

AGENCY NAME:	SC Confederate Relic Room and Military Museum	
AGENCY CODE:	H96	SECTION:

**Fiscal Year 2017-18
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<p>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.</p>
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AGENCY VISION	<p>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.</p>
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

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

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Yes, regarding minor internal recommendations that would allow the agency to operate more effectively and efficiently:

- (1) 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.**”
- (2) New Statute: “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 authorization of the SC Confederate Relic Room and Military Museum Commission.**”
- (3) 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. The Museum currently does not have the staff to promote the museum membership program. The Foundation could help the membership program grow by hosting events, promoting membership drives, etc.

The Museum currently has only 45 members. The Foundation could focus on growing the membership program, with the museum’s assistance, by hosting membership fundraising receptions, by conducting membership drives, and by individually soliciting new members. The Foundation could then finance exhibit opening receptions for the museum, continue to assist in fundraising for specific programs, like the uniform conservation initiative, or support the acquisition of significant SC artifacts. All funds raised by the membership program would eventually be used to benefit the SC Confederate Relic Room and Military Museum.

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	(803) 737-8096	arobers@crr.sc.gov
SECONDARY CONTACT:	Rachel Cockrell	(803) 737-8020	rcockre@crr.sc.gov

I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

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**AGENCY DIRECTOR
(SIGN AND DATE):**

W. Allen Roberson

(TYPE/PRINT NAME):

W. Allen Roberson

**BOARD/CMSN CHAIR
(SIGN AND DATE):**

Martha R. Van Schaick

(TYPE/PRINT NAME):

Martha Van Schaick

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AGENCY'S DISCUSSION AND ANALYSIS

FY2017-FY2018 ACCOUNTABILITY REPORT NARRATIVE

Part 1 – Summary of FY16, FY17, & FY18 Major Issues Impacting Museum

As discussed in the FY17 Accountability Report, the South Carolina Confederate Relic Room & Military Museum, the State of South Carolina's military history museum, has been coping with a series of varying external and internal factors during the past three fiscal years, and as a result, embarked on a three-year plan of tactical goals and objectives during this period (FY17 – FY19, or July 2016 – June 2019, as a precursor to comprehensive strategic planning which was not feasible due to these varying internal and external factors and issues:

I. FY16 – FY17 Negative External and Internal Factors

A. Removal of the State House Confederate Battle Flag - Following the horrendous Charleston Massacre of June 2015, the State House reproduction Confederate Battle Flag was removed from the State House grounds and given to the SC Confederate Relic Room & Military Museum with an unfunded mandate to exhibit. Incessant media and public attention focused on a proposal that was submitted at the beginning of 2016, that included a much-needed expansion of the museum, but that was not funded, and on the subsequent development of a second, more modest proposal for internal display, that was submitted at the beginning of 2018, that was also not funded.

Because of the controversy surrounding this artifact and the division of public opinion regarding its exhibition, the museum has painstakingly sought to develop an exhibit that minimizes this division, driving the process to a consensus of its staff, its Commission, its supporters, and SC's Legislators, as much as practical. This issue diverted time and attention of the museum's administrative staff from ongoing museum development.

B. Proposal to Relocate the Museum to Charleston – An unanticipated proposal to study moving the SC Confederate Relic Room & Military Museum to Charleston was passed by General Assembly but vetoed by the Governor at the end of FY16. Despite the museum's pending 120th anniversary as the oldest museum in Midlands of SC, this proposal raised the issue of instability, and was perceived negatively by the museum's public and the media.

Together, these two external events had a severe, negative impact on the museum's visitation and revenue, at a time when the museum had just ended a very productive year (FY15), developing its most popular exhibit, *Paths of Destruction: Sherman's Final Campaign*, for the 150th anniversary of the *Burning of Columbia*, along with associated programs, resulting in the museum's 3rd highest visitation since 2000. FY16 was planned as a fallow year for museum exhibits and programs, a time to conserve the museum's limited resources, and to focus attention on capitalizing on the previous year's successes by building a membership program, a foundation, and increasing fundraising. These plans were severely curtailed by the Confederate battle flag controversy and the proposed relocation to Charleston, both of which impacted the museum severely, embroiling the museum in controversy and negative media attention, resulting in a 20% drop in attendance and revenue.

