or inadequate, respectively. However, although there is a difference of nearly nine percent, there was no significant correlation between a patron originating from in-state or out-of-state and finding the capitol complex as a whole. These relationships are illustrated below in Table 1. **The Division of Culture and History should work with the Department of Administration to increase signage to provide easier access to the museum.**

In the long term, DOA stated that a new campus signage system will be included in the Campus Master Plan which is expected to be completed in early 2010.

Table 1

Was there adequate signage leading to the Capitol Complex?			
	Yes	No	N/A
In-State Visitors	40.5%	12.7%	46.8%
Out-of-State Visitors	38.5%	21.5%	40.0%
Survey Total	40.1%	15.9%	44.1%

Was there adequate signage to easily locate the Museum?			
	Yes	No	N/A
In-State Visitors	44.5%	17.4%	38.1%
Out-of-State Visitors	35.9%	40.6%	23.4%
Survey Total	42.2%	24.7%	33.2%

In a letter to the Department of Administration (DOA), the Legislative Auditor requested possible options for the improvement of campus signage. In response, DOA provided both short term and long term plans for improvement in this area. Short term plans included temporary signs to be placed at visitor parking areas, existing blue monument campus signs will be repaired and repainted, and existing campus directory signs will be repaired and repainted including new campus directional map with the State Museum properly identified. In the long term, DOA stated that a new campus signage system will be included in the Campus Master Plan which is expected to be completed in early 2010.

The next series of questions was regarding whether visitors came to the complex specifically to visit the museum and if they planned to visit other areas while on campus. These responses were very even and did not provide a trend in either direction. Conversely the following question regarding the availability and helpfulness of staff was positive. Ninety-two percent of visitors responded that staff was available and helpful while only one percent indicated that they were not. Seven percent of respondents chose not applicable.

One area of potential concern to the Legislative Auditor going into this project was the availability of parking for museum visitors. Responses to the survey did not identify this as an issue. For this topic, the data were divided into weekday and weekend visitors. As can be expected, those who had difficulty finding parking were predominantly in the weekday-visitors group, but only at a rate of 14 percent. That number falls to less than two percent on weekends. Assuming a level of attendance similar to the days the survey was administered, parking was not identified as a major issue.

As can be expected, those who had difficulty finding parking were predominantly in the weekday-visitors group, but only at a rate of 14 percent. That number falls to less than two percent on weekends.

The final question on the survey asked whether visitors would like to receive notification via mail or e-mail regarding upcoming events or changing exhibits at the museum. Overall, 48 percent indicated that they would be receptive to such communication. When divided into in-state and out-of-state populations, in-state visitors were more receptive to providing contact information at 55 percent compared to that of out-of-state with 30 percent. The Legislative Auditor did not request e-mail addresses from visitors, the objective was to determine if the Division should consider making this an option in order to keep citizens up to date and potentially increase return visits. Our records indicate that approximately half (48 percent) of visitors would welcome the information, which could aid in maintaining museum traffic. The Division of Culture and History should consider collecting this information from patrons.

Following the formal questions of the survey, the Legislative Auditor asked if visitors had any additional comments or concerns. Although the numeric score was positive, as were many of the comments offered in this area, a number of issues were common in this section. These issues were as follows:

- low or insufficient lighting,
- conflicting audio fields,
- difficulty finding exit to lower level lobby, and
- difficulty reading informational plaques.

These comments in no way undermine the apparent success of the museum, but do offer insight as to how the location can be improved. During the survey period, audit staff often observed visitors who were disoriented and had trouble finding the exit to the lower level lobby and the exit from there to the Great Hall. These statements and observations support the possible need for improved signage within the museum itself.

Conclusion

The survey of museum visitors conducted by the Legislative Auditor revealed that citizens are generally satisfied with the facility following the renovation project. Although satisfaction levels are high, the Division of Culture and History could benefit from periodic data collection from visitors not limited to the questions asked in this survey. This type of self evaluation could identify possible areas of improvement to make the experience more pleasurable and convenient for visitors.

