

AGENCY NAME:	SC Confederate Relic Room and Military Museum		
AGENCY CODE:	H960	SECTION:	030

2022
Accountability Report

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following templates:

- Data Template
 - Reorganization and Compliance
 - FY2022 Strategic Plan Results
 - FY2023 Strategic Plan Development
 - Legal
 - Services
 - Partnerships
 - Report or Review
 - Budget
- Discussion Template
- Organizational Template

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/16/2022 15:57
<i>(TYPE/PRINT NAME):</i>	W. Allen Roberson	

BOARD/CMSN CHAIR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/16/2022 15:57
<i>(TYPE/PRINT NAME):</i>	R. Voight Shealy	

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AGENCY’S DISCUSSION AND ANALYSIS

Part 1 – Status of Museum at the Beginning of FY22

While COVID-19 continued to be an issue to be addressed, particularly midway through Fiscal Year 2021 – 2022, with the rise of Omicron B, supplanted by COVID Omicron BA.5, toward the end of FY22, it did not impact the South Carolina Confederate Relic Room and Military Museum’s operation significantly because of the protocols successfully developed and implemented at the height of the pandemic in FY20 and FY21. In FY22, *the Museum more than doubled its FY21 visitation.* (See 1st attachment: Visitation Chart)

In FY20 at the height of the pandemic, the Museum had its worst year of visitation since opening in 2002 at its current location in the Columbia Mills Building. Two years later, in FY22, the South Carolina Confederate Relic Room and Military Museum had its best year of attendance since 2010 and almost broke a twenty-year record! What accounted for this dramatic turn-around in attendance? The rise in museum attendance can be attributed to four factors:

- The Museum built a large diorama with accompanying TV monitor to explain the history and significance of Firebase *Ripcord*, one of the last major Vietnam War battles of the 101st Airborne. This 16-foot by 11-foot model was placed in the back atrium in front of our storefront and brought people in to visit the Museum, while advertising the upcoming exhibit, *A War with No Front Lines: SC and the Vietnam War, 1965 – 1973* that opens on Veterans Day, November 11, 2022.
- The staff of the SC Confederate Relic Room and Military Museum had been conducting varied Saturday programming for the three previous years which is very labor-intensive and monopolizes a lot of staff to conduct successfully, but in FY22, the Museum successfully stage several significant, educational, and

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entertaining six-hour events that drew attendance (see below for more information).

- The Museum and its contract marketing agency developed a much more efficient system of promotion and public relations.
- Finally, South Carolinians had endured almost two years of lock-down due to COVID-19 and were looking for entertainment, and Museum Staff worked very hard to successfully push the Museum forward.

FY22 was an extremely busy time after two years of uncertainty due to COVID, but it was not without its problems. The planned South Carolina and Vietnam War exhibit, the first major exhibit in the Museum’s Cistern Gallery since FY17, was delayed due to outside factors, including a 2019 flood in the gallery which necessitated replacement of the Museum’s HVAC system and piping that was not finished until 2021, and an unplanned \$85,000 sprinkler system upgrade and exhibit infrastructure project paid for by the Museum and finished in the first half of FY21. The SC Confederate Relic Room also needed to upgrade its physical security barriers (for the Vietnam exhibit) and its electronic security and surveillance (for both its galleries and for its Collection areas). The General Assembly appropriated \$25,000 for this but the final cost was approximately \$40,000, the balance of which came out of the museum’s operating budget.

COVID 19 also delayed the opening of the exhibit, *A War with No Front Lines: SC and the Vietnam War, 1965 – 1973*. The SC Confederate Relic Room and Military Museum did not want to open during the height of the pandemic which would have been disastrous. When fabrication was bid out as COVID waned at the beginning of FY22, the first post-COVID bids for fabrication, installation, and mounting of artifacts were over \$1,000,000. The Museum’s maximum budget for the Vietnam exhibit was \$675,000, funds saved out of its operating budget during the Confederate State House Flag controversy that dominated its operation FY16-FY18, followed by the COVID pandemic (the museum did not request special funding to develop, design, fabricate, and

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install the Vietnam exhibit from the General Assembly but rather conserved its operating budget during this time and also used part of its operating revenue). Fortunately, with the assistance of the Department of Administration, the Museum was able to rebid the exhibit some months later, as exhibit construction costs began to come down, and we were able to contract with Southern Custom Exhibits for \$577,388, under our initial budget!