- C. Change in Governance** – In the first half of FY16, a new governing SC Confederate Relic Room & Military Museum Commission was appointed by the General Assembly and the Governor to oversee the operation of the museum, replacing the newly defunct SC Budget and Control Board. This Commission began meeting during the height of the State House Confederate Battle Flag Controversy, and had to immediately oversee the unfunded mandate to exhibit this flag, and the subsequent developed proposals submitted to the General Assembly. The new Commissioners had to quickly come up to speed on the State House Confederate Battle Flag issues, as well as learn about the history and operation of the museum. Under difficult circumstance, they performed admirably well and helped provide leadership and support through the various crises.
- D. Staff Loses** – The SC Confederate Relic Room & Military Museum, already well below its pre-Recession staff of nine employees with three empty FTEs, lost its administrative staff person unexpectedly due to a Workers Compensation injury in December 2016. This position was not permanently filled until early 2018 due to Workers Compensation legal issues. Also, in late FY17, the museum's Curator of Exhibit Design, a key employee responsible for exhibit development, design, and oversight, along with marketing and advertising, amicably resigned, for personal reasons – also a major loss for the museum. Finally, a mutually beneficial, 20 year relationship with USC ended, when the Department of Humanities increased the cost of Graduate Assistantships by 30% for all outside non-profits ending the hiring and training of graduate students in their field of study, a significant loss of low cost, semi-skilled labor.

E. **2017 Flood** – An unexpected and major flooding of the museum occurred during a heavy rain storm in early April 2017, due to stopped-up storm sewer drains at of the Columbia Mills complex. Water rose to 2.5 feet at the museum’s back door, and quickly flooded the SC Confederate Relic Room & Military Museum’s collection storage area, back hallway, and large rotating exhibit gallery. This forced the emergency closure of the museum’s new, major exhibit for FY17, a month after it had opened, during its initial marketing campaign. The exhibit remained closed for several weeks while the effects of the flood were mitigated. Despite the severity of the flood, no permanent damage was incurred for either the museum’s collection or its facilities, but suspending the museum’s major exhibit and related programs for several weeks were detrimental in attracting visitors, program attendees, and tours and added to the external problems buffeting the museum.

II. FY18 Issues

- A. **2nd Flag Proposal** - In 2018, the SC Confederate Relic Room & Military Museum submitted its 2nd proposal for the display of the SC State House Confederate Battle Flag, with a budget of \$350,000 to convert two offices into gallery space and separate the flag from the museum’s main gallery exhibit, *The South Carolina Martial Tradition*, which covers SC military history in a timeline, from the Revolutionary War through the current War on Terror. This small, converted office space would allow for the exhibition of the SC State House Confederate Battle Flag, and allow visitors to reflect on the history of the flag. The exhibit was designed to be respectful and yet allow for adaptation over time. Though the budget request passed both the SC House and Senate, it was deleted in Conference, at the end of the 2018 legislative session in June.
- B. **Physical Space Issues** - Over the last three years (FY16 – FY18), the SC Confederate Relic Room & Military Museum has begun to literally run out of space. Due to increased acquisitions of important SC historical material culture and research material, the museum’s Artifact, Archival, and Library collections spilled over into the museum’s other areas because of lack of physical space. Temporary Artifact Storage (used for new objects waiting to be cataloged or for storage of loaned artifacts) and the museum’s larger Preparation Room (where new donations are held for condition reporting, minor conservation treatment, or treatment against insect infestations), became additional artifact storage areas that lacked the tightly controlled security access of Collections Storage. A large drawer filing cabinet was installed in the Museum Library to handle over-spillage from Archives Storage, again without the higher level of secure access.

This was a temporary solution and by FY18 more archival storage space was needed. Double rows of shelving also had to be installed in the Library for accumulating research books and older, out of date publications had to be removed from the library collection.

As the museum has been increasing attendance at its *Lunch and Learn* programs, school programs, and other programs, the need for better and larger programming area has become apparent. One of the museum's strategic challenges is to move to a more weekend-oriented program operation to attract more paying visitors, but our very limited program space is a major problem in accomplishing this strategic goal.

C. FY18-19 American Alliance of Museums Accreditation – In addition to all of the above, the SC Confederate Relic Room & Military Museum was scheduled by the national American Alliance of Museum's to go through an accreditation review for the first time since 2004. Only 13 out of 225 museums, historic sites, parks, and monuments in SC have earned national accreditation. Nationally, only 1048 of 17,000 museums, sites, parks, and monuments have been awarded accreditation. The SC Confederate Relic Room & Military Museum was first awarded accreditation in 1976, and was reaccredited in 1986. It was due to be reviewed again in 1996, but the museum requested postponement pending relocation from its location adjacent to the University of South Carolina to the Columbia Mills Building with a new, modern exhibit plan and the development of new programs, meeting a key recommendation from the 1986 review. The museum was reaccredited in 2004, two years after reopening at Columbia Mills, and was subsequently due to be reexamined in 2014. However, this was postponed by AAM until 2018, due to the backlog of museums awaiting review. Obviously, it would have been much more advantageous for the SC Confederate Relic Room & Military Museum to have been reviewed in 2014, before the SC State House Confederate Battle Flag controversy, controversies with "Confederate" history, and the other issues discussed above, rather than in 2018.