During the survey period, audit staff often observed visitors who were disoriented and had trouble finding the exit to the lower level lobby and the exit from there to the Great Hall.

Recommendations

1. *The Legislative Auditor recommends that the Division of Culture and History periodically collect data from visitors and explore reasonable improvements as needed.*
2. *The Legislative Auditor recommends that the Division explore all reasonable options regarding issues of concern by the visitors such as interior and exterior signage, lighting, etc.*

ISSUE 2

The Division of Culture and History Should Develop a Marketing Plan for the State Museum in Order to Effectively Maintain Interest and Traffic.

Issue Summary

The Legislative Auditor's survey of museum visitors was also intended to gather information that could be used to further market and manage the museum. The collection of visitor zip codes allowed for analysis showing the areas of the region, state, and country from which patrons came. During this survey process 35 West Virginia counties, 30 states, and one other country were represented. This information could be valuable for targeting marketing efforts. Also, hourly monitoring of attendance was maintained throughout the survey period. This information could also be used to aid in marketing as well as staffing decisions. During the course of this monitoring it also became apparent to the Legislative Auditor that the Division experiencing difficulty in accurately gathering and recording museum attendance.

Information such as attendance and the zip codes of visitors could potentially aid the Division in resource allocation and future marketing efforts as the museum moves from the growth stage into maturity and eventually decline.

As stated in the August 2009 PERD report, the State of West Virginia has invested over 15 million dollars in the renovation of the State Museum. For this reason, among others, the Division of Culture and History should strive to provide the best possible experience for those who choose to visit the facility as well as reach out to those who have yet to do so.

Although the survey conducted by the Legislative Auditor was not intended to be universally representative of the entire population, the snapshot provided by the data collected could be beneficial to the Division on an ongoing basis. It was the intention of this project to provide this information to the Division, as well as develop the framework for a tool that can be used going forward. Information such as attendance and the zip codes of visitors could potentially aid the Division in resource allocation and future marketing efforts as the museum moves from the growth stage into maturity and eventually decline.

The collection of visitor zip codes provided a detailed image of exactly where the patrons were coming from. During the six days the Legislative Auditor collected this information, 235 zip codes were collected. Analysis of this information showed that 165 of the zip codes collected were located in the state of West Virginia, representing 35 counties. Also, 69 were collected representing 29 other states. Table 2 below shows the number of counties and states represented as well as the top five of each. A full list of county and state representation can be found in Appendix C.

Table 2:
Zip Code Information

West Virginia		United States		International	
Counties Represented:	35	States Represented:	30	Other Countries Represented:	
Top 5 Counties Represented:		Top 5 States Represented:		Australia	
Kanawha	80	West Virginia	165		2
Putnam	12	Florida	9		
Logan	8	Ohio	8		
Monongalia	6	Washington	5		
Boone	5	North Carolina	5		

This information could be used to specifically target regions of West Virginia or bordering states with any existing or new advertising campaign. The above mentioned data were recorded and then mapped to provide a graphic analysis to further display this distribution. Images 1, 2, and 3 below show the location of the visitors the Legislative Auditor surveyed throughout the duration of the survey.

