

<b>AGENCY NAME:</b>	South Carolina Confederate Relic Room and Military Museum	
<b>AGENCY CODE:</b>	H-96	<b>SECTION:</b>

**Fiscal Year 2018–2019  
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 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"/>

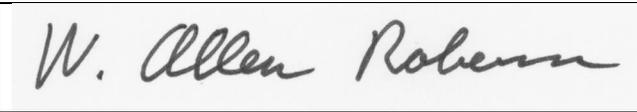
Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	<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.

	<b><u>Name</u></b>	<b><u>Phone</u></b>	<b><u>Email</u></b>
<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 2018–2019 Accountability Report, which is complete and accurate to the extent of my knowledge.

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

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	
<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

As discussed in the FY18 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 to four fiscal years, that negatively impacted long-term strategic planning. To compensate, the Museum embarked on a three-year plan of annual tactical goals and objectives beginning FY17 – FY19 (July 2016 – June 2019), as a precursor to comprehensive strategic planning that was not feasible during this period of uncertainty. The Museum had strong success meeting, and then revising, these annual goals over the past three years.

#### **I. FY16 and FY17 Major External & Internal Factors Impacting Museum**

- A. Removal of the State House Confederate Battle Flag, Transfer to Museum, & Unfunded Mandate to “Appropriately” Exhibit it**
- B. Governance Change: New SC Confederate Relic Room & Military Museum Commission**
- C. Proposal to Relocate the Museum to Charleston, Resulting in Tumult & Outside Attacks**
- D. Unsuccessful Proposal to Expand Museum & Display State House Confederate Battle Flag**
- E. Continued Staff Attrition – Loss of Administrative Coordinator, Assistant to Director**
- F. 2017 Flooding Due to Heavy Rain & Stopped-up Storm Drains at Columbia Mills Complex**
- G. Stagnating visitation due to issues A., C., D., E., F., above**

#### **II. FY18 (7/2017-6/2018) Major External and Internal Factors Impacting Museum**

- A. Unsuccessful 2<sup>nd</sup> Proposal to Display State House Confederate Battle Flag in Existing Space**
- B. Continued Flat Attendance due to “political culture wars” and controversies associated with Confederate Monuments, Battle Flag, & Civil War History**
- C. Emergency Staff Realignment to Insure Museum Administrative Support**
- D. Growing Physical Space Limitations for Collection**
- E. Space Limitation for Effective Weekend Programs to Increase Revenue & Attendance**
- F. FY18 *American Alliance of Museums*' Reaccreditation (first reaccreditation since 2004) begins, analyzing museum operation and focusing on strategic planning & political issues**

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### III.FY18-19 Year Summary

This past fiscal year was a transitional year for the SC Confederate Relic Room & Military Museum. Many of the external and internal factors impacting the museum since the State House Confederate Battle Flag came down, were somewhat mitigated, and while a few new issues arose and a few past issues remain, the Museum experienced a positive FY19, on balance, with an increase in attendance and fundraising, significantly increasing the scope and size of the Collection, and completing most of the national *American Alliance of Museums*' reaccreditation process, including:

- Submitting and refining a complete overview of the entire operation of the museum
- Updating software systems for better security and tracking of the Collection
- Disposal/surplus of obsolete equipment, furniture, computers, display materials, etc.,
- Cleaning and repairing exhibits, equipment, and infrastructure for the first time since 2000
- Starting the process of divesting the Museum of 20 years of accumulated paper and electronic records, in accordance with the State Records Act, via the Department of Archives and History
- Developing a Strategic Planning process and calendar, to be implemented in FY2020, to guide future development and the direction of the museum, relative to political and community issues

Following the loss of requested funding, passed by both the House and the Senate, at the end of FY18, for the second proposal to exhibit the South Carolina State House Confederate Battle Flag in remodeled<sup>i</sup>, existing space, the SC Confederate Relic Room & Military Museum quietly removed a SC Spanish American War flag, properly framed the State House Confederate Battle Flag for long-term protection, upgraded security, and exhibited the flag on a gallery wall in November 2018. The media was alerted to its display in January 2019, which kicked off the last round of critical attention.

In January 2019, the SC Confederate Relic Room & Military Museum experienced its second major flood in the last two years, with the rupture of an old water pipe under the concrete floor of the old cistern of the original Columbia Mills that is now the Museum's rotating gallery. Fortunately, the museum had not yet installed its first major exhibit since its FY15 *Paths of Destruction: Sherman's Final Campaign* (the Museum's most popular exhibit on Sherman's Carolinas' Campaign and the Burning of Columbia). The flow of flood water from the ruptured pipe also bypassed office and storage areas, averting a major disaster for the Museum. However, the major exhibit planned for the

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rotating gallery on South Carolina and the Vietnam War, for the fiftieth anniversary, was unfortunately delayed until later on in calendar year 2020, due to ongoing construction including sealing off of the ruptured pipe, the installation of a new HVAC system for the Cistern gallery, office, and storage space, replacement of carpeting, and repainting. The Department of Administration has done an excellent job in working with the SC Confederate Relic Room & Military Museum to insure its ongoing operations, to quickly and correctly repair the damage, and to mitigate future water threats to the Museum’s historically significant Collection.