Nevertheless a comprehensive Self-Study of the Museum, covering all policies and practices regarding administration, fundraising, operation, exhibits, programs, education, artifact and archival collections, research, budgeting, HR, the museum's new commission, new foundation (Palmetto State Military History Foundation), emergency and disaster plans, Standard Operating Procedures, physical facilities, ethics, media relations, advertising, and public relations,

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community and support, the relatively new membership programs, gift shop, and strategic planning, was written, revised, compiled, and submitted to AAM during the period of February 2018 through October 2019. A two person site-visit for a three-day inspection was scheduled for late August, 2018, with a final decision on reaccreditation to be determined by the end of calendar year 2018.

Part II – Summary of FY18 Achievements, Goals, & Objectives

I. FY18 Positive Developments & Achievements

A. Exhibits & Programs: The Museum was able to maintain the FY17 visitation levels in FY18, despite no new, major exhibit. In November 2017, the museum opened a small exhibit, *Thurmond's Brigade: the 360th Civil Affairs Brigade*. The 360th Civil Affairs Brigade has been a key element of the United States Army Reserve Force for over 65 years. Formed in Columbia, SC in 1950 as the 360th Military Government Area Headquarters, the unit was organized by Senator Strom Thurmond who also served as the unit's first commander from 1950-1954. Thurmond's continuing involvement with the 360th earned it the nickname, "Thurmond's Brigade." The 360th is a Fort Jackson-based, US Army Special Force that supports military or disaster-relief operations, both abroad and in the United States. The 360th is affiliated with the 82nd Airborne, jump-trained, and its mission is to restore civil order and infrastructure, while providing aid to civilian populations in war-torn or disaster areas. The museum worked directly with Brigade veterans to develop this exhibit, and it proved to be considerably more popular with the general public than originally anticipated. Besides Strom Thurmond, some 360th veterans are Congressman Joe Wilson, Democratic Party National Committee Chair, Don Fowler, and renowned historian, Dr. Walter Edgar.

The SC Confederate Relic Room & Military Museum also converted its critically appraised FY17 Revolutionary War exhibit on the Siege of Fort Motte in Calhoun County, "...*make no Doubt we shall carry this post...*" *The History and Archaeology of Fort Motte* into a traveling exhibit with the assistance of a \$2000 grant from the SC Humanities Council. Working through the SC State Museum's Traveling Exhibition Program, the Fort Motte exhibit was offered for rental to museums, libraries, and nonprofits throughout SC, at \$300 a month \$450 for two

months, or \$600 for three months, with the profits to be split equally between the SC Confederate Relic Room & Military Museum and the SC State Museum, a cooperative venture as has been recommended by the SC General Assembly. The Revolutionary War Siege of Fort Motte exhibit, with reproduction artifacts and attractive and informative text panels, became available for rent in January 2018, and has been booked continuously in FY18, at venues including the Sumer County Museum, The Museum at Greenwood, the Calhoun County Museum, and the Camden Archives and Museum, and is booked on into FY19. Designed by our museum, in a partnership with the SC Institute of Archaeology and Anthropology, it is one of the most successful traveling exhibit fielded by the SC State Museum's Traveling Exhibition Program in recent years.

Also, the museum's success in developing and promoting its popular *Lunch & Learn* program helped check the decline in attendance despite the negative media coverage regarding the State House Confederate battle flag and the FY16 proposed moved to Charleston. The monthly Friday lecture series, *Lunch & Learn*, continued to grow throughout FY17 and by FY18 had regular returning attendance for this program.

B. Diversifying Revenue (Fundraising, Foundation, and Membership): FY17 was the best year for fundraising in the museum's modern history, and while FY18 totals did not reach those levels, it was still very successful, with the museum bringing in diverse donations totaling **\$34,648** for its Civil War Uniform Conservation Initiative, with commitments for at least approximately \$25,000 in FY19. The museum's foundation, the Palmetto State Military History Foundation, chartered in 2012, began fundraising for the first time in FY18, slowly but steadily accumulating funds to support the museum's operation, raising **\$6068** by the end of FY18. As previously discussed, the unexpected loss of the museum's Administrative Coordinator in FY16, and the resulting vacant position for over a year due to Workers Compensation legalities, had a negative and major impact on the growth of the museum's membership program, which was part of her job responsibilities. Nevertheless, the membership program was maintained, and **\$13,670** had accumulated in its account at the end of FY18. Outreach Travel for lectures and programs for history organizations and civic groups increased, as well as museum representation at Civil War shows and the SC Arms Collector's shows, all of which brought in a total of **\$19,183** in donations and revenue for the Civil War Uniform Conservation Initiative.

