

AGENCY NAME:	SC Confederate Relic Room and Military Museum		
AGENCY CODE:	H960	SECTION:	30



Fiscal Year 2014-15 Accountability Report


SUBMISSION FORM

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	W. Allen Roberson	737-8096	arobers@crr.sc.gov
SECONDARY CONTACT:	Shirley Schoonover	737-8093	sschooon@crr.sc.gov

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	
(TYPE/PRINT NAME):	W. Allen Roberson
BOARD/CMSN CHAIR (SIGN/DATE):	Commission currently being appointed by Governor's Office, House of Representatives, and the Senate. It has not met yet to appoint a chairman.
(TYPE/PRINT NAME):	N/A

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AGENCY'S DISCUSSION AND ANALYSIS

SC Confederate Relic Room and Military Museum Objectives, Accomplishments, Performance Measures, and Goals Narrative Outline

I. Agency's objectives for FY 2014-15:

A. Continue to Increase Museum visitation, positive media attention, and revenue:

1. "Carolinas Campaign" exhibit for the 150th Anniversary of Sherman's March and burning of Columbia. Museum's most ambitious exhibit since 2007.
2. "Battle flag" exhibit for Museum's conservation program supporters
3. Inexpensive "World War I Trench Map" exhibit for 100th Anniversary
4. Phase II of Main Gallery Updates
5. Develop Program Series, related to exhibits to increase visitation

B. Develop program-centered operation to increase visitation and revenue:

Fill first of two vacant FTEs as a Program Curator to develop weekend and weekday programs to attract visitors, increase revenue, and attract media attention.

C. Build Foundation and Membership program to increase fundraising and revenue:

Shift existing personnel to concentrating more on growing the membership program. Fill Second FTE with Assistant Director of Operations position to allow Director to focus more on Foundation outreach and fundraising, and less on managing day to day operation.

D. Reutilization and reorganization of museum non-collections storage space leading to grant-funded compact storage for museum collections, as part of strategic plan:

Successfully implemented in July 2014, to be completed by end of fiscal year.

E. Fund-raise for acquisition of major collection of imported CW artifacts: Director to take lead.

1. To Raise money to acquire C.A. Huey Collection of Imported English Civil War Weapons and Equipment for a nationally significant Civil War Blockade exhibit based on the Museum's McRae
2. Use the fundraising campaign to build the Museum's Support Foundation

II. Accomplishments during FY 2014-15 Relative to FY14 Objectives:

A. Exhibit Program:

1. *Paths of Destruction: Sherman's Final Campaign* for the 150th anniversary of General William T. Sherman's 1865 *Carolinas Campaign* and centered on the Burning of Columbia, open to much critical acclaim in November 2014, and became the museum's most popular exhibit.
2. *Civil War in 3D*, a large screen TV slide show of old Civil War era photos from stereo cards, opened in September, 2014, as a precursor to the *Paths of Destruction* exhibit

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3. *Trench Maps: Military Cartography on the Western Front* opened June, 2015 for the 100th Anniversary of World War I
4. Proposed “Battle flag” exhibit to showcase Museum’s conservation and acquisition partnerships, abandoned due to staff shortages and the State House Confederate battle flag controversy
5. Phase II of Main Gallery Updates postponed to FY15 because of budget Shortages and staff shortages

B. Program Centered Weekend Operation to Increase Visitation

1. Program Series related to *Paths of Destruction: Sherman’s Final Campaign* exhibit brought in record crowds, Jan. – Mar., but could not sustain due to of budget shortages and staff shortages
2. Co-hosted *History Day* with State Museum, for the Burning of Columbia 150th Anniversary, with the highest weekend attendance in over decade.

C. Collections Program

1. Significant Artifacts Donated to Museum
 - (a) Commandant’s Order from Civil War Prison Camp, *Asylum*, Columbia, SC,
 - (b) 1916 SC Palmetto Regiment flag, Mexican Border, 1916
 - (c) USAF Vietnam collection
 - (d) WWII US Army Air Corps collection
 - (e) Framed portrait of James Adison Reid, killed at Battle of Seven Pines
 - (f) Korea and Vietnam commemorative collection
 - (g) Civil War Letter from William Henry Harrison Jenkins, Jan. 25, 1863
2. Artifacts Conserved (Paid for by donations)
 - (a) Capt. Benjamin Williams Confederate Frock Coat from the Battle of Rivers Bridge – Textile Conservation Workshop (\$4000)
3. Collections Inventory completed but Report not yet completed.

