

<b>AGENCY NAME:</b>	South Carolina Confederate Relic Room and Military Museum		
<b>AGENCY CODE:</b>	H96	<b>SECTION:</b>	N/A

**Fiscal Year 2019–2020  
Accountability Report**

**SUBMISSION FORM**

<b>AGENCY MISSION</b>	The South Carolina Confederate Relic Room and Military Museum serves as the State’s military history museum by collecting, preserving, and exhibiting South Carolina’s military material culture from the colonial era to the present, and by providing superior educational experiences and programming.
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<b>AGENCY VISION</b>	As the oldest continuing history museum in South Carolina, with the greatest military history artifact collection in the state, the SC Confederate Relic Room and Military Museum aspires to be the primary resource for all who seek to learn about South Carolina’s proud and courageous martial tradition, as one of the original thirteen colonies and as the eighth state of the United States.
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

	Yes	No
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and to the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
<b>REPORT SUBMISSION COMPLIANCE:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	<b>Yes</b>	<b>No</b>
<b>RECORDS MANAGEMENT COMPLIANCE:</b>	<input checked="" type="checkbox"/> In Process	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	<b>Yes</b>	<b>No</b>
<b>REGULATION REVIEW:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Please identify your agency's preferred contacts for this year's accountability report.

	<u><i>Name</i></u>	<u><i>Phone</i></u>	<u><i>Email</i></u>
<b>PRIMARY CONTACT:</b>	W. Allen Roberson	803 737-8096	arobers@crr.sc.gov
<b>SECONDARY CONTACT:</b>	Rachel H. Cockrell	803 737-8020	rcockre@crr.sc.gov

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	W. Allen Roberson

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Martha Van Schaick

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**AGENCY’S DISCUSSION AND ANALYSIS**

**Part 1 – Summary of FY19 Major Issues Impacting Museum**

Fiscal Year 2019 was dominated by (I) the development of the South Carolina Confederate Relic Room & Military Museum’s comprehensive strategic plan in over a decade, and the subsequent National Reaccreditation of the museum in February 2020, for the first time since 2004,<sup>i</sup> and (II) the COVID-19 pandemic, which closed the museum for two and a half months, stopped exhibits and programs, and caused a significant decline in visitation and revenue.

- I. Only 10 museums out of 224 museums, historic sites, parks, and gardens have earned national accreditation in South Carolina. The South Carolina Confederate Relic Room and Military Museum’s reaccreditation process began in early 2018 and lasted exactly two years. During that time the Museum produced a comprehensive Self-Study on all aspects of the Museum’s operation that was submitted to AAM (*American Alliance of Museums*), hosted a two-day inspection by a AAM Site Visit Team, was issued a final report and given 8 months to accomplish corrections, and finally submitted a comprehensive four-year strategic plan that was accepted and approved.

The final part of the process the development and submission of a strategic plan dominated the first half of FY20. The *American Alliance of Museums* rejected several earlier versions of the Strategic Plan because the plans did not sufficiently address issues regarding the museum’s name and its future direction. Upon acceptance of the Museum’s final strategic plan, which is posted on the Museum’s website, the museum was awarded accreditation on February 28, 2020.

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II. Almost immediately following the end of the three-year National Reaccreditation process that ended with reaccreditation awarded to the Museum on February 28, 2020, the SC Confederate Relic Room and Military Museum closed to visitors due to the COVID-19 Pandemic, on March 18, 2020. All non-essential staff, approximately half of the museum staff worked from home, allowing the remaining staff to work isolated in their office areas. The Museum remained closed, with half the staff working a regular schedule on site, until May 30, 2020, when it carefully reopened, with all staff returning and with limited attendance. Accepted COVID-19 precautions were taken at the museum, such as social distancing, defined pathways, wearing masks, and including all appropriate precautions to insure the greatest amount of safety to its staff and visitors.

Because of COVID 19, and certainly because of the impact of the protests both statewide and nationally, over the killing of George Floyd, visitation at the South Carolina Confederate Relic Room and Military Museum did not recover for the rest of the fiscal year. FY19 visitation was the strongest attendance year in four years since the removal of the State House Confederate battle flag at the beginning of FY16. FY20 overall attendance was half that amount (*see attachment*).

## **Part 2 – Overview of FY19 Museum Operation**

### **I. Museum Exhibits**

In early November of 2019, the SC Confederate Relic Room and Military opened *Over There! Americans Abroad in World War I*, a traveling panel exhibit from the *National Archives and Records Administration*. The Museum combined this exhibit with a rebooting of its previously popular *World War I in 3-D*, which had originally opened in 2009 for the 90<sup>th</sup> Anniversary of WWI. This allowed the Museum to

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publicize a low-cost attraction and conserve its financial resources for its coming, larger exhibit on South Carolina and the Vietnam War which will open July 1, 2021

## II. Museum Programs

The Museum continued its successful monthly *Lunch and Learn* programs, with better speakers and programs, but as this year’s programs were not connected to any major new exhibit, such as the Vietnam War exhibit whose development had been delayed by major construction to replace the Cistern Gallery’s HVAC system, visitation averaged 35 attendees per lecture. The second year of a series of special Saturday programs developed in FY20 to increase weekend attendance, grew visitation numbers significantly. The second annual *Palmetto State/Lone Star History Day Saturday* held on November 16, the date of the University of South Carolina - Texas A&M football game, drew 252 visitors. *USS Columbia Day* on Pearl Harbor Day, Saturday December 7, featuring programs centered around the World War II Pacific Light Cruiser named for SC’s capital city, drew 252 visitors to see programs, artifacts, and archival memorabilia associated with the *USS Columbia*, whose collection is in the SC Confederate Relic Room and Military Museum. The Museum’s most successful program was the third annual *Swordfest*, on Saturday February 8, 2020, drew 526 visitors, almost double 2019’s total of 288 visitors. *Swordfest* is a fun and light-hearted event of sword-related displays and events for all ages, that included the Columbia Fencing Club, sword-wielding pirates for children, Civil War cavalry drills, and Asian samurai and marital arts sword and knife drills.

## III. Education Program

With the closure of the Museum due to COVID-19 during the peak school tour season, March – May 2020, the Museum’s Education Program’s numbers suffered

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accordingly. School tour attendance and Home School Friday attendance shrank to 3011 from 6567, in FY20. The one bright spot was that the Curator of Education developed virtual programs via Zoom software, hosting 27 different Education programs and reaching 825 students and adults!

#### **IV. Collections**

In FY20, The SC Confederate Relic Room & Military Museum Collections Department had entered 3944 artifacts and archival documents in its *Proficio* software that it revamped in 2017 and over 65% of those records have documenting photographic images attached. Utilizing the *National Institute of Museum and Library Services*’ Conservation Assessment Program Grant to garner professional advice on alleviating the Museum’s overflowing secure Artifact and Archival storage areas, the Collections Department hosted a visiting Collections Specialist and a specialist in Museum space and infrastructure who produced an analytic report and assisted the Museum Registrar in developing a High-Density Collections Mobile Storage system plan. By November 2020, the Registrar will apply for a major IMLS grant to help finance the purchase of this infrastructure to help alleviate the major issue that the SC Confederate Relic Room and Military Museum is running out of space to securely house its highly historically significant collection that has been accumulating since 1896! The museum also continued its highly successful conservation program, one of the best in the nation, by conserving the Civil War Confederate Officer’s Frock Coat of Captain E.B. Cantey, 6<sup>th</sup> Infantry Regiment, from Camden, and raising \$10,200 for the conservation of the early 19<sup>th</sup> Century bicorn militia hat General James Cantey and General, and later Governor, Johnson Hagood’s straw hat worn at the Battle of Secessionville on James Island. The SC Confederate Relic Room and Military Museum also had another great year for acquisitions to its Collection (*see 2<sup>nd</sup> attachment*).