## **Part II – Summary of FY19 Achievements, Goals, & Objectives**

### **I. FY19 Positive Developments & Achievements**

- A. Exhibits & Programs:** In FY19, the Museum reversed three years of declining attendance due to the issues listed above, with a 12% increase in attendance for the first time since FY15. (*see 1<sup>st</sup> attachment*) This was primarily due to four proactive steps the Museum made:
1. Rather than fill its Program Coordinator position, vacant since the end of FY15, to do exhibit design, exhibit and program promotion, and advertising, the Museum entered into a two-year competitive contract with ADCO media and advertising, thereby increasing its presence on social media and marketing positive stories about museum programs and exhibits, resulting in budget savings of approximately 50% over the two year contract for FY19 and FY20.
  2. The Museum opened one of its best small exhibits, *A Century Past: The 30<sup>th</sup> Division on the Western Front, 1918* in October 2818, for the 100<sup>th</sup> Anniversary of World War I, about the SC, NC, and TN “Old Hickory” Division that was considered the best American fighting force on the Western Front and that broke the German *Hindenburg Line* to end World War I. The exhibit features both US and German weapons, uniforms, and equipment, a SC soldier’s Medal of Honor, a diorama depicting another SC Medal of Honor recipient, Lieutenant James Dozier, destroying a German machine gun nest, armed with only his .45 Army pistol, also featured in this exhibit.
  3. The Museum improved its monthly *Lunch and Learn* program, with better speakers and programs, more efficiently promoted, that began drawing a sizeable audience.
  4. The Museum developed its first series of special Saturday programs in FY19 to increase weekend attendance and revenue. Weekend programs are key to developing a large pool of

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returning visitors to the Museum but take a lot of staff support, difficult for a small agency (currently six FTEs – *see 2<sup>nd</sup> attachment*) like the SC Confederate Relic Room & Military Museum. Nevertheless, this was a strategic goal and the museum developed, implemented, and promoted three programs to help increase weekend attendance:

- a. *World War I Aviation Day*, that also promoted the new WWI 30<sup>th</sup> Division exhibit
- b. *Pearl Harbor Day* program on the USS *Columbia*, the WWII Pacific Cruiser named for the capital city
- c. *SwordFest* – a fun day 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.

The SC Confederate Relic Room & Military Museum also continued to partner with the SC State Museum, in renting its first traveling exhibit, primarily funded by SC Humanities Council grant, to venues throughout SC. The critically appraised FY17 Revolutionary War exhibit on the Patriot Siege of Fort Motte in Calhoun County, “...*make no Doubt we shall carry this post...*” *The History and Archaeology of Fort Motte* 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 revenue split between the SC Confederate Relic Room & Military Museum and the SC State Museum, a cooperative venture as recommended by the SC General Assembly. The traveling exhibit has been booked in FY19, at the Calhoun County Museum, the Camden Archives and Museum, and at Berkeley County Museum in Moncks Corner. It is the most successful traveling exhibit fielded by the State Museum’s Traveling Exhibition Program in well over a decade.

**B. Diversifying Revenue (Fundraising, Foundation, and Membership):**

1. In FY19, the SC Confederate Relic Room & Military Museum raised diversified donations totaling **\$39,271** for its Civil War Uniform Conservation Initiative, with additional commitments for **\$12,400**, as part of a strategic initiative started in FY17 to conserve 15 of the most endangered SC Civil War uniforms in the Museum’s Collection at an estimated cost of \$250,000 - \$300,000. Two uniform frock coats, General Gabriel Rain’s and Captain E.B. Cantey’s officer’s frock coats have been conserved so far. General Rains pioneered modern warfare technology, developing both land and sea mines or “torpedoes.” Captain Cantey, from Camden, in the 6<sup>th</sup> SC Volunteer Infantry Regt., was shot four times at the Battle of

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Sharpsburg but survived the Civil War. Outreach Travel for lectures and programs for history organizations and civic groups, along with staff representation at Civil War shows and the SC Arms Collector’s shows, brought in a total of **\$15,271** in donations and revenue for a total of **\$66,942** for the Civil War Uniform Conservation Initiative.

2. The museum’s foundation, the Palmetto State Military History Foundation, a 501(c)(3) nonprofit, began fundraising in FY18 to support the museum’s operation, raising **\$9550** by the end of FY19. The Foundation Board has recently expanded, bringing on two retired generals from the US Air Force and the SC National Guard, to help support the Museum.
3. As discussed in last year’s Accountability Report, 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 major, negative impact on the operation of the museum, particularly on the growth of the museum’s membership program, part of her job description. Nevertheless, membership was maintained, then doubled from FY18 to FY19, with **\$13,716** accumulated in its account by the end of FY19. A new administrative assistant was hired at the end of FY19, and part of her duties are to grow membership.