Image 1: United States Map of Represented Zip Codes

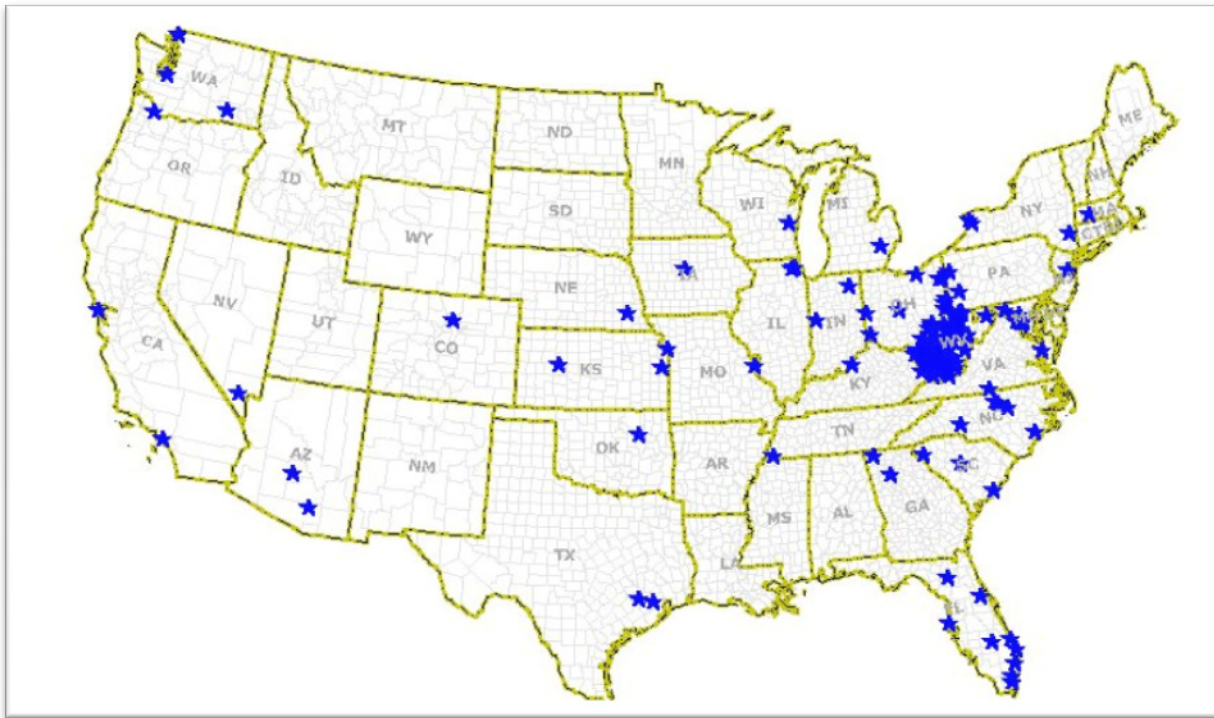


Image 2:
West Virginia Zip Codes Represented

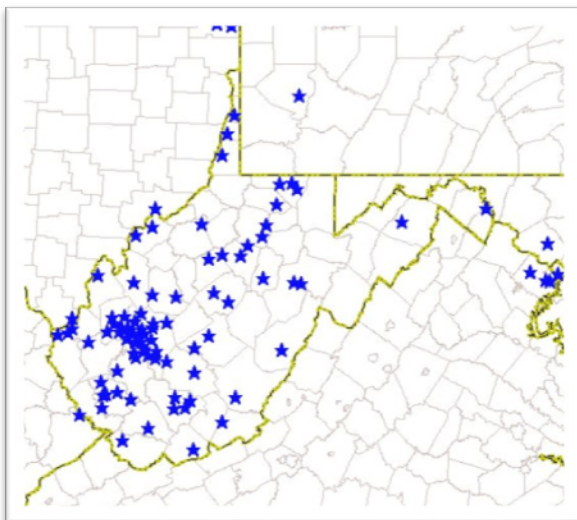
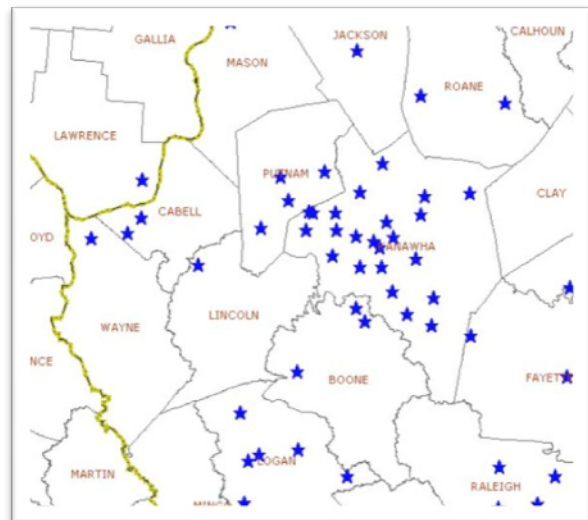


Image 3:
Regional Zip Codes Represented



The above maps show a marker for each unique zip code provided on a national, state, and regional level.