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### **Part 3 – Implementation of Strategic Plan**

I. As explained in the past three Accountability Reports, the South Carolina Confederate Relic Room and Military Museum had not been able to do comprehensive strategic planning in the past decade due to the Great Recession, the breaking up of the State Budget and Control Board that was the Museum’s governing authority since 1997 and the establishment of the Museum’s new governing commission in 2015, *The South Carolina Confederate Relic Room and Military Museum Commission*. Then, immediately after the formation of the Commission, in the summer of 2015, South Carolina was impacted by the horrific massacre at Ebenezer Baptist Church in Charleston, which led to the removal of the Confederate Battle Flag from the State House grounds, and its subsequent transferal to the SC Confederate Relic Room and Military Museum for “appropriate display” as an unfunded legislative mandate. This led briefly to an ill-advised attempt to move the museum, which functions as South Carolina’s military museum, centrally located in the capital city, to Charleston, the site of the Ebenezer Baptist Church racially motivated massacre. This dominated the Museum for all of FY16, and varying plans, opinions, media attention, and resulting controversies surrounding the exhibition of the State House Confederate Battle Flag, became the central focus of the Museum’s operation through FY18. Realizing that comprehensive strategic planning in uncertain times was not feasible, the SC Confederate Relic Room and Military Museum developed annual strategic goals for FY17, FY18, and FY19. Initially there were seventeen goals. One half to two thirds of these goals would be accomplished each year, and the strategic goals would be modified and updated each fiscal year. Each year, the Museum got more efficient at developing and completing these goals, and by FY19 there were thirteen goals and ten were competed<sup>ii</sup>.

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II. A comparison of the FY2019-2020 Strategic Planning and Performance Measurement Template with this year’s FY2020-2021 Strategic Planning and Performance Measurement Template demonstrates a much more refined and efficient approach of adapting strategic planning to the Accountability Report. The Museum’s new Strategic Plan (available on the Museum’s website [www.crr.sc.gov](http://www.crr.sc.gov)) spans from the second half of FY20 to the end of FY23. Goals are consensus goals, developed by the Museum’s staff with input from its Commission, the Palmetto State Military History Foundation, its core support organizations, the United Daughters of the Confederacy and the Sons of Confederate Veterans, collectors, hobbyists, living historians, veterans, educators, academia, Museum members, researchers, and representatives from local museums. The divisions between goals, strategies, tactics, and tasks are also more distinct. The goals are also more related to the Museum’s community, more long term, and developed to ensure the Museum’s continued survival, development, and growth, while strategies and tactics are more anchored with specific tasks. The Strategic Plan is also designed to be measurable and adaptable as circumstances change.

### **Part 4 – Restructuring Recommendations**

- I. Implement internal recommendations that would allow the agency to operate more effectively and efficiently:
  - A. Rescind Statute 30-17-60: “No artifacts owned by the State in the permanent collections of the South Carolina Confederate Relic Room and Military Museum may be permanently removed or disposed of except **by a Concurrent Resolution of the General Assembly.**”
  - B. New Statute: “No artifacts owned by the State in the permanent collections of the South Carolina Confederate Relic Room and Military Museum may be



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permanently removed or disposed of except **by authorization of the SC Confederate Relic Room and Military Museum Commission.**

II. Move the SC Confederate Relic Room and Military Museum’s Membership program from under the authority of the museum to the authority of the Palmetto State Military History Foundation, the 501(c)(3) support foundation for the museum. The Palmetto State Military History Foundation exists solely to support the SC Confederate Relic Room and Military Museum.

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<sup>i</sup> The SC Confederate Relic Room and Military Museum was first nationally accredited by the then-named *American Association of Museums* in 1976, and subsequently reaccredited in 1986. It was due to be reaccredited again in 1996 but the intensive process was postponed because of significant problems in the operation of the Museum. To reverse the decline, the Museum was restructured as an agency under the State Budget and Control Board, relocated to the Columbia Mills Building, and redesigned. The Museum then achieved reaccreditation in 2004. The next accreditation process was scheduled for 2014 but was again delayed until 2018 because of (a) the *American Association of Museum’s* restructuring into the *American Alliance of Museums* and a revamping of the accreditation process, and (b) the Museum’s restructuring as an independent state agency under its own governing commission, and (c) significant flooding impacting the museum in 2017.

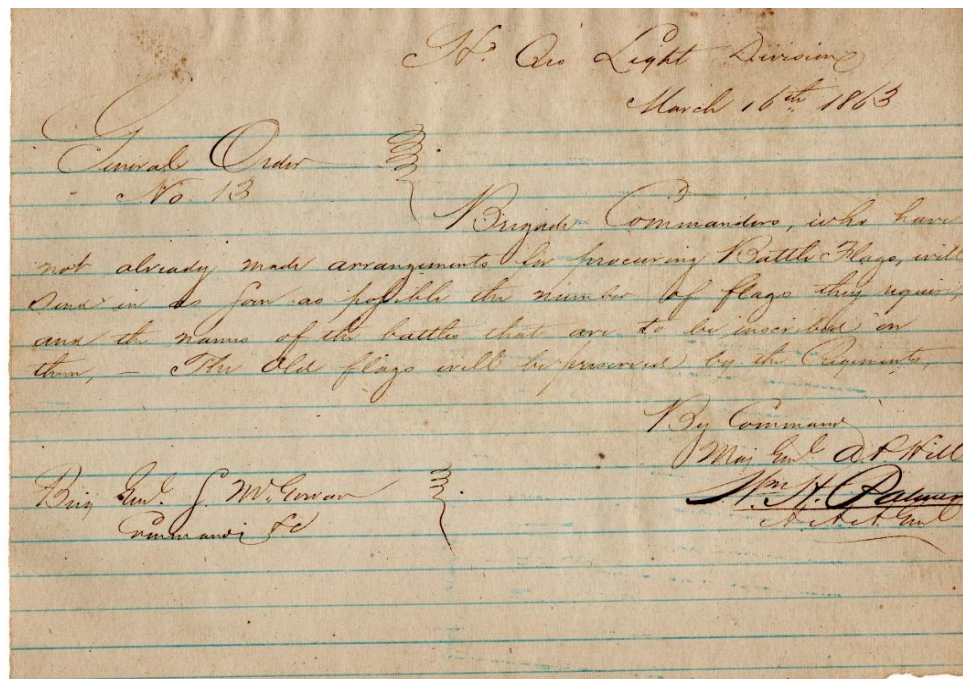
<sup>ii</sup> A listing of these strategic goals and the Museum’s success rate in completing them are available in previous Accountability Reports.