D. Education Program

- (a) School total: 7,114 (over last year’s 6759)
- (b) Total Tour attendance: (6421 under last year’s 8585)

E. Technology

1. **Developed new web site, but not implemented, yet**

Performance Measures FY14 -15 (i.e., how did your division measure its performance of the objectives noted above – this information was a part of your division’s budget process with OED):

A. Continued to Increase Museum visitation and positive media attention:

Accomplished with the museum increasing visitation again, last year, its third highest attendance since 2002 and highest since the Great Recession. Also, had four major, positive media stories:

1. *The State* paper – Major Feature on *Paths of Destruction: Sherman’s Final Campaign*
2. *The State* paper - Prominent feature on *Trench Maps: Military Cartography on the Western Front*

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3. *Columbia Metropolitan* magazine - *Paths of Destruction: Sherman's Final Campaign* highlighted in November issue
4. *WIS TV* – Interview and feature on *Paths of Destruction*
5. *WIS TV* - Union Soldier Carroll Bill's Carolinas Campaign Diary serialized on website
6. *Free Times* newspaper – Article on *Paths of Destruction: Sherman's Final Campaign*
7. Numerous newspaper and television coverage on *Paths of Destruction: Sherman's Final Campaign*

B. Develop Program-centered Operation to Increase Visitation and Revenue:

1. Unable to fill first of two vacant FTEs as a Program Curator to develop weekend and weekday programs to attract visitors, increase revenue, and attract media attention.
2. Nevertheless, by establishing a commemorative partnership with other City of Columbia non-profits, we were able to publicize the 150th Anniversary of the Burning of Columbia, utilizing a new website, new brochure, and all social media, which lead to attendance significantly over FY14's third highest visitation since 2002 and the strongest walk-in visitation in institutional memory.
3. By developing five programs centered around the 150th Anniversary of the Burning of Columbia, the museum was able to bring in record crowds for these programs but could not sustain the increases, March – June.

C. Build Foundation and Membership program to increase fundraising and revenue:

1. Unable to shift existing personnel to concentrating more on growing the membership program, because unable to fill second FTE with Assistant Director of Operations position to allow Director to focus more on Foundation outreach and fundraising, and less on managing day to day operation.
2. Membership program and Foundation also stagnated as a result but, membership program continued to attract renewals and new members though in insufficient numbers.

D. Reutilization and reorganization of museum non-collections storage space leading to grant-funded compact storage for museum collections, as part of strategic plan.

1. Implemented in July 2014, but project soon halted because of lack of staff

E. Fund-raise for acquisition of major collection of imported CW artifacts:

1. Director began raising money to acquire C.A. Huey Collection of Imported English Civil War Weapons and Equipment for a nationally significant Civil War Blockade exhibit based on the Museum's McRae Collections, but soon postponed campaign until FY16 because of staff shortages
2. Also postponed because *The English Connection*, a large, book on the collection, independently published, was delayed until March – April of the fiscal year. This book was to generate publicity for the fund-raising campaign.

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F. Staff Restructuring combined with hiring two new FTE professional staff to improve efficiency of museum operation, increase staff retention, increase employee morale, and increase revenue:

1. In FY14, one permanent staff member, the Exhibits Curator who also handled marketing and PR, went part-time to 20 hours per week. In FY15, the Curator of History resigned mid-way through the fiscal year and a replacement was not hired this fiscal year, because of limited funding.
2. However, the overwhelming success of *Paths of Destruction: Sherman's Final Campaign* for the 150th Anniversary of the Burning of Columbia, and the knowledge that the museum would be operating in FY15 under its own Commission helped maintain staff morale.

G. Build Foundation and Membership program to increase fundraising and revenue:

Membership program is growing slowly but staff shortages have again impacted the development of both the Foundation and Membership program.

H. Reutilization and reorganization of museum non-collections storage space leading to grant-funded compact storage for museum collections, as part of strategic plan: Not implemented due to staff shortages but has been rescheduled for to begin in FY16 as a multi- year project.

I. Develop Civil War Blockade (McRae) Exhibit and fund-raise for acquisition of major collection of imported CW artifacts: Not implemented due to major shift in exhibit schedules due to unforeseen and sudden death of C.A. Huey and the museum's short-term inability to purchase his collection, and because of staff shortages, and a temporary shift in priorities, reflected in the shift in the museum's exhibit calendar.