**C. Education Program:** After total school group visitation decreased in FY16 - FY17 (discussed in last year’s Accountability Report) due to (1) the FY15 renovation of the State Museum which moved disembarking school groups away from our Museum’s entrance, and (2) the negative media coverage associated with the State House Confederate Battle Flag and “Confederate” in the museum’s name, the Museum was able to erase that deficit by the end of FY18. Monthly Homeschool Friday class attendance, which had also declined, increased in FY19 over FY18 totals, as did total school visitation which reflected the same 12% increase in FY19 as did the growth of general attendance. New Education Program curriculum-based tours and programs are needed to nurture and continue this uptick in student visitation, especially since public school 3<sup>rd</sup> grade classes will no longer teach SC history or possibly tour the museum in the 2019 – 2020 school year. In FY2019, the Education Program also expanded filming of virtual field trips, in partnership with *Streamable Learning*, an online education company, which increases the museum’s outreach numbers and creates revenue. The number of non-school tours has decreased since FY16, due to the museum not having a major exhibit to promote since FY16. A new exhibit on SC in the Vietnam War opens in FY20 and should boost visitation and provide new and exciting programs.

**D. Collections:** In FY19, The SC Confederate Relic Room & Military Museum had a banner year in acquiring historically-significant artifacts for the Museum's Collections and exhibits. Another significant achievement is that 3916 electronic records were entered into the Museum's new *Proficio* collections information database in approximately nine months following the reaccreditation site inspection by the *American Alliance of Museums'* site-visit team. Developing a new electronic Collections record system had been delayed for several years by State of SC software cyber security certification, and it was imperative that the museum rapidly catch up on data entry to obtain national reaccreditation. The Museum also received a *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 Museum will now apply for a major IMLS grant to purchase a High-Density Collections Mobile Storage system grant in FY20. The museum also continued its highly successful conservation program, one of the best in the nation:

1. **Collection Objects Conserved:** 1 artifact sent for conservation: Civil War Confederate Officer's Frock Coat of Captain E.B. Cantey, 6<sup>th</sup> Infantry Regiment, from Camden
2. **FY19 New Acquisitions:**
  - a. Vietnam War M29E1 Demiled<sup>ii</sup> Mortar and Dummy Shell
  - b. Vietnam War US Army CH-34 Helicopter door
  - c. WWII correspondence of Captain Manning Lionel Nelson & Samuel Lionel Howell
  - d. British James Westa Confederate knife and sheath
  - e. British Edward Barnes & Son Confederate knife and sheath
  - f. WWII USN winder deck overalls
  - g. SC Engraved M1850 Staff and Field Officer Sword
  - h. Vietnam era VC/NVA souvenirs
  - i. Spanish American War accoutrements of Samuel Calder
  - j. Civil War era "Scroll of Treason" facsimile of the SC Ordinance of Secession
  - k. Washington Light Infantry Pitcher- Purchase
  - l. Demiled Vietnam War M60 machine gun
  - m. Demiled Vietnam War M14 Rifle
  - n. WWI uniform and accoutrements of Eddie J. Kemp
  - o. Columbia, SC-manufactured B. Douglas Staff & Field Officer's Sword & Scabbard

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- p. WWI M1897 Trench Gun (military shotgun)
- q. General Samuel McGowan’s copy of the book, *The History of a Brigade of South Carolinians Known First as “Gregg’s,” and Subsequently as “McGowan’s Brigade”* by J.F.J. Caldwell, with notes by Gen. McGowan
- r. Greenville, SC manufactured Confederate Morse Carbine Type II
- s. Portrait of Robert E. Lee by John Roy Robertson
- t. Revolutionary War Potter Saber manufactured on British-held Long Island
- u. DeWitt Sword of Theodore Stoney, who developed the Confederate *David* semi-submersible used to attempt to break the Union Blockade of Charleston Harbor

## II. FY19 Strategic Goals & Objective: Results –

The SC Confederate Relic Room & Military Museum continued to refine its strategic goals list, the last for its three-year period, when external and internal factors prohibited long-term strategic planning. There were 13 goals for FY19:

- A. Develop a Major Exhibit and a Minor Exhibit for FY19 - *The 30<sup>th</sup> Division on the Western Front, 1918* exhibit built, but the SC in Vietnam Exhibit was delayed by the early January 2019 gallery flood from the burst water pipe (see above).**
- B. Securely Display State House Confederate Battle Flag for Minimum Cost – Completed**
- C. Increase Public, Private, and Home School Attendance – Some Improvement**
- D. Pass American Alliance of Museums’ Reaccreditation Review in FY18 - National Reaccreditation successfully completed except for implementing a Strategic Plan in FY20.**
- E. Complete Non-Collections Storage Plan Implementation by end of FY19 – Only final disposition of paper and electronic records, in accordance with the State Records Act, remains. It is in progress. Applying for ILMS major collections storage infrastructure grant in FY20.**
- F. Develop and Grow Museum Membership Program – Positive Progress**
- G. Palmetto State Military History Foundation is Raising Funds for the SC Confederate Relic Room & Military Museum, in keeping with State and Federal Restrictions – Continuing**
- H. Complete Comprehensive Archives Inventory – Almost finished. Will be completed in FY20.**
- I. Enter Collections, Archival, and Library records into *Proficio* Collections Management Software Database – Substantially Completed**