Part 2 – Overview of FY22 Museum Operation

I. Museum Exhibits

A. A War with No Front Lines: SC and the Vietnam War, 1965 – 1973

Museum Staff worked on and completed narrative content for the Vietnam exhibit and researched and selected photographs and maps. Sixty-five oral interviews were done with SC Vietnam veterans, an ongoing project that will continue for the span of the exhibit, Veterans Day, November 11, 2022 - Memorial Day, May 27, 2024, approximately one year and seven months. Text panels and artifact labels were researched and written, and content for interactive kiosks was researched, developed, and organized according to a designed template. All content was then delivered to Riggs Ward Exhibit Designs for formatting before being delivered to Southern Custom Exhibits for production.

B. Plowshares to Swords: Arming 19th Century South Carolina

This exhibit was developed in FY21 and installed in August of 2021. It was successfully developed, fabricated, and installed by the Museum’s Registrar, and features exceptionally rare and priceless South Carolina-made 19th Century weaponry. Half of these artifacts are borrowed from major collectors and half are from the Museum’s Collection.

This exhibit, in the small Gist Gallery of the SC Confederate Relic Room and Military Museum, gave the Museum an opportunity to showcase its recent acquisitions from the last ten years. It also allowed us to partner with major collectors to showcase their

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collections. Collectors are major financial supporters of the Museum. Showcasing collectors’ rare artifacts in the most informative, professional, and attractive way possible may encourage collectors to donate or bequeath their collections to the Museum.

II. Museum Programs, Series and Education Programs

A. As mentioned previously, the SC Confederate Relic Room and Military Museum’s Saturday programs developed into strong attractions:

1. **Palmetto–Lone Star Day Oct. 23:** (USC-Texas A&M Football Game Day) had 219 attendees
2. **Pearl Harbor Day Dec. 4:** WWII reenactors, collectors, programs had 204 attendees
3. **Revolutionary War Day, Jan. 29:** reenactors, displays, programs, had 300 attendees
4. **Swordfest, Feb. 12:** displays, activities, programs, has developed into our most popular event, and this year had 900 attendees, three times its past attendance!
5. **Firebase Ripcord Day, Mar. 26:** a day focusing on the Vietnam War Firebase Ripcord, featuring the Museum’s new diorama, documentary on *Firebase Ripcord*, and a reunion of the 101st Airborne veterans who defended it in combat with North Vietnamese Army regulars coming into the area from the *Ho Chi Minh Trail* had 200 veterans and their families

B. Tours and School Visits: (FY21 attendance on the right):

- | | | |
|-----------------------------------|--------------|------------|
| o 126 School Groups | FY21: 11 | FY20 77 |
| o 3944 Students Tours Groups | FY21: 423 | FY20: 2300 |
| o 8 Summer Camp Groups: | 158 students | |
| o 550 Homeschool Friday attendees | FY21: 75 | FY20: 711 |
| o 116: JROTC/Scout/Cadet groups | FY21: 30 | |
| o 13 Tours for Non-School Groups | FY21: 5 | |

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C. Lunch and Learn: The Fall Lunch and Learns were either canceled or relied on remote attendance by Zoom, which was weak. Spring programs with in-person attendance grew, but FY22 was not a strong year for the Lunch and Learn programs with only 175 total attendance.

D. Outreach Programs – The Education Curator (26), History Curator (3) and Executive Director (4) conducted 33 off site programs, lectures, and events throughout SC to civic groups, school groups and heritage organizations reaching 1,869 people to promote the museum and its programs.

E. Revolutionary War in South Carolina Timeline poster was developed by the History Curator for the 250th Anniversary and has already proven very popular with schools, libraries, DAR, SAR, and visitors.

III. Collections

A. Collections Data Entry: In FY22, The SC Confederate Relic Room & Military Museum Collections Department continued to enter artifacts and archival documents in its *Proficio* Collections software program and over 65% of those records have documenting photographic images attached. Thirty-six significant artifacts have been added to the Museum’s Collection (see **2nd attachment: New Acquisitions**)

B. Conservation: Because of COVID’s impact on fundraising in FY21, the SC Confederate Relic Room & Military Museum also temporarily postponed fundraising for its highly successful conservation program, one of the best in the nation and supported by a generous \$75,000 matching appropriation by the General Assembly. Only \$2,695 was raised in FY22, without active fundraising by the Museum or the Palmetto State Military History Foundation, which did not meet in FY22 because of the pandemic. However, the conservation program and fundraising has already become a high priority in FY23.

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C. An inventory and reorganization of the Museum Research Library was conducted, and a backlog of new reference material was uploaded to the Museum Collections software.