C. Education Program: In FY16, the SC Confederate Relic Room & Military Museum verified its concern that the FY15 renovation of the SC State Museum, also in the Columbia Mills Building, had negatively impacted our school tour attendance by moving the disembarking point for school groups away from our museum entrance. Because of increased visitation in FY15 due to the success of the *Paths of Destruction: Sherman's Final Campaign* exhibit on the Burning of Columbia, and associated programs, the long-term impact on school groups was not apparent until the end of FY16, when total school group visitation decreased by 1000 students, which may also have been influenced by the negative media coverage of the State House Confederate battle flag and "Confederate" history. Over the next two years, with proactive engagement by the Education Curator with schools officials, teachers, and tour chaperones, visiting both the SC Confederate Relic Room & Military Museum and the SC State Museum, we were able to erase that deficit by the end of FY18. In FY2018, the Education Program also continued filming virtual field trips, working with *Streamable Learning*, an online education company. This partnership also brings revenue in and has expanded in FY19. However, the number of non-school tours has decreased since FY16, primarily due to the museum not having and promoting a major, popular exhibit since FY16. When a new exhibit on South Carolina and the Vietnam War opens in FY20, it should increase the overall number of non-school tours at the museum. Monthly Homeschool Friday class attendance has also steadily decreased since FY16. If the trend continues in FY19, it may be time for the Education Department to create a whole new curriculum for Homeschool Friday, and promote it differently. In FY19, the museum will also redesign and modernize its website making it more attractive, informative, and easier to use. In FY18, working with ADCO marketing, the museum has become much more consistent and efficient with constant social media postings, announcements, and advertising.

D. Collections: The SC Confederate Relic Room and Military Museum acquired several historically significant artifacts and archival collections that will be attractive additions to the museum's artifact and archival collections and exhibits. The museum also continued its highly successful conservation program, one of the most proactive in the nation:

1. Collection Objects Conserved: 4 objects sent for conservation:

- A. Frock Coat & Slouch Hat of Confederate General Gabriel Rains, considered one of the pioneers of modern warfare
- b. 1840 SC Artillery Saber with silver trim and silver-plated Scabbard

2. FY18 New Acquisitions:

- a. Early Founder of Columbia and Revolutionary War hero Peter Horry's sword
- b. Vietnam Era - NVA blood transfusion kit, South Vietnam flag, flight helmet, etc.
- c. WWII to Cold War - M1 helmet, m1942 canteen, German dress bayonet and scabbard, medical kit, haversack, Colt m1911, Browning Hi-Power pistol
- d. Civil War- Rare, Columbia-made Confederate Kraft Goldschmidt Kraft officer's saber
- e. Civil War- Confederate M1854 Austrian Lorenz rifle musket
- f. Vietnam- Enlisted Army green dress uniform
- g. WWII- M1852 officer's sword of Guy Benjamin Taylor
- h. Vietnam- U.S. Army helicopter jacket and trousers, green dungarees, etc.
- i. Vietnam- 3 swagger sticks, Zippo lighter collection, binoculars, uniform, compass
- j. WWI- Camp Jackson letters of John Sydney Fiott to Grace Watters
- k. Vietnam- C-rations
- l. WWI- Gas alarm
- m. Uniforms and clothing of USMC LCpl. Mills Bigham from Iraqi War
- n. Halsey Bartlett Civil War letter
- o. Post CW- 1911 Confederate battle flag and photo of James D. Nance at UCV meeting
- p. WWII- Japanese transformer box
- q. Vietnam- SKS rifle

II. Strategic Goals & Objective: Results - In FY17, The SC Confederate Relic Room & Military Museum outlined - and continued to modify for FY18 - seventeen strategic goals for the next three fiscal years, FY17 – FY19. In FY18, the museum successfully accomplished eight more of its remaining fifteen revised goals, made major progress on the rest, and failed temporarily at only two strategic goals:

A. Develop one Major, one Minor, and one Traveling Exhibit for FY18

1. A Major Exhibit on SC in the Vietnam War for the 50th Anniversary
2. Exhibit on 360th Civil Affairs Brigade, a Fort Jackson-based, US Army unit that Supports Military or Disaster Relief Operations, in war-torn or disaster areas, abroad and at home
3. Turn Museum's Traveling Revolutionary War Exhibit, "*...make no Doubt we shall carry this post...:*" *The History and Archaeology of Fort Motte* into traveling exhibit and rent.