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- J. Re: Senate Education Oversight Subcommittee Recommendations: Have new Commission Mission and Bylaws approved by Commission, and added to Commission Legislation – Completed - awaiting approval by SC Confederate Relic Room & Military Museum Commission**
- K. Finish State Library Project of Scanning & Digitizing the Museum’s *Colin J. McRae Archival Collection* and adding to the SC Digital Library – Substantially completed: SC State Library scanned 722 historical documents and 169 available online via the SC Digital Library.**
- L. Complete Scanning and Digitization of the Museum’s USS *Columbia* Archival Collection – 85% of WWII Pacific light cruiser collection scanned (450 documents, photos, maps, etc.)**
- M. Continue Fund Raising Campaign to Conserve Museum’s Civil War Uniform Collection – Ongoing & successful (see above)**

### **Part 3 - FY20 SC Confederate Relic Room & Military Strategic Planning**

#### **Goals and Strategies and Risk Assessment and Mitigation Strategies**

##### **I. Limited, One-Year Goals and Strategies Preceding Comprehensive Strategic Planning**

- A. Goal 1:** Submit Strategic Plan to American Alliance of Museums for National Re-Accreditation
  - 1. **Strategy 1:** Gain Strategic Planning process approval by AAM
  - 2. **Strategy 2:** Incorporate Museum staff in planning objectives
  - 3. **Strategy 3:** Incorporate Key Supporters
  - 4. **Strategy 4:** Write and implement plan and earn AAM Reaccreditation
- B. Goal 2:** Open "SC in the Vietnam War" exhibit for 50th Anniversary by 9/5/2020
  - 1. **Strategy 1:** Prepare and Collect for SC in the Vietnam War exhibit & Programs
  - 2. **Strategy 2:** Design SC in the Vietnam War exhibit
  - 3. **Strategy 3:** Fabricate and install SC in the Vietnam War exhibit
  - 4. **Strategy 4:** Develop Vietnam War-centered educational and weekend programming
- C. Goal 3:** Expand Collections storage capacity to securely preserve SC material culture
  - 1. **Strategy 1:** Prepare to obtain grant for high-density Collections storage infrastructure
  - 2. **Strategy 2:** Apply for Institute of Museum and Library Services major grant
  - 3. **Strategy 3:** Explore long-term expansion opportunities in the Columbia Mills Building
- D. Goal 4:** Continue conservation program for SC Civil War uniform collection

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1. **Strategy 1:** Fundraise with core support groups, organizations, and individuals
2. **Strategy 2:** Schedule conservation treatment for 15 uniforms

## II. Risk Assessment & Strategic Challenges

### A. Risk of Failure to Achieve Goal # 1: *Submit Strategic Plan to American Alliance of Museums for National Re-Accreditation*

1. If the Museum is not nationally accredited by the *American Alliance of Museums*, its SC and regional reputation would be tarnished (currently our Museum is one of just 13 out of 225 SC museums, historic sites, historic houses, or gardens nationally accredited). It could lose support of the military, veterans, SC colleges and universities, and public-school districts.
2. To achieve National Accreditation the Museum will have to address the following issues that could alienate its core supporters, the United Daughters of the Confederacy and the Sons of Confederate Veterans, in the short term. However, failure to address these issues could threaten the Museum, long-term, if it becomes stagnant, and obsolete and withers away:
  - a. The name of the museum, SC Confederate Relic Room & Military Museum and the divisive culture wars and divided US politics.
  - b. The current name prevents corporate fund-raising. No business, corporation, retail establishment, foundation, etc. will give even \$1 to the museum because of the name.
  - c. The Museum could lose its community and state-wide support over time due to the name, becoming more isolated and irrelevant.
3. *Possible Solutions:*
  - a. Change the name but don't change the Museum's mission and traditional approach to SC Military History
  - b. Modify the name but don't change the Museum's mission and traditional approach to SC Military History
  - c. Do not modify or change the name, but continue collecting, exhibiting, and programming the wider spectrum of SC Military History, especially 20<sup>th</sup> & 21 Century Military History
4. *Support Needed:* Support and Guidance from Museum's Commission, Foundation, Core Support Organizations, Collectors, Historians, Hobbyists, the Governor, the General Assembly, Historians, and the US Military in SC

### B. Risk of Failure to Achieve Goal # 2: *Open "SC in the Vietnam War" exhibit by 9/5/2020*

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1. The SC Confederate Relic Room & Military Museum has had to postpone the Vietnam Exhibit several times due to the State House Confederate Battle Flag issues, staff shortages, and flooding. Failure to open by September 2020 will have prolong negative impact.
2. *Solution # 1:* Control the D.O.A. HVAC and Infrastructure Repair Schedule and the timeline to produce the SC in Vietnam exhibit, as tightly as possible
3. *Solution # 2:* Hire a strong Chief Curator for daily oversight of the exhibit development process
4. *Support Needed:* None. The SC Confederate Relic Room & Military Museum has good support from the SC Department of Administration overseeing renovation and construction

**C. Risk of Failure to Achieve Goal # 3:** *Expand Collections storage capacity to securely preserve unique and priceless SC Military History artifacts and archival resources.*