IV. Miscellaneous

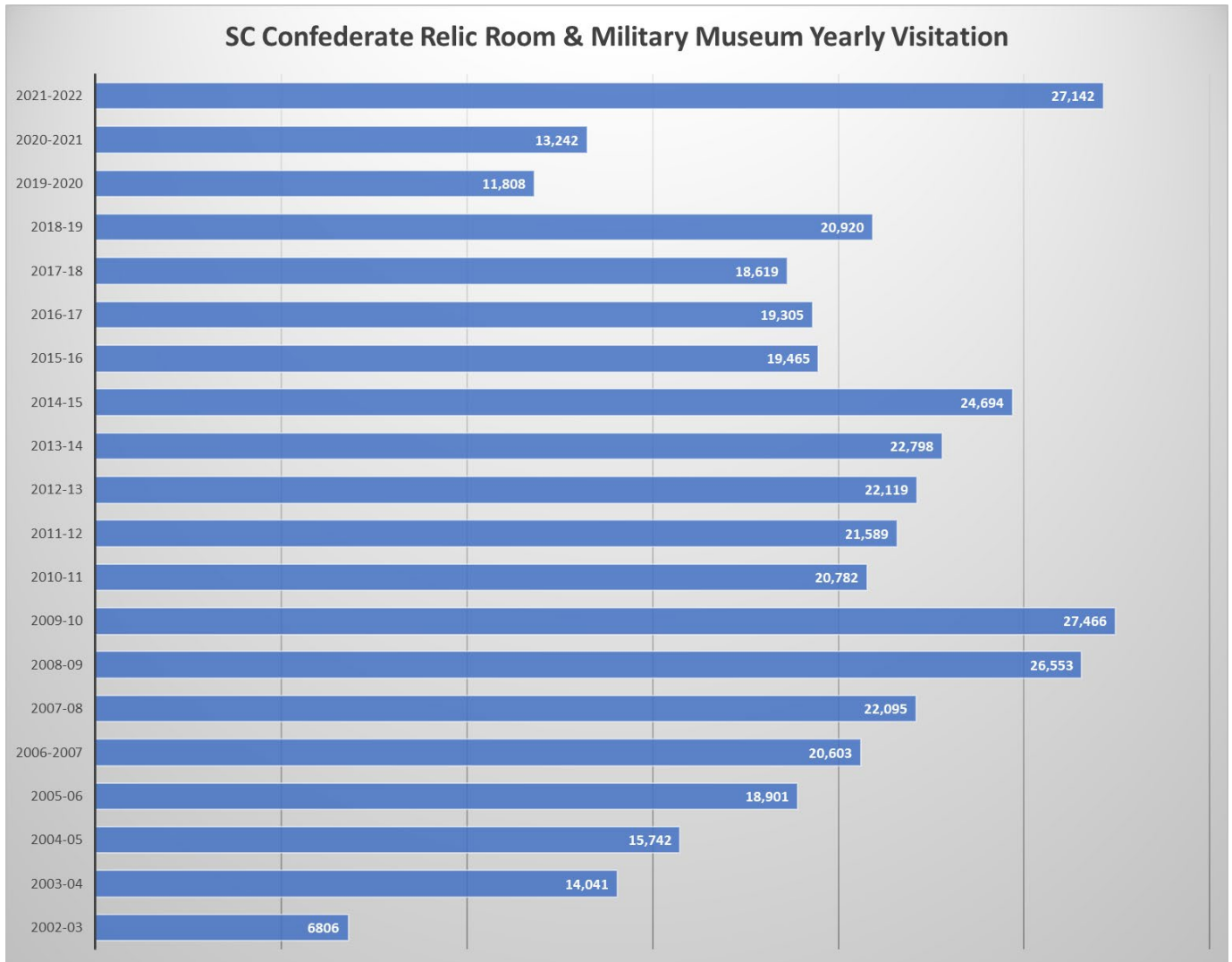
- A. Staff Training continued despite the pandemic. The Administrative Operations Chief completed her two-year study, and became a *Certified Public Manager*.
- B. Ninety-five Research Requests were completed by Museum staff for state agencies, researchers, and the public seeking historical information.
- C. Museum staff generated 10,000 new views to Museum Facebook site and ten Museum videos for TikTok

Part 3 – Museum’s Strategic Plan

In the spring of FY20, the Museum’s Executive Director began working with an informal committee from its governing commission, the *South Carolina Confederate Relic Room and Military Museum Commission*, composed of Chairman Voight Shealy, Vice Chairman Leland Summers, and Past Chairman Martha Van Schaick, to update the 2019 Strategic Plan that was developed in the first half of FY20 and reviewed by the *American Alliance of Museums* to earn National Reaccreditation for the first time since 2004. Since FY20, the Museum has continually sought to refine it through the Accountability Report process, completing and reducing more Strategies and Performance Measures through completion of targeted measures, while adding new, but fewer, Strategies and Measures, as defined by shifting parameters and external pressures.