New Acquisitions July 2019- June 2020

Gabriel Rains Torpedo Fuse	Fuse for a keg torpedo designed by Gabriel Rains.
m1803 Harper's Ferry Rifle (Type II)	This was the first U.S. regulation rifle, and the only muzzle-loading flintlock rifle ever produced by a U.S. national armory.
m1817 N. Starr & Son Rifle	Rifles like this one would have been carried in the Mexican-American War, and they are among the oldest models to see Civil War service.
United States 48- Star National Flag	Flag was flown aboard the USS Columbia during WWII. A signalman requested to have the flag when it was supposed to be destroyed due to poor condition.
Civil War-era Receipt	Receipt to Samuel Bouknight for payment for the loss of an enslaved person, Allen, while in Confederate service.
South Carolina Militia Officer's Epaulettes	Epaulettes from ca. 1850 with palmetto trees on the shoulder boards. An extremely rare artifact which enhances SCCRRMM's pre-Civil War collection.
General Order	General Samuel McGowan's copy of a General Order regarding battle flags issued by Gen. A.P. Hill during the Peninsula Campaign.
SC Panel Plate	Rectangular Plate from c. 1840



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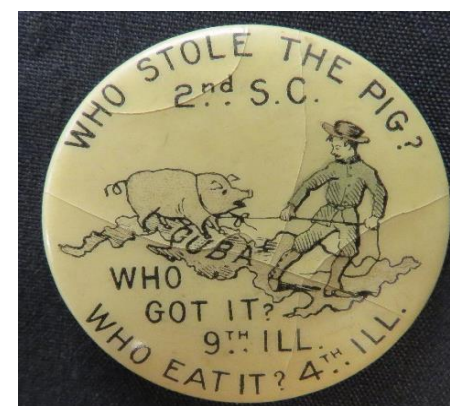


SC Round Buckle	South Carolina round buckle with state seal. Made c. 1834
SC Oval Buckle	Buckle is die-stamped and filled with lead. c. 1840
Letter from Rebecca Holsend to her Aunt, Charleston, 1863	In archive
United Colonies \$2 Bill	Signed Sam Morris and [Thomas Barton?]. In archive.
m1910 Meat Can of Ivory Britt	Ivory Britt (May 22, 1890-January 8, 1955) was an African-American soldier who served in World War I in Company A, 321st Service Battalion. He enlisted April 29, 1918 to September 2, 1919.
Spanish-American War Commemorative Pin	Commemorates an event where a soldier from the 2nd SC got drunk and stole a pig while they were stationed in Cuba. The 9th Illinois got the pig but gave it to the 4th Illinois to eat.
Battle of Verdun Medal and Case	Bronze medal struck in 1917 to honor those who defended Verdun.
"The Bloody War" by H.G. Reagan	Reagan was a Sergeant in the 321st Infantry. Poem goes through the experiences of WWI from the perspective of a "simple country boy" who concludes "Before I'll go to war again/ I'll send my darling wife."
"Stack Arms" by Captain Joseph Blythe Allston	Written by Allston (from Co. D, 9th SC Battalion) after he learned of the surrender at Appomattox.
Package for Colt Pistol Caps	Complements collection of imported British goods.



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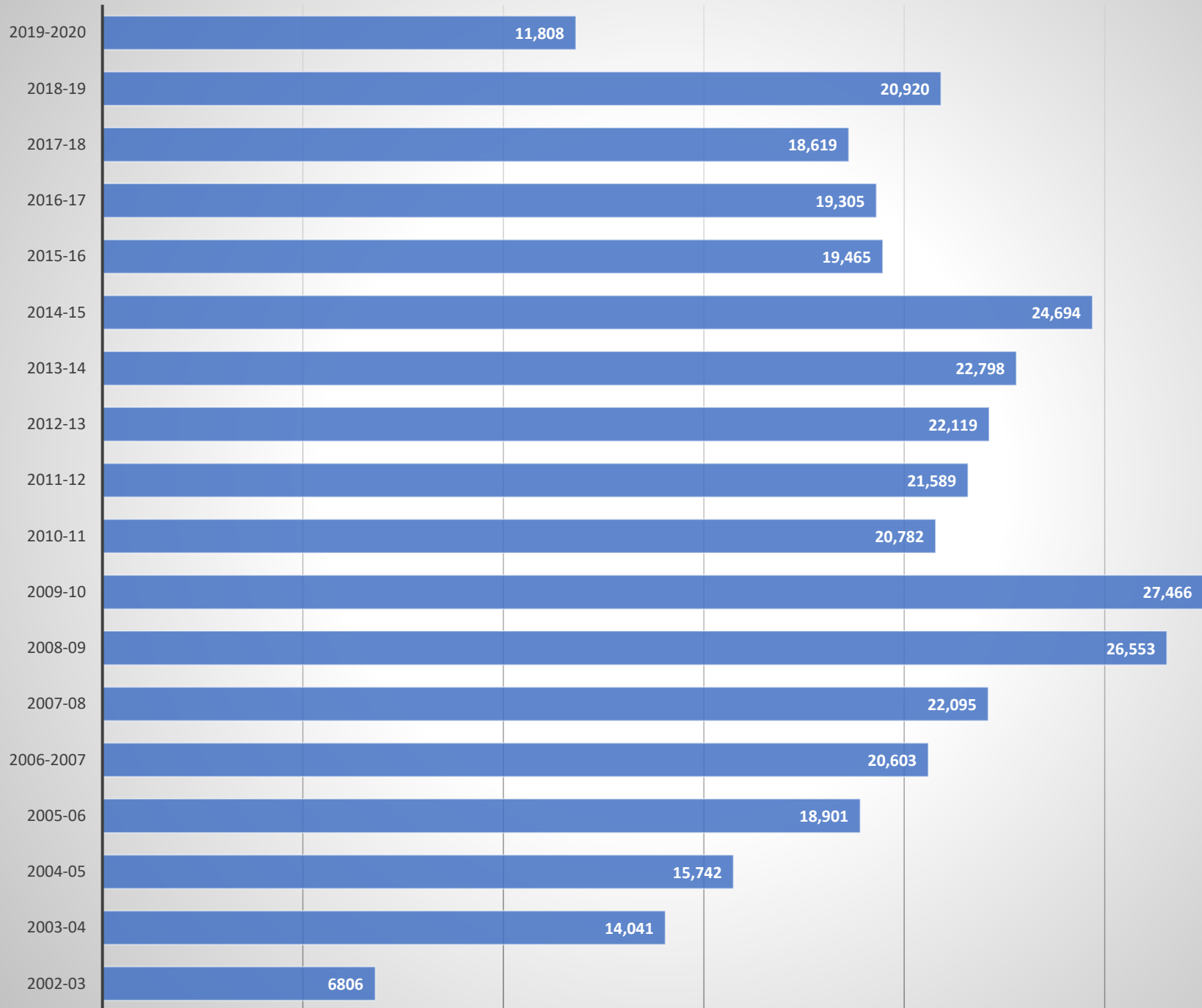
Lantern Slide	Slide of two African-American soldiers in WWI.
Type 99 Light Machine Gun of Sgt. Alfred Wood	Captured by Wood at the Battle of Iwo Jima.
Documents of Sgt. Alfred Wood	Includes map of Iwo Jima and documents related to Wood's service and the provenance of the gun.
Uniform of Linda Caldwell	Uniform fatigues and jungle boots worn by Linda Caldwell (née Sharp). She was an Army nurse in the 44th Medical Brigade in Vietnam. Her oral history is in the archive.
RPG 7	Portable, reusable, unguided, shoulder-launched, anti-tank rocket-propelled grenade launcher. Significant weapon used during Vietnam War.
M79 Grenade Launcher	M79s were assigned to the specialist 4 grenadier in both 4-5-man fire teams organic to an Army rifle squad headed by a squad leader. The Marines assigned one grenadier to their three-fire team 14-man rifle squad. Single-shot design was a drawback.
RPG-7 Grenade	Ammunition for RPG-7 which was often used in the Vietnam War.
RPG-7 Propellant Charge	Enabled initial firing stage for RPG-7 grenades.