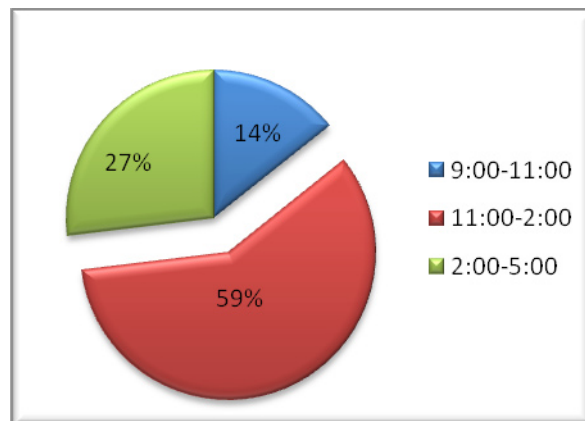
Another area of concentration that could benefit the Division in a marketing plan for the museum is attendance. Throughout the survey period the Legislative Auditor recorded attendance on an hourly basis. Recorded in this way, it is apparent that the traffic for the week followed a pattern. Nearly 60 percent of the weekly attendance accumulated between the hours of 11:00am and 2:00pm. Information such as this could assist the Division in allocating staff hours and planning events. A complete breakdown of the attendance observed during the course of the survey can be found in Appendix D. Charts 1 and 2 below display the average hourly attendance through the course of a day and the percentage of total attendance encompassed by the above three hour period.

Nearly 60 percent of the weekly attendance accumulated between the hours of 11:00am and 2:00pm. Information such as this could assist the Division in allocating staff hours and planning events.

Chart 1



Chart 2



The Division of Culture and History Should Explore All Reasonable Avenues to Better Track Museum Attendance

The accurate measurement of attendance is a concern for the Legislative Auditor. The Division currently uses a mass sensing motion activated counting system based at the bottom of both the entrance and exit escalator in the lower level lobby. Reconciling the attendance data collected during the survey shows a number of discrepancies. On only one occasion does the museum attendance provided by the Division match

the number observed by audit staff. Also, on seven days, the number of visitors to the museum is higher than that of building attendance. Table 3 below shows the museum attendance, PERD museum attendance (where applicable), and building attendance.

Table 3

Attendance			
	Museum		Building
	Division	PERD	
September 6, 2009	250		234
September 12, 2009	301		270
September 13, 2009	134		124
September 19, 2009	357		331
September 22, 2009	164	145	236
September 23, 2009	136	146	233
September 24, 2009	212	188	448
September 25, 2009	190	174	259
September 26, 2009	316		249
October 4, 2009	110	110	128
October 14, 2009	326		232
October 24, 2009	196	155	200
October 25, 2009	122		105

It is apparent to the Legislative Auditor that the Division is experiencing difficulty in accurately gathering and recording museum attendance.

It is apparent to the Legislative Auditor that the Division is experiencing difficulty in accurately gathering and recording museum attendance. During the survey, PERD staff documented that, on numerous occasions, staff and misguided visitors often lingered in the area of the motion sensors. Also, visitors that used the elevator to enter and exit the lower level lobby would not have triggered the sensors at all. Thus, if the staff and misguided visitors did not exactly offset the number of those who used the elevator, the count would be incorrect. The Division responded to a letter regarding these discrepancies and stated the same causes as observed by audit staff. **The Legislative Auditor recommends that the Division continue to refine its attendance monitoring procedure to ensure an accurate count of visitors.** Although the museum does not charge a fee to attend the museum, an accurate count is still important to the Division if it is to gauge the success or failure of future marketing efforts.

Conclusion

During the six days of the Legislative Auditor's survey, data were collected that could potentially help the Division of Culture and History provide effective service to West Virginia citizens. Information such as the number and origin of visitors could be used to successfully market the museum as well as efficiently allocate staff and plan events. The Division should explore reasonable avenues to better track attendance as well as a develop mechanism for continuing data collection. Once sufficient measures are in place, formulating a marketing plan to facilitate the prolonged success of the museum should be a priority.