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Attachment 1 – Visitation Chart







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Attachment 2 – New Acquisitions

New Acquisitions






July 1, 2021 - June 30, 2022

Camp Croft Booklets (3)	Archival material related to the WWII training site, Camp Croft, near Spartanburg, SC.	No image
Panoramic Photograph	156th Depot Brigade, Camp Sevier, SC, 1918	
Patch- Vietnam Veterans Against the War	Vietnam veterans protesting the Vietnam War wore patches like this one.	
German POW card of capture & certificate of achievement of Walter Hofmann	Walter Hofmann was a German POW at Fort Jackson during WWII.	No image
Cultural Heritage Awareness Playing Cards	Issued to servicemen by the Legacy Resource Management Program to promote awareness of Afghani culture during the War on Terror.	No image
Colt AR-15 / M16	The M16 replaced the M14 as the standard-issue rifle for servicemen in Vietnam in 1965.	
M72A2 LAW	The M72 is an American anti-tank weapon used by American and allied forces in Vietnam which fires an unguided rocket projectile. The M72 is a single-use weapon.	

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M33 Anti-Personnel Mine	A training version of a Claymore mine.	
PVS-2 Starlight Scope	Ambient starlight enabled scope-users to find enemy targets at night. It was the first passive night vision technology used by the US military.	
M1942 Mess Kit	Used during the Vietnam War.	
First Aid Kit	General purpose medical kits were mounted in vehicles in case of emergencies. Includes accessories.	
Viet Cong Canteen	Vietnam-era Viet Cong canteen	
Viet Cong Khaki Shirt	Vietnam-era Viet Cong shirt	
Viet Cong Pith Helmet	Vietnam-era Viet Cong helmet	

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<p>Viet Cong Combat Boots</p>	<p>Vietnam-era Viet Cong boots</p>	
<p>Viet Cong Haversack</p>	<p>Vietnam-era Viet Cong haversack</p>	
<p>Viet Cong Ammo Belt</p>	<p>Vietnam-era Viet Cong ammo belt</p>	
<p>Ho Chi Minh Sandals</p>	<p>Vietnam-era Viet Cong tire sandals</p>	
<p>M18 Smoke Grenade</p>	<p>Ground forces used smoke grenades to indicate their position to helicopters during daylight.</p>	
<p>Illumination Grenade</p>	<p>Often used for battlefield illumination and signaling. Mk 1 M2 grenades could illuminate an area of up to 200 meters and burn for about 25 seconds.</p>	
<p>RFX M12 Practice Lemon Grenade</p>	<p>Training grenade, Vietnam-era.</p>	

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Practice Baseball Grenade	Training grenade, Vietnam-era.	
Viet Cong Mess Kit	VC Mess Kit	
Oil Can for Type 56 SKS Rifle	Manufactured by the Chinese for export.	
Punji Sticks	Homemade booby traps could be lethal, but punji sticks served to slow infantry movement by wounding soldiers and causing psychological harm.	
Viet Cong Booby Trap Mouse Trap	Two rounds fired across the path of the unwary when the trip wire sprang the mouse trap.	
Instructive Sign	Recruits were reminded to be vigilant by the sign "Wake Up & Live"	
P1853 Enfield Rifle and Bayonet	Federal import from Schuyler Hartley and Graham.	