Accomplished 2 & 3. 1 in process

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- B. Continue to Develop Cost and Space Efficient Exhibit for State House Battle Flag
Not Accomplished – 2nd Proposal not funded at end of FY2018 by General Assembly
- C. Continue to Increase Education Program Numbers and Attendance
Accomplished
- D. Self-Study for American Alliance of Museums' Reaccreditation, due 3/1/2018
Accomplished
- E. Implement Non-Collections Storage Plan and Finish by end of FY18
Accomplished, with all non-collections storage space cleaned out and reorganized
- F. Develop and Grow Museum Membership Program
Not Accomplished due to ongoing Staff Shortages
- G. Assist the Palmetto State Military History Foundation to Raise Funds for the SC Confederate Relic Room & Military Museum
Accomplished
- H. Continue to Upgrade Museum Security, re: Collections Security and Staff Safety due to State House Confederate Flag Controversy
In Process
- I. Successfully install *Proficio* Collections Management Software
Accomplished
- J. RE: Senate Education Subcommittee Report: Develop Commission Bylaws and Mission
Accomplished, pending approval
- K. Continue State Library Project of Scanning & Digitizing the *Colin J. McRae* Archival Collection (at no cost), for Online Access
In Process. Approximately 2/3 completed
- L. Scan and Digitize the USS *Columbia* Collection for Online Access
In Process. Approximately 3/4 completed
- M. Comprehensive Inventory of Archives
In Process
- N. Continue with Staff Realignment as Necessary for Strategic Objectives
Accomplished
- O. New Fund Raising Campaign to Conserve Museum's Civil War Uniform Collection
In Process with Significant Success

Part III - FY18 Strategic Goals & Objectives

I. Summary

The SC Confederate Relic Room & Military Museum Continues its Strategic Three-Year Planning Goals and Objectives into year three, the final year, with 13 revised and former goals for FY19 :

A. Develop one Major Exhibit and one Minor Exhibit for FY19

1. A Small Exhibit on the SC 30th Division for the 100th Anniversary of the End of WWI
2. Continue Developing SC in the Vietnam War Exhibit for 50th Anniversary, to open FY20
 - a. Assemble a Major Vietnam Era Uniform, Equipment, and Weapons Collection
 - b. Reach out to SC Vietnam Veterans, to tell their personal stories and for mutual support
 - c. Promote Vietnam Programs to attract School, Senior, and Vets Tours, from all over SC

B. Exhibit State House Confederate Battle Flag and Insure Security for Minimal Expenditure

C. Increase Education Program and School Attendance through Program Development

D. Pass American Alliance of Museums' Reaccreditation Review in FY18

1. Update and Finish the Rewriting of all Museum Policies and Practices
2. Dispose of Obsolete Equipment, old Exhibit Material, and 18 Years Accumulated Junk
3. Clean Museum from Top to Bottom
4. Host Reaccreditation Site-Review Team

E. Finish Last Part of Non-Collections Storage Plan Implementation by end of FY19

1. Physical Non-Collections Storage Plan completed
2. Schedule all Paper and Computer Share Drive Records for Disposal or Retention in accordance to SC Department of Archives and History policies and State Legislation
3. Apply for Compact Museum Storage Grant from Institute of Museum and Library Services, creating additional Collections storage space, for a short-term solution to Space Limitations

F. Develop and Grow Museum Membership Program

G. Continue to Assist the Palmetto State Military History Foundation in Raising Funds for the SC Confederate Relic Room & Military Museum, within the State and Federal Limitations