Recommendations

3. *The Legislative Auditor recommends that the Division of Culture and History consider implementing a mechanism for data collection for eventual use as part of a comprehensive marketing plan for the West Virginia State Museum.*
4. *The Legislative Auditor recommends that the Division continue to refine its attendance monitoring procedures to ensure an accurate count of museum visitors.*

Appendix A: Transmittal Letter

WEST VIRGINIA LEGISLATURE *Performance Evaluation and Research Division*

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John Sylvia
Director

December 22, 2009

Randall Reid-Smith, Commissioner
West Virginia Division of Culture and History
1900 Kanawha Blvd., East
Charleston, West Virginia 25305

Dear Commissioner Reid-Smith:

This is to transmit a draft copy of the Review of the Division of Culture and History, as part of the Departmental Review of the Department of Education and the Arts. This report is scheduled to be presented during the January 10-12, 2010 interim meeting of the Joint Committee on Government Operations and the Joint Committee on Government Organizations. We will inform you of the exact time and location once the information becomes available. It is expected that a representative from your agency be present at the meeting to orally respond to the report and answer any questions the committees may have.

If you would like to schedule an exit conference to discuss any concerns you may have with the report, please notify us between December 28 and December 30, 2009. We need your written response by noon on December 30, 2009 in order for it to be included in the final report. If your agency intends to distribute additional material to committee members at the meeting, please contact the House Government Organization staff at 340-3192 by Thursday, January 7, 2010 to make arrangements.

We request that your personnel not disclose the report to anyone not affiliated with your agency. Thank you for your cooperation.

Sincerely,

Handwritten signature of John Sylvia in cursive script.
John Sylvia

c: Martha McKee, Chief of Staff
Department of Education and the Arts

Heather Butler, Director of Administration
Division of Culture and History

_____ *Joint Committee on Government and Finance* _____

Appendix B: Sample of Museum Visitor Survey

Museum Survey

10/4/09

Time: _____

Zip Code: _____	How Many in your Group? _____
Is this your first trip to the newly renovated Museum?	<input type="checkbox"/> YES <input type="checkbox"/> NO
On a scale of 1 to 5, what did you think of the Museum? 1 being not at all impressed and 5 being very impressed.	1 2 3 4 5
How did you hear about the Museum?	
Was there adequate signage leading to the Capitol Complex?	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A
Did you come to the Capitol specifically to visit the Museum?	<input type="checkbox"/> YES <input type="checkbox"/> NO
While on the Capitol grounds, do you plan on visiting any other areas (Veterans memorial, Capitol tour, etc)?	<input type="checkbox"/> YES <input type="checkbox"/> NO If yes, which one(s)?
Did you have any difficulty finding parking?	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A
Once on the Capitol grounds, was there adequate signage to easily locate the Museum?	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A
Was the Museum staff available and helpful?	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A
How soon do you think you will return?	
Would you be interested in receiving updates or informational material from the Museum regarding new exhibits, events, etc., via mail or e-mail?	<input type="checkbox"/> YES <input type="checkbox"/> NO

Staff Name: _____

«Number»