1. The SC Confederate Relic Room & Military Museum is approaching a crisis tipping point due to lack of safe and secure storage space for its growing and significant SC military collection. In 2015, the museum submitted a feasibility study on expanding into empty space upstairs and adjacent to the museum, as part of its plan for exhibiting the SC State House Confederate Battle Flag, but it was not funded.
2. *Solution # 1:* Acquire partial funding from a major, Federal *Institute of Museum and Library Services* to install High-Density Moveable Storage Infrastructure and Track System
3. *Solution # 2:* Request a one-time appropriation for partial funding needed as the Museum's sole appropriated budget request for FY21 for the High-Density Storage Track System
4. *Solution # 3:* Eventually expand the SC Confederate Relic Room and Military Museum into empty space upstairs and adjacent to the Museum, which would increase attendance and revenue by also providing additional space to host weekend programs on SC military history.
5. *Support Needed:* FY21 one-time appropriation of \$90,000

**D. Risk of Failure to Achieve Goal # 4:** Continue conservation program for SC Civil War uniform collection

1. The SC Confederate Relic Room & Military Museum has enjoyed strong support from its core constituency, the Sons of Confederate Veterans and the United Daughters of the Confederacy, as well as from the Governor and the SC General Assembly, that appropriated funds for Civil War Uniform Conservation. Failure would reflect negatively on the Museum.

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2. *Solution # 1:* Use the \$75,000 appropriated by the SC General Assembly as a goal to match it through donations and revenue, to raise \$75,000 in addition to the \$66,942 already raised.
3. *Solution # 2:* Use the successful fundraising to grow the Palmetto State Military History Foundation and the Museum’s Membership program, eventually combining the two to be a larger, separate 501(c)(3) Charitable Nonprofit.
4. *Support Needed:* None

### III. Restructuring Recommendation

A. Implement 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.**”

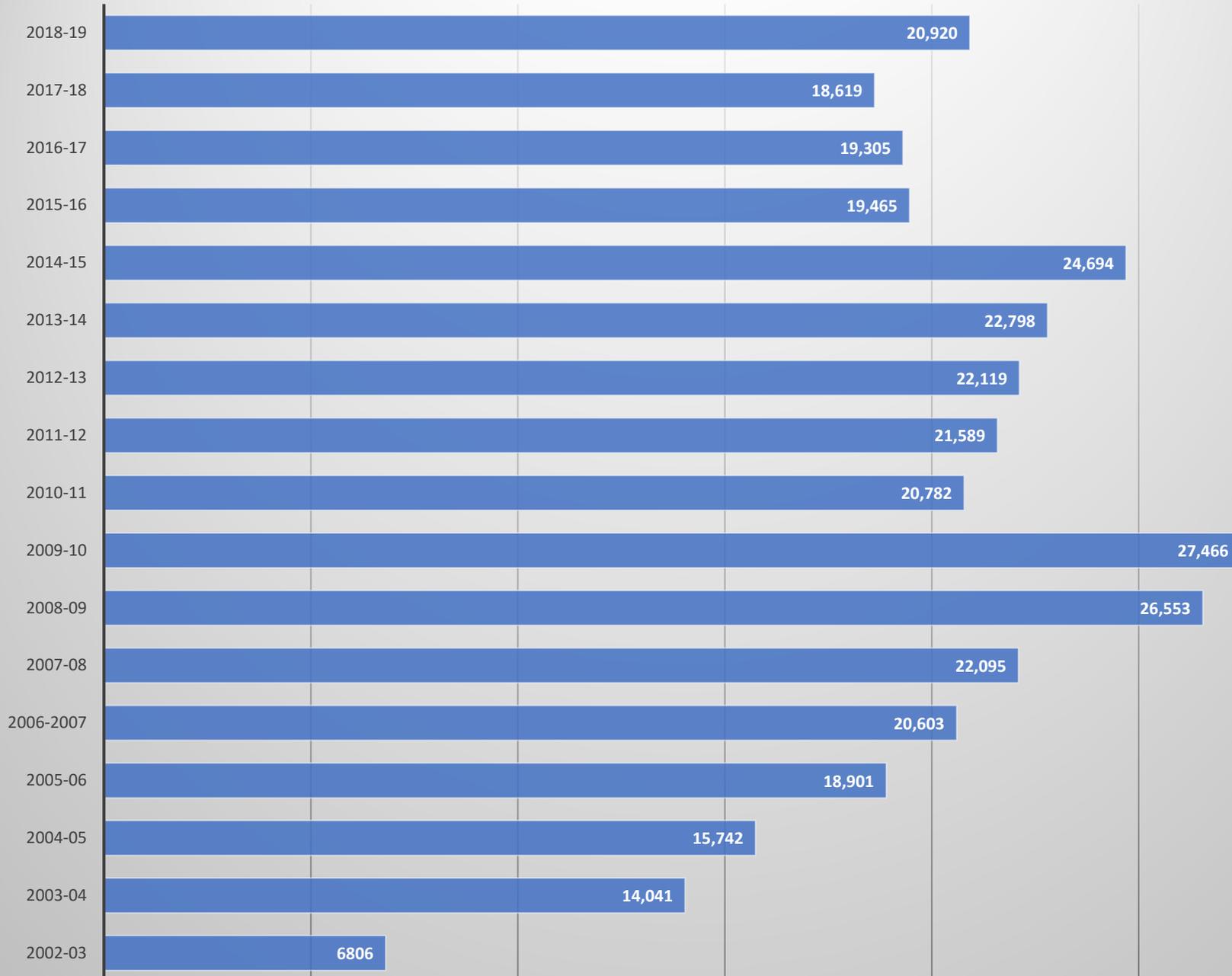
B. Move the SC Confederate Relic Room and Military Museum’s Membership program from under the authority of the museum to the authority of the Palmetto State Military History Foundation, the 501(c)(3) support foundation for the museum. The Palmetto State Military History Foundation exists solely to support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