III. Division's objectives/goals for the current fiscal year (FY 2015-16):

A. Continue to Increase Museum visitation, positive media attention, and revenue:

1. Sustain the increases in walk-in visitation from the success of *Paths of Destruction: Sherman's Final Campaign* through upcoming exhibits
 - (a) Expand the schedule to keep up *Paths of Destruction: Sherman's Final Campaign* through the FY16 school year.
 - (b) Bring in inexpensive, easily installed exhibit for the 100th Anniversary of SC in World War I, playing to the success of the museum's well-remembered 2008 90th Anniversary, large WWI exhibit
 - (c) Continue the postpone Main Gallery upgrades by exhibiting the substantial new artifacts donated in FY15 – FY16
2. Try to build on the success of the programs connected with of *Paths of Destruction: Sherman's Final Campaign* to maintain attendance increases, despite not having funds to fill a new Public Programs Coordinator position
3. Resolve how to offset 25% drop in school group tours due to the SC State Museum's redesign (Planetarium, 4-D Theater, and Observatory) which moves visiting school

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groups away from the SC Confederate Relic Room and Military Museum, and leaves no time for joint tours of both museums.

- B. Develop Exhibit Plan and Budget for the Confederate battle flag from the State House by January 1 as directed by the SC General Assembly**
- C. Reorganize Membership program and Build Foundation through Fundraising Campaign to purchase C.A. Huey Collection to increase fundraising and revenue and to raise museum's academic profile nationally and internationally as a small, but significant research institution**
- D. Hire new Curator of History and reorganize existing personnel for more efficient operation**
 - 1. FY16 Budget Request for an assistant director and development staff person was not budgeted
 - 2. 2nd position for a weekend program coordinator to increase repeat visitation not filled
 - 3. Museum staff's workload as significantly increased because of
 - (a) Developing Plan for State House Battle Flag
 - (b) Reporting to and working with new Museum Governing Commission
 - (c) Taking on more duties previously associated with the Budget and Control Board
 - (d) Conducting a major fundraising campaign for the *C.A. Huey Collection* of imported English Civil War artifacts
 - (e) Began work on a major SC in Vietnam exhibit for the 50th Anniversary
- E. Again attempt the Reutilization and Reorganization of Museum Non-Collections Storage Space leading to Grant-funded Compact Storage for Museum Collections, Part of the Museum's Strategic Plan, in FY16-17**

Agency Name: Confederate Relic Room & Military Museum Commission

Agency Code: H96 Section: 030



Fiscal Year 2014-15
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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Develop exhibit plan and budget for Confederate Battle flag from SC State House
S		1.1		State Government calls for an appropriate, permanent, and public display of the flag
O			1.1.1	<i>Plan for exhibit due to Senate Finance Committee and House Ways and Means Committee by January 1, 2016</i>
S		1.2		Plan should be carefully designed to avoid reigniting Confederate flag controversy
O			1.2.1	<i>Battle flag display should honor SC soldiers who died in the Civil War</i>
O			1.2.2	<i>Battle flag shall be displayed in context of other exhibits on the Civil War</i>
S		1.3		Budget should reflect political importance of issue, but be as efficient as possible
O			1.3.1	<i>Budget proposal should explore possibilities to accomplish goals and strategies</i>
O			1.3.2	<i>Budget should incorporate all infrastructure costs and be precise</i>
S		1.4		Staff reorganization and additional staff to manage additional workload
O			1.4.1	<i>Hire new history curator and reallocate staff responsibilities</i>
O			1.4.2	<i>FY17 budget request - Program Coordinator to oversee daily museum operations</i>
G	2			Sustain <i>Paths of Destruction: Sherman's Final Campaign</i> (exhibit) attendance increase
S		2.1		Sustain walk-in visitation increases
O			2.1.1	<i>Extend popular <i>Paths of Destruction</i> exhibit from closing on 3/6/15 to 5/28/15</i>
O			2.1.2	<i>Answering the Call, 6 months, 100th anniversary WW I posters exhibit</i>
O			2.1.3	<i>Main Gallery updates, Phase 2 (updating permanent exhibits): \$3,000</i>
S		2.2		Develop strategy to offset FY15 decline in school tours
O			2.2.1	<i>25% decline due to State Museum expansion moving tours away from the Relic Room</i>
O			2.2.2	<i>Anticipate another potential decline due to Confederate Battle flag controversy</i>
O			2.2.3	<i>FY17 budget request - Curator II to develop programs and oversee public relations</i>
G	3			Raise funds to purchase the C.A. Huey Collection of English Civil War arms and equipment
S		3.1		Develop strategy to raise \$419,252 to purchase \$809,459 C.A. Huey Collection
O			3.1.1	<i>Raise \$219,252 by end of FY16 from corporations, individuals, and organizations</i>
O			3.1.2	<i>Raise \$100,000 by end of FY17 or utilize existing revenue</i>

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Program Template

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