H. Continue and Complete Archives Inventory

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- I. Enter Collections, Archival, and Library records into *Proficio* Collections Management Software
 - J. Re: Senate Education Oversight Subcommittee Recommendations: Have new Commission Mission and Bylaws approved by Commission, and added to Commission Legislation
 - K. Finish State Library Project of Scanning & Digitizing the Museum's *Colin J. McRae* Archival Collection as part of the South Carolina Digital Library System
 - L. Complete Scanning and Digitization of the Museum's USS *Columbia* Archival Collection
 - M. Continue Fund Raising Campaign to Conserve Museum's Civil War Uniform Collection
- II. FY17-FY19 Long-Term Strategic Goals for Starting FY20 Strategic Planning**
- A. Continue to position the Museum as SC's Preeminent Military History Museum and Elevate the Academic Profile and Reputation of the Museum
 - B. Increase Revenue through Admissions, Gift Shop Sales, Membership Program, Fundraising, & Foundation
 - C. Increase Attendance with Well-Designed Exhibits and a Program-Centered Operation
 - D. Expand SC Confederate Relic Room & Military Museum to better Serve SC's Citizens and to House the Growing Collection
- III. Strategic Challenges**
- A. The Museum must continue to transform to a program/event-driven operation to increase attendance and revenue
 - B. The Museum needs to open every Sunday instead of just the first Sunday of the month to maximize attendance and revenue. As additional staff are hired, this may be possible
 - C. Need to overcome or negate the impact - as much as practical - of all "Confederate" - related controversies, including the issues swirling around the State House Confederate Battle Flag display, that threaten the Museum's long-term stability and success, negating corporate fundraising
 - D. The Museum eventually needs to expand due to the growth of its great Collection of SC historical material culture. In the short-term, however, the Museum is proactively implementing major changes to its infrastructure to temporarily solve growing physical space problems

Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Government and Citizens	G	1			Continue to position Museum as SC's Preeminent Military History Museum				7/1/18 - 6/30/19			Top Tier of Museums in SC & SE US
	S		1		Pass American Alliance of Museums' Reaccreditation Review in FY18	N/A	N/A	N/A		AAM	Pass/Fail/Tabled	Reputation, Attendance, Revenue
	M		1.1.1		Update Self-Study & Finish the Rewriting of all Museum Policies and Practices							
	M		1.1.2		Dispose of Obsolete Equipment, old Exhibit Material, and 18 Years Accumulat							
	M		1.1.3		Clean Museum from Top to Bottom							
	M		1.1.4		Host Reaccreditation Site-Review Team from American Alliance of Museums							
	S		2		Exhibit State House Confederate Battle Flag and Insure Security for Mini	N/A	N/A	N/A		Unfunded Legislative Mandate		End Confed. Battleflag Controve
	M		1.2.1		Frame Flag							
	M		1.2.2		Hang on Wall with Simple Label							
	M		1.2.3		Anchor to Wall with Securiry Alarm and Install Camera							
	S		3		Finish Last Part of Non-Collections Storage Plan Implementation	N/A	N/A	N/A		AAM & 3-Year Strategic Plan		Alleviate Physical Space Limitati
	M		1.3.1		Physical Non-Collections Storage Plan complete							
	M		1.3.2		Schedule Paper and Computer Records for Disposal or Retention							
	M		1.3.3		Institute of Museum and Library Services Compact Museum Storage Grant							
	S		4		Have Commission Mlission & Bylaws approved by Commission	N/A	N/A	N/A		2015 Senate Education Sumcommittee Report		Governing Commission Efficient
	M		1.4.1		Write Mission & Bylaws for Committte for Approval							
	M		1.4.2		SC Confederate Relic Room & Military Museum Commission Votes to Accept							
Public Infrastructure and Economic Development	G	2			Increase Revenue Via Fundraising, Foundation, & Membership Program,				7/1/18 - 6/30/19			Revenue Increase is a Strategic Goal
	S		1		Fund Raising Campaign to Conserve Museum's Civil War Uniforms	35000	275000	N/A		Estimates & Fundraising		Conserve CW Uniform Collectio
	M		2.1.1		Raise Funds from SC Division & Select Sons of Confederate Veterans Camps							
	M		2.1.2		Raise Funds from Non-Heritage Organizations, like Artists Preservation Group							
	M		2.1.3		Raise Funds from Soldiers' Descendents, like Chesnut Descendants							
	M		2.1.4		Request Matching Non-Recurring Funding from General Assembly							
	S		2		Palmetto State Military History Foundation Financially Supports Museur 6066	50000	50000	N/A		Foundation	Account Balance	Conserve CW Uniform Collectio
	M		2.2.1		Assist Board to Raise Funds to Support the Museum, with IRS & State law							
	M		2.2.2		Provide Projects for Support to Foundation Board, if Requested							
	M		2.2.3		Eventually Move Museum Membership Program to Foundation							
	S		3		Develop and Grow Museum Membership Program	13670	25000	N/A		Membership Rev.	Account Balance	Conserve CW Uniform Collectio
	M		2.3.1		Fill FTE or P/T Worker to Manage Daily Membership Requirements							
	M		2.3.2		Refine Membership Benefits							
	M		2.3.3		Develop Membership Events							
	M		2.3.4		Eventually Move Museum Membership Program to Foundation							
Education, Training, and Human Development	G	3			Position as SC's Preeminent Military History Museum & Raise Academic Pro				7/1/18 - 6/30/19			Attendance Increase is Strategic Go
	S		1		Develop one Major Exhibit and one Minor Exhibit for FY19	1 exhb	2 exhb	3 exhbt		N/A	N/A	Museum's 1st Traveling Exhibit
	M		3.1.1		Exhibit on the SC 30th Division for the 100th Anniversary of the End of WWI							
	M		3.1.2		Continue Developing the Major Vietnam War for the 50th Anniversary							
	S		2		Increase Attendance with a Program-Centered Operation	19559	25000	N/A		Admissions Desk	Tracking	Attendance Increase is Strategic
	M		3.2.1		Increase Education Program & School Attendance via Program Development							
	S		3		Elevate the Academic Profile and Reputation of the Museum	N/A	N/A	N/A				Academic Reputation is Strateg
	M		3.3.1		Finish Digitizing McRae Archival Collection as part of SC Digital Library System							
	M		3.3.2		Complete Scanning and Digitization of the Museum's USS Columbia Archival							
Maintaining Safety, Integrity and Security	G	4			Position as SC's Preeminent Military History Museum via Accountability				7/1/18 - 6/30/19		Inventory & Data Entry	Maintains AAM Accrediation
	S		1		Collections Accountability Insures Accreditation & Preeminent SC Muset	N/A	N/A	N/A		DOA, AAM, SCFM	N/A	
	-		4.1.1		Continue and Complete Archives Inventory							
	-		4.2.2		Enter Collections, Archival, and Library records into New Proficio Software							
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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	G	1			Continue to position the Museum as SC's Preeminent Military History Museum				7/1/17 - 6/30/18			Strategic 3-Year Plan
	S		1.1		Submit Self-Study for AAM Reaccreditation of SC Confederate Relic Room	N/A	N/A	N/A		N/A	N/A	
Government and Citizens	M		1.1.1		Maintain Status of 1 of 13 out of 224 SC Museums that have earned Accredited							
Government and Citizens	M		1.1.2		Accreditation earned in 2004 after 4 Year Preparation. First subsequent Review							
	S		1.2		Continue to Upgrade Museum Security & Staff Safety re: Confederate Relic Room	N/A	N/A	N/A		N/A	N/A	
Maintaining Safety, Integrity and Security	M		1.2.1		Review and update Museum S.O.P							
Maintaining Safety, Integrity and Security	M		1.2.2		Review & update museum 24 access & protection procedures & safeguards							
Maintaining Safety, Integrity and Security	M		1.2.3		Update Museum Electronic Security System							
Maintaining Safety, Integrity and Security	M		1.2.4		Implement latest cybersecurity, files, & customer protection							
	S		1.3		Successfully install Proficio Collections Management Software	N/A	N/A	N/A		N/A	N/A	
Maintaining Safety, Integrity and Security	M		1.3.1		Organize Collections Data before AAM Accreditation Review							
Maintaining Safety, Integrity and Security	M		1.3.2		Transfer old Redicoverly Software records to more efficient, secure, & search							
	S		1.4		Address Senate Education Oversight Subcommittee Report Issues					N/A	N/A	
Government and Citizens	M		1.4.1		Assist to Define Mission of SC Confederate Relic Room & Military Museum Commission							
Government and Citizens	M		1.4.2		Assist Writing Bylaws of SC Confederate Relic Room & Military Museum Commission							
	S		1.5		Continue to Scan & Digitize the Colin J. McRae Archival Collection for Online Access					N/A	N/A	
Education, Training, and Human Development	M		1.5.1		State Library Scans and Writes Item Level Description at no charge							
Education, Training, and Human Development	M		1.5.2		Complements C.A. Huey Collection							
	S		1.6		Scan & Digitize the USS Columbia Archival Collection for Online Access	N/A	N/A	N/A		N/A	N/A	
Education, Training, and Human Development	M		1.6.1		New, large, flat-bed scanner, partially funded by the USS Columbia Association							
Education, Training, and Human Development	M		1.6.2		Scan small 3-D artifacts of WWII USS Columbia for greater public Internet access							
Government and Citizens	M		1.6.3		Scanner can also be use for exhibit, advertising, and marketing design							
	S		1.7		Conduct Comprehensive Inventory of Archives	N/A	N/A	N/A		N/A	N/A	
Maintaining Safety, Integrity and Security	M		1.7.1		Should be Conducted every three years to safeguard the collection							
Government and Citizens	M		1.7.2		Necessary for AAM Reaccreditation							
	S		1.8		Continue with Staff Realignment as Necessary to Complete Strategic Objectives	N/A	N/A	N/A		N/A	N/A	
Government and Citizens	M		1.8.1		Compensate for recent and unexpected loss of Professional Staff and Graduate							
Government and Citizens	M		1.8.2		Possible opportunity to realign staffing							
	G	2			Increase Admissions, Gift Shop, Membership Program, Fundraising, & Foundation Revenue				7/1/17 - 6/30/18	Revenue Accounts	DOA Budget Spreadsheets	Increasing Revenue is Strategic Goal
	S		2.1		Develop and Grow Museum Membership Program	N/A	N/A	N/A		N/A	N/A	
Government and Citizens	M		2.1.1		Review & update all membership program letters & materials							
Government and Citizens	M		2.1.2		Set up 3 Quarterly membership drives/events for FY17							
Government and Citizens	M		2.1.3		Review & update museum membership database & integrate with email listings							
	S		2.2		New Fundraising Campaign to Conserve Museum's Civil War Uniforms Collection	N/A	N/A	N/A		N/A	N/A	
Government and Citizens	M		2.2.1		SC SCV donating partial funding & assisting in fundraising							
Government and Citizens	M		2.2.2		Foundation Assisting with fundraising							
Government and Citizens	M		2.2.3		Director fundraises by approaching descendants							
	G	3			Increase Visitation with Well-Designed Exhibits & Program-Centered Operations				7/1/17 - 6/30/18	Admissions	Tracking	Increasing Visitation is Strategic Goal
	S		3.1		Develop 1 Major & 1 Minor & 1 Traveling Exhibit for FY18	N/A	N/A	N/A		N/A	N/A	
Government and Citizens	M		3.1.1		Major Exhibit on SC in the Vietnam War for the 50th Anniversary							
Government and Citizens	M		3.1.2		Smaller Exhibit on 360th Civil Affairs Brigade							
Government and Citizens	M		3.1.3		Statewide Traveling Exhibit on the SC Revolutionary War Siege of Ft. Mott							
	S		3.2		Increase Education Program Numbers and Attendance	N/A	N/A	N/A		N/A	N/A	
Education, Training, and Human Development	M		3.2.1		Increase public school tours							
Education, Training, and Human Development	M		3.2.2		Develop new school programs, according to state standards, based on new exhibits							
Education, Training, and Human Development	M		3.2.3		Develop programs to appeal to JROTC Tours, Scout groups, church groups, etc.							
Education, Training, and Human Development	M		3.2.4		Maintain & develop similar programs to successful Lunch & Learn							
	S		3.3		Develop Palmetto State Military History Foundation into a Viable Support Organization	N/A	N/A	N/A		N/A	N/A	
Public Infrastructure and Economic Development	M		3.3.1		Establish new officers							
Public Infrastructure and Economic Development	M		3.3.2		Obtain <i>pro bono</i> accounting & legal assistance							