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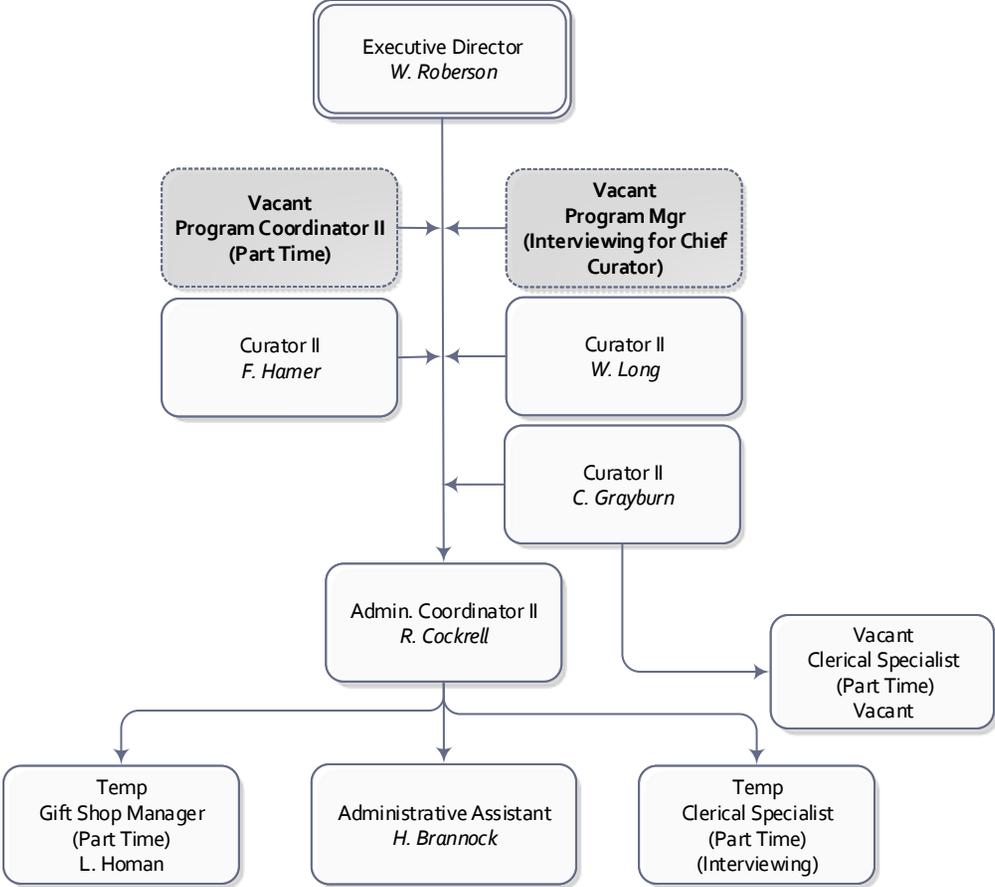
<sup>i</sup> Remodeling was deemed necessary to convert office and storage space for exhibition of the State House Confederate Battle Flag in a respectful manner because (a) the Museum is extremely short of exhibition and storage space, and (b) because many of the Museum’s core supporters opposed the State House Reproduction Battle Flag being exhibited with the Museum’s nationally recognized collection of authentic Civil War Confederate Battle Flags.

<sup>ii</sup> Demiled is a military term for rendering a weapon unable to fire

## SC Confederate Relic Room & Military Museum Yearly Visitation



**SC Confederate Relic Room and Military Museum Commission**  
 3 Members appointed by Governor (A. Miller, N. Truslow, T. Bryant)  
 2 Members appointed by President Pro Tempore of Senate (V. Shealy, W. Blanton)  
 1 Member appointed by President Pro Tempore of Senate on recommendation of SC Div  
 Commander of Sons of Confederate Veterans (L. Summers)  
 2 Members appointed by Speaker of House of Representatives (S. Howell, Vacant)  
 1 Member appointed by Speaker of House of Representatives on recommendation of  
 President of SC Div of United Daughters of the Confederacy (M. Van Schaick, Chairman)



Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2018-2019  
Accountability Report