Fiscal Year 2022

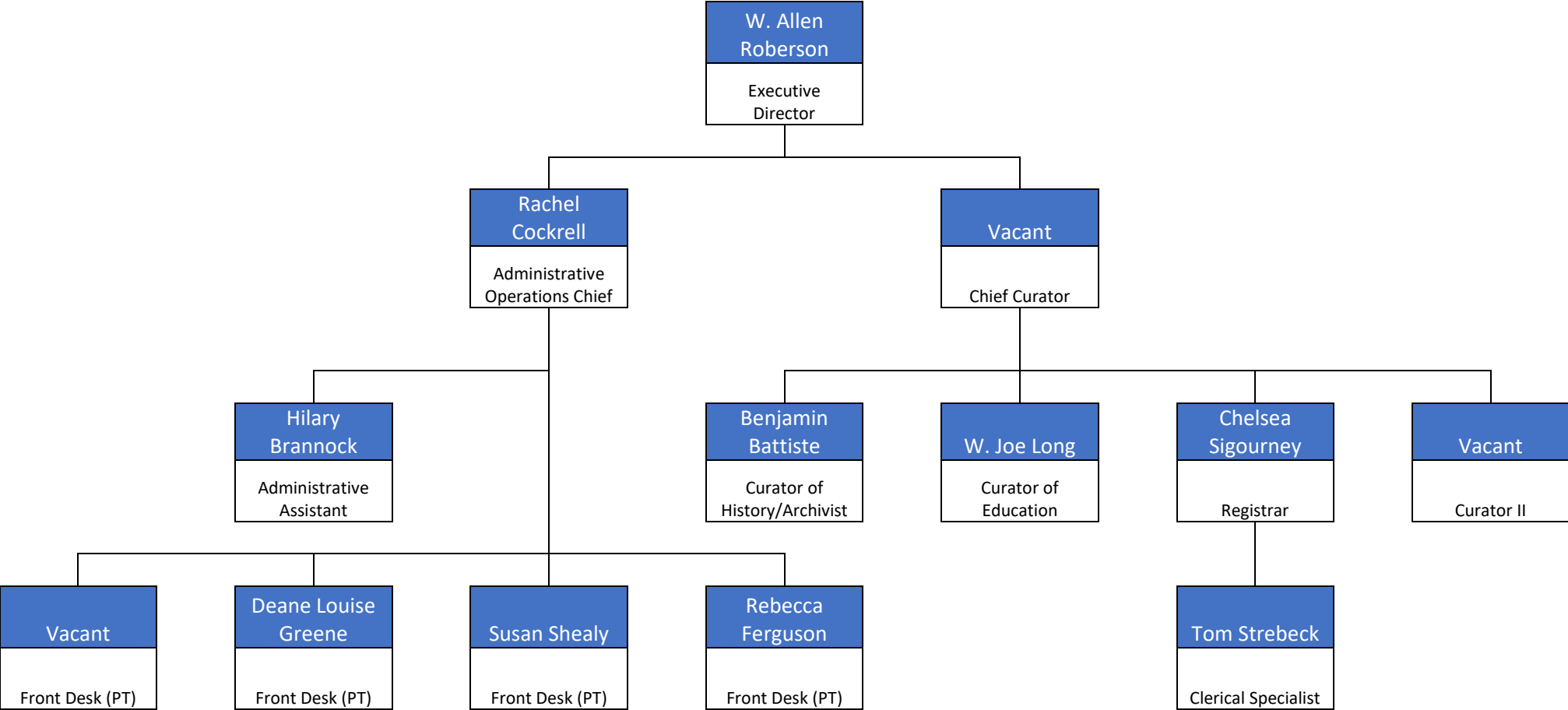
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Painting of Blockade Runner	By Brian Coole, 20th Century	
Incendiary Bomb	Artifact was found around Lake Murray. During World War II, the lake was used for bombing practice.	
Agent Orange Medal	The Orange Heart Medal Foundation was established by Ken Gamble to recognize Vietnam veterans suffering from Agent Orange exposure. Veterans can apply for a free medal and find resources and support through this project.	
Artillery Shell- 200-pounder	8 inch caliber shell found on Meeting St. in Charleston. It is unfired, but it is the sort of shell the Swamp Angel would have fired.	
Water Supply Pipe	Installed by the 807th Engineer Aviation Battalion in Alaska during WWII	
Sketchbook and photo albums of the 807th Engineer Aviation Battalion	WWII archival documents related to the 807th Engineer Aviation Battalion	No image

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<p>Insignia of the 807th Engineer Aviation Battalion</p>	<p>Painted insignia- WWII era</p>	
<p>Katana and scabbard with turn-in tags</p>	<p>WWII-era Shin Gunto which was surrendered to Allied forces after the surrender of Japan. Tags include the maker and original owner- a man from Hiroshima.</p>	

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FY2022

Reorganization and Compliance

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Primary Contact

First Name	Last Name	Role/Title	Email Address	Phone
W. Allen	Roberson	Executive Director	arobers@crr.sc.gov	803-737-8096

Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Rachel	Cockrell	Administrative Operations Chief	rcockre@crr.sc.gov	803-737-8020

Agency Mission

Adopted in:

2019

The South Carolina Confederate Relic Room and Military Museum connects people to the distinguished martial heritage of South Carolina where soldiers and civilians willingly sacrificed their lives and fortunes for liberty, home, state, and country.