Appendix C: Home Locations of Museum Visitors Surveyed

<u>West Virginia</u>		<u>United States</u>		
<i>Kanawha</i>	<i>80</i>	<i>West Virginia</i>	<i>WV</i>	<i>165</i>
Putnam	12	Florida	FL	9
Logan	8	Ohio	OH	8
Monongalia	6	Washington	WA	5
Boone	5	North Carolina	NC	5
Lewis	4	Virginia	VA	5
Raleigh	4	South Carolina	SC	3
Braxton	3	New York	NY	3
Cabell	3	California	CA	2
Harrison	3	Arizona	AZ	2
Jackson	3	Texas	TX	2
Nicholas	3	Kansas	KS	2
Ohio	3	Illinois	IL	2
Brooke	2	Missouri	MO	2
Fayette	2	Indiana	IN	2
Mercer	2	Georgia	GA	2
Randolph	2	Pennsylvania	PA	2
Roane	2	Washington DC	DC	2
Wood	2	Nevada	NV	1
Gilmer	1	Colorado	CO	1
Greenbrier	1	Nebraska	NE	1
Hampshire	1	Oklahoma	OK	1
Jefferson	1	Iowa	IA	1
Lincoln	1	Tennessee	TN	1
Marion	1	Michigan	MI	1
Marshall	1	Kentucky	KY	1
Mason	1	Maryland	MD	1
McDowell	1	New Jersey	NJ	1
Mingo	1	Massachusetts	MA	1
Monroe	1	Wisconsin	WI	1
Pocahontas	1	Oregon	OR	0
Ritchie	1	Idaho	ID	0
Upshur	1	Utah	UT	0
Wayne	1	New Mexico	NM	0
Wyoming	1	Wyoming	WY	0
Wetzel	0	Montana	MT	0
Hancock	0	North Dakota	ND	0
Preston	0	South Dakota	SD	0
Webster	0	Minnesota	MN	0
Summers	0	Arkansas	AR	0
Wirt	0	Louisiana	LA	0
Pendleton	0	Mississippi	MS	0

Hardy	0	Alabama	AL	0
Mineral	0	Delaware	DE	0
Grant	0	Vermont	VT	0
Tucker	0	New Hampshire	NH	0
Morgan	0	Rhode Island	RI	0
Berkeley	0	Maine	ME	0
Taylor	0	Alaska	AK	0
Barbour	0	Hawaii	HI	0
Clay	0	Total		235
Pleasants	0	States Rep		30
Doddridge	0			
Calhoun	0			
Tyler	0			
Total	165			
Counties Rep.	35			

Appendix D: Hourly Museum Attendance Breakdown During

		Attendance																	
		9/22			9/23			9/24			9/25			10/24			10/4		
		<u>Tuesday</u>			<u>Wednesday</u>			<u>Thursday</u>			<u>Friday</u>			<u>Saturday</u>			<u>Sunday</u>		
<u>Week 9/22 - 9/25, 10/24, 10/4</u>		<u>Average</u>																	
<u>Total</u>	<u>Average</u>																		
9:00-10:00	36.0	7.0	7.0	4.0	9:00-10:00	4.0	18.0	3.0	9:00-10:00	3.0	4.0	9:00-10:00	4.0	N/A	9:00-10:00	4.0	N/A		
10:00-11:00	95.0	35.0	35.0	8.0	10:00-11:00	8.0	33.0	10.0	10:00-11:00	10.0	9.0	10:00-11:00	9.0	N/A	10:00-11:00	9.0	N/A		
11:00-12:00	145.0	23.0	23.0	22.0	11:00-12:00	22.0	40.0	32.0	11:00-12:00	32.0	28.0	11:00-12:00	28.0	N/A	11:00-12:00	28.0	N/A		
12:00-1:00	213.0	9.0	9.0	31.0	12:00-1:00	31.0	60.0	56.0	12:00-1:00	56.0	27.0	12:00-1:00	27.0	30.0	12:00-1:00	27.0	30.0		
1:00-2:00	182.0	20.0	20.0	55.0	1:00-2:00	55.0	11.0	32.0	1:00-2:00	32.0	31.0	1:00-2:00	31.0	33.0	1:00-2:00	31.0	33.0		
2:00-3:00	99.0	23.0	23.0	6.0	2:00-3:00	6.0	3.0	22.0	2:00-3:00	22.0	24.0	2:00-3:00	24.0	21.0	2:00-3:00	24.0	21.0		
3:00-4:00	122.0	20.0	20.0	17.0	3:00-4:00	17.0	14.0	19.0	3:00-4:00	19.0	32.0	3:00-4:00	32.0	20.0	3:00-4:00	32.0	20.0		
4:00-5:00	26.0	8.0	8.0	3.0	4:00-5:00	3.0	9.0	0.0	4:00-5:00	0.0	0.0	4:00-5:00	0.0	6.0	4:00-5:00	0.0	6.0		
Avg/hr	114.8	18.1	18.1	18.3	Avg/hr	18.3	23.5	21.8	Avg/hr	21.8	19.4	Avg/hr	19.4	22.0	Avg/hr	19.4	22.0		
Min	26.0	7.0	7.0	3.0	Min	3.0	3.0	0.0	Min	0.0	0.0	Min	0.0	6.0	Min	0.0	6.0		
Max	213.0	35.0	35.0	55.0	Max	55.0	60.0	56.0	Max	56.0	32.0	Max	32.0	33.0	Max	32.0	33.0		
Total	918.0	145.0	145.0	146.0	Total	146.0	188.0	174.0	Total	174.0	155.0	Total	155.0	110.0	Total	155.0	110.0		

