

REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW OF ORLANDO SCIENCE CENTER – EARNED REVENUES, ATTENDANCE FIGURES AND PRICES

RECOMMENDATION	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	COMMENTS
We recommend that OSC perform the following:				
1. Review its mission statement and develop performance measures that integrate the mission with its strategies and business plans.	Concur	Implemented	January 2002	OSC has integrated its mission into "Strategic Plan 2005," prepared November 2001 and adopted by the OSC Board of Directors at its January 30, 2002 meeting.
2. Evaluate, through a formal study, its pricing structure to determine whether any modifications to the structure would: a. Enhance earned revenue and financial stability, and b. Serve a broader population.	Concur	Implemented	February 2002	A formal study of OSC's pricing structure was performed by W. Warren McHone, Ph.D., Professor of Economics at the University of Central Florida. The study determined that a price reduction might increase attendance to a limited degree, but could cause a decrease in earned revenue.
3. Carefully examine its educational programs (not including school field trips) to determine why absolute dollar figures in recent years have not increased beyond the levels attained before the new building opened.	Concur	Partially Implemented	Fiscal year 2002	OSC has increased the number of educational weeks by 200, or 64%, from 312 in 2001 to 512 in 2002. The new Chief Executive Officer and President of OSC, Brian Tonner, assumed his duties in January 2003, and he is proposing that the educational experience for teenagers and other groups above elementary school age be enhanced.

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We recommend that the City continue its financial commitment to the OSC and that the funding agreement between the City and OSC create incentives for OSC to:				On October 4, 2002, the City entered into an agreement to fund United Arts for the benefit of OSC for fiscal year 2002/2003. This includes \$300,000 for an OSC operational subsidy payable in June 2003, and up to \$200,000 in incentive-based funding, requiring specified increases in performance by OSC, outlined below.
4. Serve a greater number and greater spectrum of people in our community through general admissions, memberships, and educational programs.	Concur	Implemented	October 2002	Of the \$200,000 in incentive-based funds referred to above, \$50,000 was designated to increase the number of camp weeks; \$50,000 was designated to increase walk-in admissions; and \$50,000 was designated to increase memberships.
5. Utilize information from a formal price study to evaluate its current pricing structure.	Concur	Implemented	October 2002	OSC reviewed the formal study by Dr. McHone, and is evaluating its current pricing structure using the study results.
6. Increase its earned revenues.	Concur	Implemented	October 2002	As stated above, the study determined that a price reduction might increase attendance to a limited degree, but could cause a decrease in earned revenue. OSC is continuing to consider other means for increasing its earned revenues.
7. Obtain endowment funding for OSC's long-term sustainability.	Concur	Implemented	October 2002	The remaining \$50,000 in incentive-based funds is a dollar for dollar match toward new endowment funds.