Agency Code: H960 Section: 30

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				
<b>Government and Citizens</b>	<b>G</b>	<b>1</b>			<b>Continue to position Museum as SC's Preeminent Military History Museum</b>							
	<b>S</b>		<b>1.1</b>		<b>Pass American Alliance of Museums' Reaccreditation Review in FY18</b>							
	M		1.1.1		Update Self-Study & Finish the Rewriting of all Museum Policies and Practices			7/1/18 - 6/30/19				
	M		1.1.2		Dispose of Obsolete Equipment, old Exhibit Material, and 18 Years Accumulated Junk			7/1/18 - 6/30/19				
	M		1.1.3		Clean Museum from Top to Bottom			7/1/18 - 6/30/19				
	M		1.1.4		Host Reaccreditation Site-Review Team from American Alliance of Museums			7/1/18 - 6/30/19				
	<b>S</b>		<b>1.2</b>		<b>Exhibit State House Confederate Battle Flag and Insure Security for Minimal</b>							
	M		1.2.1		Frame Flag			7/1/18 - 6/30/19				
	M		1.2.2		Hang on Wall with Simple Label			7/1/18 - 6/30/19				
	M		1.2.3		Anchor to Wall with Security Alarm and Install Camera			7/1/18 - 6/30/19				
	<b>S</b>		<b>1.3</b>		<b>Finish Last Part of Non-Collections Storage Plan Implementation</b>							
	M		1.3.1		Physical Non-Collections Storage Plan complete			7/1/18 - 6/30/19				
	M		1.3.2		Schedule Paper and Computer Records for Disposal or Retention			7/1/18 - 6/30/19				
	M		1.3.3		Institute of Museum and Library Services Compact Museum Storage Grant			7/1/18 - 6/30/19				
	<b>S</b>		<b>1.4</b>		<b>Have Commission Mission &amp; Bylaws approved by Commission</b>							
	M		1.4.1		Write Mission & Bylaws for Committe for Approval			7/1/18 - 6/30/19				
	M		1.4.2		SC Confederate Relic Room & Military Museum Commission Votes to Accept			7/1/18 - 6/30/19				
<b>Public Infrastructure and Economic Development</b>	<b>G</b>	<b>2</b>			<b>Increase Revenue Via Fundraising, Foundation, &amp; Membership Program,</b>							
	<b>S</b>		<b>2.1</b>		<b>Fund Raising Campaign to Conserve Museum's Civil War Uniforms</b>							
	M		2.1.1		Raise Funds from SC Division & Select Sons of Confederate Veterans Camps			7/1/18 - 6/30/19				
	M		2.1.2		Raise Funds from Non-Heritage Organizations, like Artists Preservation Group			7/1/18 - 6/30/19				
	M		2.1.3		Raise Funds from Soldiers' Descendents, like Chesnut Descendants			7/1/18 - 6/30/19				
	M		2.1.4		Request Matching Non-Recurring Funding from General Assembly			7/1/18 - 6/30/19				
	<b>S</b>		<b>2.2</b>		<b>Palmetto State Military History Foundation Financially Supports Museum</b>							
	M		2.2.1		Assist Board to Raise Funds to Support the Museum, with IRS & State law			7/1/18 - 6/30/19				
	M		2.2.2		Provide Projects for Support to Foundation Board, if Requested			7/1/18 - 6/30/19				
	M		2.2.3		Eventually Move Museum Membership Program to Foundation			7/1/18 - 6/30/19				
	<b>S</b>		<b>2.3</b>		<b>Develop and Grow Museum Membership Program</b>							
	M		2.3.1		Fill FTE or P/T Worker to Manage Daily Membership Requirements			7/1/18 - 6/30/19				
	M		2.3.2		Refine Membership Benefits			7/1/18 - 6/30/19				
	M		2.3.3		Develop Membership Events			7/1/18 - 6/30/19				
	M		2.3.4		Eventually Move Museum Membership Program to Foundation			7/1/18 - 6/30/19				
<b>Education, Training, and Human Development</b>	<b>G</b>	<b>3</b>			<b>Position as SC's Preeminent Military History Museum &amp; Raise Academic Profile</b>							
	<b>S</b>		<b>3.1</b>		<b>Develop one Major Exhibit and one Minor Exhibit for FY19</b>							
	M		3.1.1		Exhibit on the SC 30th Division for the 100th Anniversary of the End of WWI			7/1/18 - 6/30/19				
	M		3.1.2		Continue Developing the Major Vietnam War for the 50th Anniversary			7/1/18 - 6/30/19				
	<b>S</b>		<b>3.2</b>		<b>Increase Attendance with a Program-Centered Operation</b>							
	M		3.2.1		Increase Education Program & School Attendance via Program Development			7/1/18 - 6/30/19				
	<b>S</b>		<b>3.3</b>		<b>Elevate the Academic Profile and Reputation of the Museum</b>							
	M		3.3.1		Finish Digitizing McRae Archival Collection as part of SC Digital Library System			7/1/18 - 6/30/19				
	M		3.3.2		Complete Scanning and Digitization of the Museum's USS Columbia Archival			7/1/18 - 6/30/19				
<b>Maintaining Safety, Integrity and Security</b>	<b>G</b>	<b>4</b>			<b>Position as SC's Preeminent Military History Museum via Accountability</b>							
	<b>S</b>		<b>1</b>		<b>Collections Accountability Insures Accreditation &amp; Preeminent SC Museum</b>							
	M		4.1.1		Continue and Complete Archives Inventory			7/1/18 - 6/30/19				
	M		4.2.2		Enter Collections, Archival, and Library records into New Proficio Software			7/1/18 - 6/30/19				
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Agency Name: CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Fiscal Year 2018-2019