Appendix E: Agency Response



The Culture Center
1900 Kanawha Blvd., E.
Charleston, WV 25305-0300

Randall Reid-Smith, Commissioner

Phone 304.558.0220 • www.wvculture.org
Fax 304.558.2779 • TDD 304.558.3562

EEO/AA Employer

December 23, 2009



John Sylvia
West Virginia Legislature
Performance Evaluation and Research Division
Building 1, Room W-314
1900 Kanawha Blvd. East
Charleston, WV 25305

Dear Mr. Sylvia:

The following is in response to the draft copy of the Review of the Division of Culture and History as part of the Departmental Review of the Department of Education and the Arts.

1) The Legislative Auditor recommends that the Division of Culture and History periodically collect data from visitors and explore reasonable improvements as needed

The Division is in compliance. Visitors are greeted and information is requested. Visitors who wish to comment are given an official form to fill out and submit for evaluation. The West Virginia State Museum strives to give the best possible visitor experience and all visitor comments are considered valuable for our continuing success.

2) The Legislative Auditor recommends that the Division explore all reasonable options regarding issues of concern by the visitors such as interior and exterior signage, lighting, etc.

The Division is in compliance and will continue exploration. The Division has explored reasonable options for signage and lighting. Levels of signage have been based on both ADA and current fire/safety standards adequate for wayfinding. Signage in the museum has been thoughtfully designed as to not intrude on the visitor experience. The light levels in the museum have been carefully calibrated to meet both with accepted guidelines for artifact conservation and ensure adequate lighting for public safety. While we are committed to the visitor experience in our facility we must first ensure the long term care of our state's irreplaceable artifacts.

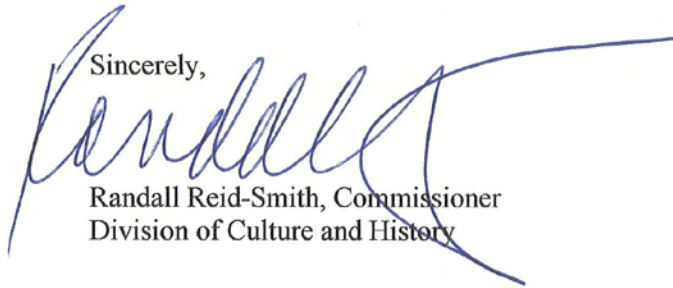
3) The Legislative Auditor recommends that the Division of Culture and History consider implementing a mechanism for data collection for eventual use as part of a comprehensive marketing plan for the West Virginia State Museum.

The Division is in compliance. As a part of practices explained in response to recommendation 1, guest services staff are soliciting both email and zip codes from visitors, both of which will become valuable marketing data and contacts for the museum.

4) The Legislative Auditor recommends that the Division continue to refine its attendance monitoring procedures to ensure an accurate count of museum visitors.

The Division agrees and will continue to look for new ways to refine attendance monitoring

Sincerely,

A handwritten signature in blue ink, appearing to read "Randall", with a long horizontal flourish extending to the right.

Randall Reid-Smith, Commissioner
Division of Culture and History

c:

Heather L. Sanders, Director of Administration
Division of Culture and History

Martha McKee, Chief of Staff
Department of Education and the Arts

Sam Calvert
PERD, WV Legislature



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