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	<i>If yes, what type of service or product?</i>	<i>If other service or product, please specify what service or product.</i>
1	60-17-10	State	Statute	Establishes the SC Confederate Relic Room & Military Museum Commission, the number of	N	N		
2	60-17-20	State	Statute	SC Confederate Relic Room & Military Museum is authorized to supplement its state	N	N		
3	60-70-40	State	Statute	The Director of the South Carolina Confederate Relic Room and Military Museum must be	N	N		

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
Sons of Confederate Veterans	Non-Governmental Organization	Attendance, donations, revenue donations, programs, outreach	2
United Daughters of the Confederacy	Non-Governmental Organization	Attendance, programs, outreach	2
University of South Carolina	State Government	Attendance, graduate assistants, historical research	3
Columbia Chamber of Commerce	Local Government	Attendance, promotion, partnerships	2
Metropolitan Convention Center	Local Government	Attendance, promotion, partnerships	2
Fort Jackson	Federal Government	Attendance, programs, outreach	2
Military Order of the Stars and Bars	Non-Governmental Organization	Attendance, donations, revenue donations, programs, outreach	2
Hunley Commission	State Government	Oversight of the Southern Maritime Collection, Exhibits	1, 4
Daughters of the American Revolution	Non-Governmental Organization	Attendance, donations, revenue donations, programs, outreach	2
SC Public & Private Schools, Home Schools	K-12 Education Institute	Attendance, programs, outreach	3
USS <i>Columbia</i> Association	Non-Governmental Organization	Attendance, donations, revenue donations, programs, outreach	2, 3

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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	one-time		Financial	OSA
	Report	Senate Education Oversight Subcommittee Report	Senate Education Oversight Subcommittee	State	one-time		Governance - implementing FY19	Senate