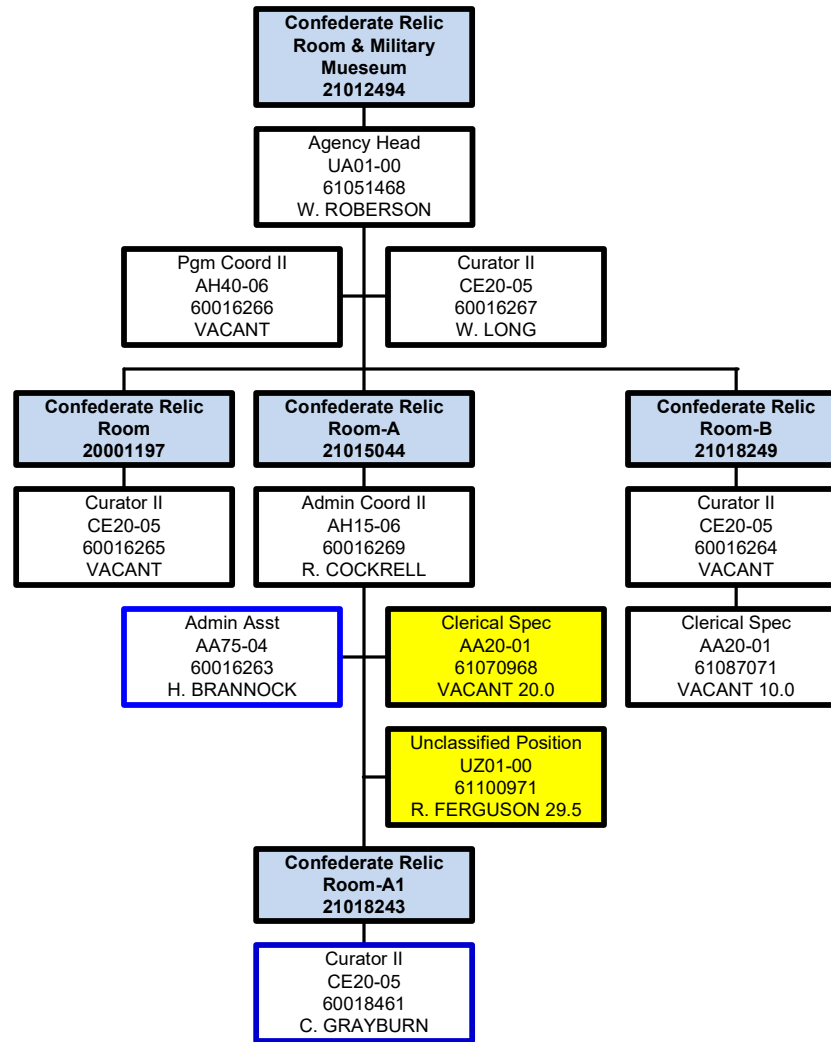
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# SC Confederate Relic Room & Military Museum Yearly Visitation



- At-Will Employees
- Probationary Employees
- Reemployed Retirees - FTE
- Reemployed Retirees – Temp
- Time-Limited Employees
- Temporary Employees
- Temporary Grant Employees



Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2019-2020  
Accountability Report

Agency Code: H960 Section: 30

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Government and Citizens	G	1			Submit Strategic Plan to American Alliance of Museums for National Re-Accr							
	S	1.1			Gain Strategic Planning process approval by AAM							
	M		1.1.1	Develop Strategic Planning process subject to AAM approval	Jul-19	Dec-19	Jul-19	Jul-19	Director's records	Approval by AAM	confirmation of process	
	M		1.1.2	Develop Strategic Planning schedule subject to AAM approval	Jul-19	Dec-19	Jul-19	Jul-19	Director's records	Approval by AAM	confirmation of process	
	S	1.2			Incorporate Museum staff in planning objectives							
	M		1.2.1	Hire outside facilitator to lead planning and discussion	Jul-19	Dec-19	Jul-19	7/19-12/19	Museum calendar	Director's calendar	confirmation of process	
	M		1.2.2	Address Museum's Mission and Vision Statements	Aug-19	Dec-19	Aug-19	8/19-12/19	Museum calendar	recorded meeting notes	confirmation of process	
	S	1.3			Incorporate Key Supporters							
	M		1.3.1	SC Confederate Relic Room and Military Museum Commissioners	Sep-19	Oct-19	10/7/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.2	Palmetto State Military History Foundation Board	Sep-19	Oct-19	9/24/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.3	Core Supporters: UDC and SCV	Sep-19	Oct-19	9/10/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.4	Museum Membership	Sep-19	Oct-19	9/17/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.5	Veterans and current military	Sep-19	Oct-19	9/12/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.6	Educators and youth group participants	Sep-19	Oct-19	9/18/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.7	Collectors and material culture donors	Sep-19	Oct-19	9/19/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.8	Researchers, academics, writers and history enthusiasts	Sep-19	Oct-19	10/9/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.9	Professional colleagues and institutional partners	Sep-19	Oct-19	10/7/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.10	Living historians and hobbyists	Sep-19	Oct-19	9/18/2019	9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	S	1.4			Write and implement plan and earn AAM Reaccreditation							
	M		1.4.1	Museum staff compiles opinions and data, sets goals and strategies	Oct-19	Nov-19	Nov-19	10/19-11/19	Museum calendar	recorded meeting notes	confirmation of process	
	M		1.4.2	Museum Director and facilitator write plan and implement	Nov-19	Dec-19	12/13/2019	11/19-12/19	Director's records	written plan	confirmation of process	
	M		1.4.3	Determine measures to gauge implementation	Dec-19	Jun-20	Jun-20	12/19-6/20	Director's records	Approval by AAM	confirmation of process	
	M		1.4.4	Continuously modify plan as necessary	Dec-19	Jun-20	Jun-20	12/19-6/20	Director's records	Approval by AAM	confirmation of process	
Education, Training, and Human Development	G	2			Open "SC in the Vietnam War" exhibit for 50th Anniversary							
	S	2.1			Prepare and Collect for exhibit and related programs							
	M		2.1.1	Collect artifacts, images, maps, and archival material	Jun-18	Feb-20	Nov-20	6/18 - 2/20	Director's Records	Exhibit Calendar	Open by September 5, 2020	
	M		2.1.2	Timeline for exhibit creation	Sep-19	Sep-20	May-21	9/19 - 9/20	Director/Riggs Ward	Exhibit Calendar	Open by September 5, 2020	
	S	2.2			Design SC in the Vietnam War exhibit							
	M		2.2.1	Select exhibit themes	Jun-18	Oct-19	Jul-20	6/18 - 10/19	Director/Riggs Ward	SCRRMM/Riggs Ward	Open by September 5, 2020	
	M		2.2.2	Design layout	Jan-19	Oct-19	Sep-20	1/19 - 10/19	SCRRMM/Riggs Ward	SCRRMM/Riggs Ward	Open by September 5, 2020	
	M		2.2.3	Design text panels, artifact labels, maps, and graphics	Nov-19	Apr-20	Nov-20	11/19 - 4/20	SCRRMM/Riggs Ward	SCRRMM/Riggs Ward	Open by September 5, 2020	
	S	2.3			Fabricate and install SC in the Vietnam War exhibit							
	M		2.3.1	Fabricate build environments, models, and artifact cases	Jan-19	Aug-20	Mar-21	1/19 - 8/20	SCRRMM/Riggs Ward	Exhibit Fabricator	Open by September 5, 2020	
	M		2.3.2	Produce audience interactives	Jul-20	Aug-20	Apr-21	7/20 - 8/20	SCRRMM/Riggs Ward	Exhibit Fabricator	Open by September 5, 2020	
	M		2.3.3	Install graphics, mount artifacts and text panels	Aug-20	Sep-20	May-21	8/20 - 9/20	SCRRMM/Riggs Ward	Exhibit Fabricator	Open by September 5, 2020	
	S	2.4			Develop Vietnam War-centered educational and weekend programming							
	M		2.4.1	Partner with Vietnam veretans organizations	May-18	Jan-23	Jun-23	8/18 - 1/23	SCRRMM	Director/Curators	Open by September 5, 2020	
	M		2.4.2	Middle, high school and college student programs	Sep-20	Jan-23	Jun-23	9/20 - 1/23	SCRRMM	Director/Curators	Open by September 5, 2020	
Government and Citizens	G	3			Expand Collections storage capacity to securely preserve SC material culture							
	S	3.1			Prepare to obtain grant for high-density Collections storage infrastructure							
	M		3.1.1	Apply for preliminary Conservation Assessment Program grant	Jan-19	2/1/2019	2/1/2019	FY19	CAP Grant Regs	Director/Registrar	CAP Site Visit	
	M		3.1.2	CAP grant site visit and report on Collections storage needs	26-Sep-19	1-Dec-19	11/25/2019	9/19-12/19	CAP Grant Regs	Director/Registrar	CAP Site Visit	
	S	3.2			Apply for Institute of Museum and Library Services major grant							
	M		3.2.1	Update estimate for high-density track storage system	1-Oct-19	1-Nov-19	Nov-20	10/19-11/19	Collections Planning	Director/Registrar	IMLS Grant Award	
	M		3.2.2	Logistics for safe and secure temporary relocation of Collection	Sep-20	Oct-21	Oct-22	FY21	Collections Planning	Director/Registrar	IMLS Grant Award	
	M		3.2.3	Request 50% matching funds from SC General Assembly	Aug-20	Aug-20	Jan-22	FY21	Collections Planning	Director/Registrar	IMLS Grant Award	
	M		3.2.4	Calculate FY21 installation based on IMLS grant award schedule	Nov-19	May-20	May-22	11/19-5/20	Collections Planning	Director/Registrar	IMLS Grant Award	
	S	3.3			Explore long-term expansion opportunities in the Columbia Mills Building							
	M		3.3.1	Need additional storage space	FY2016	FY2022	FY2023	2016 - 2022	SCRRMM	Collections Storage Problems	Expand SCRRMM	
	M		3.3.2	Need larger programming space	FY2016	FY2022	FY2023	2016 - 2022	SCRRMM	Collections Storage Problems	Expand SCRRMM	
	M		3.3.3	Need additional gallery for exhibits	FY2016	FY2022	FY2023	2016 - 2022	SCRRMM	Collections Storage Problems	Expand SCRRMM	

Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2019-2020  
Accountability Report

Agency Code: H960 Section: 30

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Public Infrastructure and Economic Development	G	4	Continue conservation program for SC Civil War uniform collection									
	S	4.1	Fundraise with core support groups, organizations, and individuals									
	M		4.1.1		Match FY20 \$75K appropriation with FY 20 and FY21 donations and revenue	FY2019	FY2021	FY2022	2019 - 2021	Collections Program	Director/Registrar	Exhibit on CW Textiles
	M		4.1.2		Palmetto State Military History Foundation contributions	FY2019	FY2021	FY2022	2019 - 2021	Collections Program	Director/Registrar	Exhibit on CW Textiles
	M		4.1.3		Develop and grow Membership program to support conservation	FY2019	FY2021	FY2022	2019 - 2021	Collections Program	Director/Registrar	Exhibit on CW Textiles
	S	4.2	Schedule conservation treatment for 15 uniforms									
	M		4.2.1		Work with DoA to procure contracts with conservation labs	FY2019	FY2022	FY2023	2019 - 2022	Collections Program	Director/Registrar	Exhibit on CW Textiles
	M		4.2.2		Contracts for specific textile treatments w/specific labs, based on procedures, e	FY2019	FY2022	FY2023	2019 - 2022	Collections Program	Director/Registrar	Exhibit on CW Textiles
	M		4.2.3		Conservation lab proposal should be competitive and cost-efficient	FY2019	FY2022	FY2023	2019 - 2022	Collections Program	Director/Registrar	Exhibit on CW Textiles
	M		4.2.4		Showcase conserved uniforms in FY22 exhibit	FY2019	FY2022	FY2023	2022-2023	Collections Progra	Director/Registrar	Exhibit on CW Textile
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Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2019-2020  
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Agency Code: H960 Section: 30