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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				
<b>Government and Citizens</b>	<b>G</b>	<b>1</b>	<b>Submit Strategic Plan to American Alliance of Museums for National Re-Accre</b>									
	<b>S</b>	<b>1.1</b>	<b>Gain Strategic Planning process approval by AAM</b>									
	M		1.1.1	Develop Strategic Planning process subject to AAM approval	Jul-19	Dec-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	Director's records	Approval by AAM	confirmation of process	
	<b>S</b>	<b>1.2</b>	<b>Incorporate Museum staff in planning objectives</b>									
	M		1.2.1	Hire outside facilitator to lead planning and discussion	Jul-19	Dec-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		8/19-12/19	Museum calendar	recorded meeting notes	confirmation of process	
	<b>S</b>	<b>1.3</b>	<b>Incorporate Key Supporters</b>									
	M		1.3.1	SC Confederate Relic Room and Military Museum Commissioners	Sep-19	Oct-19		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		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.3	Core Supporters: UDC and SCV	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.4	Museum Membership	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.5	Veterans and current military	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.6	Educators and youth group participants	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.7	Collectors and material culture donors	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.8	Researchers, academics, writers and history enthusiasts	Sep-19	Oct-19		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		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	M		1.3.10	Living historians and hobbyists	Sep-19	Oct-19		9/19-10/19	Employee calendars	recorded meeting notes	confirmation of process	
	<b>S</b>	<b>1.4</b>	<b>Write and implement plan and earn AAM Reaccreditation</b>									
	M		1.4.1	Museum staff compiles opinions and data, sets goals and strategies	Oct-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		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		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		12/19-6/20	Director's records	Approval by AAM	confirmation of process	
<b>Education, Training, and Human Development</b>	<b>G</b>	<b>2</b>	<b>Open "SC in the Vietnam War" exhibit for 50th Anniversary</b>									
	<b>S</b>	<b>2.1</b>	<b>Prepare and Collect for exhibit and related programs</b>									
	M		2.1.1	Collect artifacts, images, maps, and archival material	Jun-18	Feb-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		9/19 - 9/20	Director/Riggs Ward	Exhibit Calendar	Open by September 5, 2020	
	<b>S</b>	<b>2.2</b>	<b>Design SC in the Vietnam War exhibit</b>									
	M		2.2.1	Select exhibit themes	Jun-18	Oct-19		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		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		11/19 - 4/20	SCRRMM/Riggs Ward	SCRRMM/Riggs Ward	Open by September 5, 2020	
	<b>S</b>	<b>2.3</b>	<b>Fabricate and install SC in the Vietnam War exhibit</b>									
	M		2.3.1	Fabricate build environments, models, and artifact cases	Jan-19	Aug-20		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		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		8/20 - 9/20	SCRRMM/Riggs Ward	Exhibit Fabricator	Open by September 5, 2020	
	<b>S</b>	<b>2.4</b>	<b>Develop Vietnam War-centered educational and weekend programming</b>									
	M		2.4.1	Partner with Vietnam veterans organizations	May-18	Jan-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		9/20 - 1/23	SCRRMM	Director/Curators	Open by September 5, 2020	
<b>Government and Citizens</b>	<b>G</b>	<b>3</b>	<b>Expand Collections storage capacity to securely preserve SC material culture</b>									
	<b>S</b>	<b>3.1</b>	<b>Prepare to obtain grant for high-density Collections storage infrastructure</b>									
	M		3.1.1	Apply for preliminary Conservation Assessment Program grant	Jan-19	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		9/19-12/19	CAP Grant Regs	Director/Registrar	CAP Site Visit	
	<b>S</b>	<b>3.2</b>	<b>Apply for Institute of Museum and Library Services major grant</b>									
	M		3.2.1	Update estimate for high-density track storage system	1-Oct-19	1-Nov-19		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		FY21	Collections Planning	Director/Registrar	IMLS Grant Award	
	M		3.2.3	Request 50% matching funds from SC General Assembly	Aug-20	Aug-20		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		11/19-5/20	Collections Planning	Director/Registrar	IMLS Grant Award	
	<b>S</b>	<b>3.3</b>	<b>Explore long-term expansion opportunities in the Columbia Mills Building</b>									
	M		3.3.1	Need additional storage space	FY2016	FY2022		2016 - 2022	SCRRMM	Collections Storage Problems	Expand SCRRMM	
	M		3.3.2	Need larger programming space	FY2016	FY2022		2016 - 2022	SCRRMM	Collections Storage Problems	Expand SCRRMM	







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Customer Template

Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments: (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. Maintaing 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 cultvated 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 Collectiona 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 programing in conjunction is essential for the museum's growth but demands significant staff time and resources.



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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	SCRRMM 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