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Successfully connect patrons to the martial history of South Carolina							
	S	1			Grow and diversify attendance by marketing the museum and its							
	M		1.1.1		Work with ADCO, a marketing, design, and interactive agency, in reaching out	FY20-21	FY21	FY20-21	ADCO contract	Social Media metrics	Social Media metrics	
	M		1.1.2		Solidify current audiences through promoting expanded programming	FY21	FY23	FY20-23	Visitor encounters	Visitation counts	Visitation counts	
	M		1.1.3		Collect and evaluate visitor demographic data to better understand the Museum	FY21	FY23	FY20-23	Survey	Survey results	Survey results	
	M		1.1.4		Provide current information to tourism organizations and tour operators	FY20-21	FY23	FY20-23	Director's records	Advertising and brochures	Ads and brochure counts	
	S	2			Continue to provide a welcoming and safe atmosphere to all visitors							
	M		1.2.1		Install new signage at entrance	FY21	FY21	FY21	Signs	Visual	Visual	
	M		1.2.2		All staff refresh active shooter training	FY21,FY23	FY23	FY21-23	Director's records	Staff records	Confirmation of process	
	M		1.2.3		Insure that all front desk staff continue to be knowledgeable on content of ex	FY20-23	FY23	FY20-23	Visitor records	Visitor feedback	Inquiries answered	
	S	3			Ensure that access to the Museum, tours, programs, and special events i							
	M		1.3.1		Evaluate attendance at Museum offerings and explore the feasibility of releva	FY21	FY22	FY21-22	Visitor records	Visitor counts and surveys	Attendance growth	
	M		1.3.2		Evaluate hours and modify if appropriate and feasible for accessibility	FY21	FY23	FY21-23	Visitor records	Visitor counts and surveys	Extended hours	
	S	4			Develop and administer evaluation tools to gauge success of visitor expe							
	M		1.4.1		Use professionals to design and initiate appropriate evaluative tools	FY21	FY22	FY21-22	Survey	Survey results	Survey results	
	M		1.4.2		Continue diverse listening groups with museum patrons	FY21	FY23	FY21-23	Calendars	Feedback reports	Sessions conducted	
Education, Training, and Human Development	G	2			Maintain and grow the staff's use of focused collecting and scholarly interpr							
	S	1			Maintain and expand collection and exhibition related programs that us							
	M		2.1.1		Augment curatorial work force by hiring a Chief Curator	FY21	FY21	FY21	HR records	Hiring records	Position filled	
	M		2.1.2		Enhance experiences for current volunteers	FY21	FY22	FY21-22	Volunteer records	Volunteer hours	Volunteers increased	
	M		2.1.3		Expand use of social media and other forms of technology as interpretive tools	FY21	FY23	FY21-23	Exhibit plans	Visual	Interactives in all exhibits	
	M		2.1.4		Continue promoting public tours of changing and permanent exhibitions	FY21	FY23	FY21-23	Visitor records	Tour counts	Tours increased	
	M		2.1.5		Refine "behind the scenes" programs focusing on the Collection	FY22	FY23	FY22-23	Registrar records	Exhibit and tour counts	tours increased	
	S	2			Review Collections policies, strategies and planning, relative to mission,							
	M		2.2.1		Review results of CAP report	FY21	FY21	FY21	Registrar records	Report results	Application of recommendations	
	M		2.2.2		Continue conservation initiative for SC uniform collection	FY21	FY22	FY21-22	Registrar records	conservation contracts	Completed projects	
	M		2.2.3		Review and modify antiquated deaccession statute	FY21	FY21	FY21	Registrar records	Policy review	Revised policy	
	S	3			Evaluate and solidify exhibitions with an eye toward inclusion, well-rese							
	M		2.3.1		Re-establish Exhibits Committee to refine three-year exhibition calendar	FY21	FY21	FY21	Director's records	Calendar	Meetings held	
	M		2.3.2		Exhibits Committee to develop content and execution	FY21	FY21	FY21	Director's records	Calendar	Exhibits produced	
	M		2.3.3		Establish outside professional evaluation of exhibitions	FY21	FY21	FY21	Director's records	Reports of evaluations	Positive evaluations	
	M		2.3.4		Use exhibitions to proactively reach out to appropriate and diverse communit	FY21	FY22	FY21-22	Staff Calendars	Presentation schedule	Increased programming	
	M		2.3.5		Through building renovations expand permanent and temporary exhibition sp	FY22	FY23	FY22-23	Director's records	Space allocation	Expanded Exhibit space	
	S	4			Open "SC in the Vietnam War" major exhibition for 50th Anniversary in :							
	M		2.4.1		Continue to work with Vietnam War veterans' groups on collecting artifacts ar	FY21	FY21	FY21	Curator records	Artifacts and interviews	Exhibit open	
	M		2.4.2		Work with Riggs Ward Exhibit Design on design, content, development of inter	FY21	FY21	FY21	Curator and Ops Chief n	Construction records	Exhibit open	
	M		2.4.3		Open exhibition spring of 2021	FY21	FY21	FY21	Director's records	Visual	Exhibit open	
	M		2.4.4		Develop and present Vietnam-centered educational programming	FY21	FY23	FY21-23	Calendar	Programming schedule	Programs presented	
	S	5			Improve the Museum as an educational resource for appropriate grade l							
	M		2.5.1		Rework tours and educational programs to reflect new changes in SC social st	FY21	FY21	FY21	Curator records	Tour scripts	New tours developed	
	M		2.5.2		Engage youth organizations, within and outside schools, including scouting-ty	FY21	FY22	FY21-22	Curator records	Program schedule	Partnerships established	
	M		2.5.3		Maintain and enhance continuing education and homeschool programs to pro	FY21	FY21	FY21	Curator records	Program schedule	Additional programming	
	M		2.5.4		Continue partnership with Lexington District One River Bluff High School on th	FY21	FY23	FY21-23	Curator records	Program schedule	Additional programming	
	M		2.5.5		Ensure that new Museum website is designed as an effective resource for dive	FY21	FY21	FY21	Director's records	Website	Improved use of website resources	
	M		2.5.6		Explore using the collection to support broader secondary education curriculu	FY21	FY22	FY21-22	Curator records	Tour scripts	New tours developed	
	M		2.5.7		Expand Livestreaming virtual tours and other Livestream sessions for interacti	FY21	FY23	FY21-23	Curator records	Livestream records	Additional Livestream programs	
	S	6			Continue prioritizing archival collections for digital availability							
	M		2.6.1		Continue digital availability of the McRae Archival Collection and the USS Colu	FY21	FY23	FY21-23	Curator records	SC Digital Library records	Increased records scanned and posted	
	M		2.6.2		Review additional Archival Collection holdings and prioritize materials for digit	FY21	FY21	FY21	Curator records	Curator records	Schedule developed	
	M		2.6.3		Establish a schedule for scanning within the Museum or by the SC State Libran	FY22	FY23	FY22-23	Curator records	Curator records	Schedule developed	
	M		2.6.4		Promote research opportunities for increased access to the Collections	FY21	FY23	FY21-23	Curator records	Research requests	Research requests increased	
Government and Citizens	G	3			Enhance the standing of the Museum within its broader community							
	S	1			Address the issue of the current name of the Museum and gauge public							

Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			3.1.1	Address the words "Confederate" and "Relic" in the Museum's name	FY21	FY21	FY21	Strategic Planning recor	Focus group meetings	Responses evaluated	
	M			3.1.2	Evaluate and compile data on the impact of current name on both corporate f	FY21	FY22	FY21-22	Director's records	Granting agencies	Grants awarded or denied	
	M			3.1.3	Executive Director consistently and continually engages museum supporters t	FY21	FY23	FY21-23	Director's records	Calendar	Encounters evaluated	
	M			3.1.4	Executive Director to consult one-on-one with influential legislators	FY22	FY23	FY22-23	Director's records	Calendar	Encounters evaluated	
	M			3.1.5	Executive Director to seek advice and recommendations from members of the	FY22	FY23	FY22-23	Director's records	Calendar	Encounters evaluated	
	M			3.1.6	Prepare and submit proposal to the SC General Assembly containing various s	FY23	FY23	FY23	Director's records	Calendar	Proposal submitted	
	M			3.1.7	If possible, couple name change or modification with major expansion	FY23	FY23	FY23	Museum records	Museum records	Name changed	
	S			2	<b>Navigate community perceptions of Civil War history</b>							
	M			3.2.1	Continue partnering with ADCO to rebuild strong media relationships, lost foll	FY21	FY23	FY21-23	Director's records	ADCO contract	Media coverage improved	
	M			3.2.2	Make a strong effort to regain, nurture, and grow diverse community groups l	FY21	FY23	FY21-23	Staff records	Calendar	Group programming increased	
	M			3.2.3	Enhance partnerships with other cultural and educational institutions presenti	FY21	FY23	FY21-23	Staff records	Calendar	Partnerships established	
	S			3	<b>Raise general public awareness of the Museum through a professional r</b>							
	M			3.3.1	With professional input from ADCO, develop and implement a strong branding	FY21	FY21	FY21	Director's records	ADCO contract	New branding established	
	M			3.3.2	As a part of the public information campaign, continue marketing the museum	FY21	FY23	FY21-23	Director's records	ADCO contract	Increased military accessibility	
	M			3.3.3	Establish partnership with new Governor's Office of Veteran's Affairs	FY21	FY23	FY21-23	Staff records	Calendar	Military partnerships established	
	S			4	<b>Continue to develop strategies for reaching out to South Carolina legisla</b>							
	M			3.4.1	Director continues one-on-one connections with legislative staff	FY21	FY23	FY21-23	Director's records	Calendar	Meeting notes	
	M			3.4.2	Keep legislators apprised about successes, exhibitions, and programs	FY21	FY23	FY21-23	Director's records	Calendar	Meeting notes	
	S			5	<b>Further lift the academic standing of the Museum and staff</b>							
	M			3.5.1	Enhance the staff's participation in professional organizations such as SEMC, S	FY21	FY23	FY21-23	Staff records	Calendar	Sessions and awards presented	
	M			3.5.2	Continue to emphasize staff authoring texts for national and regional historica	FY21	FY23	FY21-23	Staff records	Staff records	Articles and books published	
	M			3.5.3	Continue to support state-wide annual History Day	FY21	FY23	FY21-23	Staff records	Staff records	Space and jurors provided	
	M			3.5.4	Continue promoting availability of professional staff to present programs to gr	FY21	FY23	FY21-23	Staff records	Staff records	Outreach increased	
	S			6	<b>Devise and deliver appropriate community services</b>							
	M			3.6.1	Enact programs to assist military families and veterans	FY21	FY23	FY21-23	Staff records	Calendar	Outreach increased	
	M			3.6.2	Be an active supporter of the community	FY21	FY23	FY21-23	Staff records	Calendar	Outreach increased	
	M			3.6.3	Expand summer day camps such as Sea Cadets and JROTC offerings and offer s	FY21	FY21	FY21	Staff records	Calendar	Outreach increased	
	S			7	<b>Engage with other community non-profits and civic organizations to buil</b>							
	M			3.7.1	Staff to participate in civic organizations such as Rotary, Optimists, Lions, and	FY21	FY23	FY21-23	Staff records	Calendar	Outreach increased	
	M			3.7.2	Engage with Columbia, Lexington, and Lake Murray Chambers of Commerce a	FY21	FY23	FY21-23	Staff records	Calendar	Economic Impact Study done FY23	
	M			3.7.3	Continue to provide meeting space for relevant special interest groups and cul	FY21	FY23	FY21-23	Staff records	Calendar	Outreach increased	
	M			3.7.4	Strengthen relationship with other city cultural institutions, such as One Colu	FY21	FY23	FY21-23	Director's records	Calendar	Meeting notes	
Public Infrastructure and Economic Development	G			4	<b>Solidify the Museum's longevity through diversification and growth of its fin</b>							
	S			1	<b>Work with the Museum's Foundation to create and initiate a plan for gr</b>							
	M			4.1.1	Elevate the status and role of the Foundation within the operation of the Mus	FY21	FY22	FY21-22	Foundation records	Membership records	Increase diversity and memberships	
	M			4.1.2	Diversify Foundation board membership with attention to professional experti	FY21	FY23	FY21-23	Foundation records	Membership records	Increase diversity and memberships	
	M			4.1.3	Place the membership program under the Foundation and enhance its attracti	FY21	FY23	FY21-23	Foundation records	Membership records	Increase diversity and memberships	
	M			4.1.4	Establish a grants solicitation partnership with the Foundation	FY21	FY21	FY21	Director's records	Grant requests	Increase grant applications	
	M			4.1.5	Establish a strategy for planned-giving and engage appropriate collectors and	FY22	FY23	FY22-23	Staff records	Donations	Collector's Showcase established	
	M			4.1.6	Increase retention of current financial sources through strengthened one-on-c	FY21	FY23	FY21-23	Director's records	Donations	Increased donations	
	S			2	<b>Evaluate current sources of earned revenue and identify new sources</b>							
	M			4.2.1	Explore growing revenue from live-stream history presentations	FY21	FY21	FY21	Staff records	Fees charged	Increased income	
	M			4.2.2	Evaluate gift shop trends and revenues	FY21	FY23	FY21-23	Gift Shop records	Net income	Increased revenue	
	M			4.2.3	Consider charging fees for some programs and services	FY21	FY23	FY21-23	Admin records	Revenue	Increased income	
	M			4.2.4	Executive Director to evaluate financial and staff costs for every program and	FY21	FY23	FY21-23	Director's records	Expenditures	Future activity balanced	
	S			3	<b>Maintain and grow current government funding</b>							
	M			4.3.1	Director to continue one-on-one contact with legislators regarding budgetary	FY21	FY23	FY21-23	Director's records	Calendar	Meeting notes	
	M			4.3.2	Director continues submission of annual SC State Government Accountability I	FY21	FY23	FY21-23	Director's records	Strategic Plan	AAR and Starategic Plan align	
	M			4.3.3	Director to continue to propose annual budget and major funding initiative to	FY22	FY23	FY22-23	Director's records	Budget Plan	Museum expansion	
Public Infrastructure and Economic Development	G			5	<b>Achieve optimal physical environment for the museum</b>							
	S			1	<b>Address the current spatial crisis of the Museum site for collections</b>							
	M			5.1.1	Complete plan for collections compact storage through using high density mot	FY21	FY21	FY21	Registrar records	Plans and proposals	System chosen	
	M			5.1.2	Review results of CAP project report	FY21	FY21	FY21	Registrar records	Report results	Application of recommendations	

Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			5.1.3	Submit budget request for installation of high-density mobile track storage sys	FY21	FY21	FY21	Director's records	Director's records	Request granted	
	M			5.1.4	Author and submit funding proposal to IMLS	FY21	FY21	FY21	Registrar records	Grant application	Grant awarded	
	M			5.1.5	Create work plan, move collections, and undertake renovation	FY21	FY22	FY21-22	Registrar, Ops Chief	Plan of action	System installed	
	<b>S</b>		<b>2</b>	<b>Strategize solutions to ongoing spatial needs across all Museum function</b>								
	M			5.2.1	Use 2015 architectural plan by Watson Tate Savory architectural firm as basis	FY22	FY23	FY22-23	Director's records	Architects plans	Museum expansion	
	M			5.2.2	Request major funding for renovation from SC General Assembly	FY22	FY22	FY22	Director's records	Budget request	Request granted	
	M			5.2.3	With Foundation, develop strategies for raising additional funding	FY22	FY23	FY22-23	Foundation, Director's r	Revenue	Increased fundraising	
	M			5.2.4	Work with the new SC State Museum director to continue expansion into curr	FY21	FY23	FY21-23	Director's records	Plans and proposals	Museum expansion	
	<b>S</b>		<b>3</b>	<b>Assess and address potential threats to professional operation caused b</b>								
	M			5.3.1	Work with Facilities Management professional staff to upgrade security, utilizi	FY21	FY21	FY21	Admin Ops Chief record	Construction plans	Security upgraded	
	M			5.3.2	Upgrade water intrusion barriers and alarms	FY21	FY22	FY21-22	Admin Ops Chief record	Construction plans	Environment upgraded	
	M			5.3.3	Monitor any temperature and humidity fluctuations to maintain optimal levels	FY21	FY21	FY21	Registrar, Ops Chief rec	Environmental records	Stable environment maintained	
	M			5.3.4	Coordinate activities with new State Museum director where necessary	FY21	FY23	FY21-23	Director, Ops Chief reco	Calendar	Meeting notes	

Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

CONFEDERATE RELIC ROOM & MILITARY MUSEUM  
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Program Template

Program/Title	Purpose	FY 2019-20 Expenditures (Actual)				FY 2020-21 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. CONFEDERATE RELIC ROOM & MUSEUM	Operating of the State of SC's military history museum	\$ 750,131	\$ 68,645		\$ 818,776	\$ 819,201	\$ 400,000		\$ 1,219,201	
II. EMPLOYEE BENEFITS	Payment of employer contributions	\$ 127,628			\$ 127,628	\$ 134,000			\$ 134,000	
OTHER (SOUTHERN MARITIME COLLECTION, SECURITY UPGRADES, UNIFORM COLLECTION)	Payment of insurance for the Southern Maritime Collection, and expenses for upgrades to the security system at the museum and the conservation of civil war uniforms	\$ 27,673	\$ 196		\$ 27,869	\$ 89,755			\$ 89,755	
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Customer Template

Service/Product Provided to Customers	Customer Segments	<u>Specify only for the following Segments:</u> (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.	Divisions or Major Programs	Description
Primarily Insures that museum follows State approved procurement, budget, personnel, and public operational policies practices	Executive Branch/State Agencies	Department of Administration	Administration	Budgeting, Procurement, Revenue Accountability, Personnel, Janitorial, Mail, Shipping, Space Rentals, Museum Events, Brochure Distribution
Preserves historically significant archival material culture for the citizens of SC related to SC military history utilizing professional standards, methods, and supplies.	General Public	Midlands residents, SC visitors to Columbia, out of state tourists, researchers, and historans	Archival Collections & Research Library	Maintaining historic papers, correspondence, documents, manuscripts and processing new additions to the archival collection, according to American Alliance of Museums' standards. Maintaining the museum's research library and budgeting for new additions. Maintainging the Museum Archives.
Preserves historically significant archival material culture for the citizens of SC related to SC military history utilizing professional standards, methods, and supplies.	General Public	Midlands residents, SC visitors to Columbia, out of state tourists, researchers, and historans	Artifact Collections	Maintaining the Artifact Collection according to AAM standards. Accessioning, cataloging, condition reporting, storing, data entry on all SC historical artifacts added to, or already in the Collection. Conducting 3 year inventory. Conservation treatment. Maintaining artifact storage.
Supports and provides educational services to SC school children	School Districts	Private, public, and homeschool students, 3rd grade - college	Education	Recruiting private, public, and home school attendance for tours and programs related to the current exhibits. Also conducting tours for church groups, civic organizations, historical organizations, colleges, Fort Jackson soldiers, and visiting dignitaries
Supports and meets SC Secondary Education Standards and provdes educational entertainment for SC citizens and tourists. Also necessary, in tandem, with programming.	School Districts	Private, public, and homeschool students, 3rd grade - high school	Exhibits	Conceiving, researching, artifact selection, design, production, and installation of exhibits, which includes writing text panels and artifact labels, selecting images, maps, art, and graphic production. Constructing interactives. Selecting, conserving, and interpreting artifacts to be exhibited, borrowing artifacts, if necessary.
Supplements State Appropriation with Donations to Museum	General Public	Older college educated male and females, veterans	Foundation	Developing the Foundation as a source of revenue to support the museum's mission. Foundation candiates beome members first, and over time express an increasing interest in the museum, and a willingness to monetarily support the museum and enlist others to donate. Potential foundations members must belive in the museum's mission, be vetted, included in museum activities, and culitvated for long-term support of the institution.
Supplements State Appropriation with Donations to Museum	Professional Organization	Sons of Confederate Veterans, Military Order of the Stars and Bars, United Daughters of the Confederacy, DAR, Colonial Dames, 1812 Society, Vietnam Combat Veterans, USS Columbia Association	Fundraising	Appealing to individuals or organizations to support specific museum activites, from conservation or acquisition of artifacts, reception expenses, or for specific infrastructure for the museum operation.
Visitor entry and access and museum security and Admissions and Gift Shop revenue	General Public	Midlands residents, Columbia visitors and tourists, researchers, historans, and students	Gift Shop & Admissions Desk	The Admissions Desk is front line for the visiting public, tours or events, staff appointments, maintenance, sales, etc. It is the first line of security for both the Collection and employees, must be staffed at all time during public hours, transfers general phone calls to specific staff members, handles deliveries. The Gift Shop is also controlled from the front admissions desk, and involves sales, ordering and inventory of merchandise, pricing, and merchandise security.
Museum promotion and public accountability	General Public	Media and Midlands residents, Columbia visitors and tourists, researchers, historans, and students	Marketing and Public Relations	This includes media relations, press releases, marketing, advertising, social media, web site, etc. With the State House Battle Flag, this is increasingly dominating my time and I only have a 10 hour a week employee to hand this and exhibit design!
Free museum admission, event and program invitation, special tours	General Public	Media and Midlands residents, Columbia visitors and tourists, researchers, historans, and students	Membership	The museum has a membership program for individuals, family, and institutional, but due to lack of staffing, it has not grown very rapidly. Currently, the Administrative Coordinator handles membership recruitment and schedules and plans events for members with staff assistance.
Maintain museum's physical plant	Executive Branch/State Agencies	Department of Administration	Operations	Includes monitoring the museum's physical plant, coordinating construction, repairs, and building issues with General Services staff and independent contractors, handling building-wide issues with other Columbia Mills tennents (State Museum & DHEC), maintaining 24 hour security, insuring public safety and comfort, and updateing the Standard Operating Procedures. Currently the museum registrar also handles operations for the museum.
Military History lectures and programs	School Districts	Private, public, and homeschool students, 3rd grade - college	Outreach	Outreach involves visiting schools, civic organizations, education providers, historical organizations, to lecture, present programs, and promote the museum and is conducted by the Executive Director, Curator of Education, and Curator of History.
Military History lectures and programs	General Public	Midlands residents, Columbia visitors and tourists, researchers, historans, and students	Programs	Programs are generally scheduled for lunch times, after hours, or on weekends to attract repeat visitation or promote exhibit openings, books signings, lectures, etc. They can be on site or part of outreach and all staff are involved in programs as much as time allows. Effective proگرامing in conjunction is essential for the museum's growth but demands significant staff time and resources.



Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2019-2020  
Accountability Report

Agency Code: H960 Section: 30

Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	Report	Accountability Report	General Assembly	State	Annually		All Museum Operations	
2	Report	American Alliance of Museum Self Study	American Alliance of Museums	Federal	Decade		All Museum Operations	AAM Accreditation Commission
3	Report	Various DOA Budget Reports	Dept. of Administration	State	Quarterly		Financial	DOA Finance
4	Report	Various PMO, EPO, DIS reports	Div. of Technology	State	Quarterly		IT Planning, Privacy, InfoSec	DTO, PMO
5	Review	Gift Shop Audit	OSA	State	Annually		Gift Shop inventory	OSA
6	Review	SC Confederate Relic Room and Military Museum Commission Reports	SC Confederate Relic Room and Military Museum Commission	State	Annually		Various	SCCRRMM Commission
	Review	Agreed-Upon Procedures	OSA	State	Annually		Financial	OSA
	Report	Senate Education Oversight Subcommittee Report	Senate Education Oversight Subcommittee	State	one-time		Governance - implementing FY19	Senate