Agency Vision

Adopted in:

2019

Through collecting and interpreting the State's military history, we strive to engage the public in a conversation about South Carolina's history in its social and cultural contexts, to foster an understanding of the past and how it relates to the present, and encourage critical thinking about the future.

Recommendations for reorganization requiring legislative change:

None

Agency intentions for other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in the succeeding fiscal year:

Hiring of a Chief Curator to supervise Exhibit/Collections, Education, and History/Archives staff, rather than having all curators report directly to the Executive Director.

Significant events related to the agency that occurred in FY2022

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Upgrades to both electronic and physical security of the Museum spaces cost more than originally budgeted, and delayed the completion of the preparatory work for the Vietnam exhibit.	November	April	Open exhibition	
State engineer required rebuilding of sprinkler system in Cistern gallery, which quadrupled the cost and delayed the completion of the preparatory work for the Vietnam exhibit.	January	June	Open exhibition	
Flood caused by clogged storm drain in back parking lot led to redesign of the Collections High-density Storage Project to prevent water damage to Collection.	May	July	Create work plan, move collections, and undertake renovation.	
COVID-related price inflation caused the initial bids on the Vietnam exhibit fabrication project to greatly exceed budget, leading to a redesign and re-bid of the project. This pushed the award of the project back by several months.	November	February	Work with Riggs Ward Exhibit Design on design, content, development of interactives, and installation.	
COVID-related price inflation caused the initial bids on the Vietnam exhibit fabrication project to greatly exceed budget, leading to a redesign and re-bid of the project. This pushed the award of the project back by several months.	November	February	Open exhibition	

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).

Yes

Reason agency is out of compliance: (if applicable)

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. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).		Yes
Does the law allow the agency to promulgate regulations?		No
Law number(s) which gives the agency the authority to promulgate regulations:		
Has the agency promulgated any regulations?		No
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?		Yes
(End of Reorganization and Compliance Section)		

FY2022

Strategic Plan Results

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

- Goal 1** Successfully connect patrons to the martial history of South Carolina
- Goal 2** Maintain and grow the staff's use of focused collecting and scholarly interpretation to engage the public in meaningful conversations
- Goal 3** Enhance the standing of the Museum within its broader community
- Goal 4** Solidify the Museum's longevity through diversification and growth of its financial resources
- Goal 5** Achieve optimal physical environment for the museum

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
1.1 Grow and diversify attendance by marketing the museum and its programs to both existing and newly targeted audiences														State Objective: Education, Training, and Human Development	
1.1.1	Solidify current audiences through promoting expanded programming	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor encounters	Visitation counts	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000		
1.1.2	Collect and evaluate visitor demographic data to better understand the Museum's audience.	0%	30%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Survey results	Survey	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000	Vietnam exhibit and programs were delayed, so surveying was delayed	
1.1.3	Provide current information to tourism organizations and tour operators.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Advertising and brochures	Director's records	Organizations need accurate information regarding Museum offerings.	Tourism organizations and tour operators	0113.000000.000		
1.2 Ensure that access to the Museum, tours, programs, and special events fits the needs of its audience														State Objective: Education, Training, and Human Development	
1.2.1	Evaluate hours and modify if appropriate and feasible for accessibility.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor counts and surveys	Visitor records	Museum open hours outside of regular weekday work hours.	Visitors to the Museum.	0113.000000.000		
1.3 Develop and administer evaluation tools to gauge success of visitor experiences and Museum accessibility														State Objective: Education, Training, and Human Development	
1.3.1	Use professionals to design and initiate appropriate evaluative tools.	0%	33%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Survey results	Survey	Museum programs and exhibits convey intended educational content to visitors.	Visitors to the Museum.	0113.000000.000	Vietnam exhibit and programs were delayed, so surveying was delayed	
2.1 Maintain and expand collection and exhibition related programs that use the highest level of scholarship														State Objective: Education, Training, and Human Development	
2.1.1	Enhance experiences for current volunteers.	0%	66%	66%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Volunteer hours	Volunteer records	Volunteers' expectations of service and intangible reward are met.	Volunteers at the Museum.	0113.000000.000		
2.1.2	Expand use of social media and other forms of technology as interpretive tools in exhibitions.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visual	Exhibit plans	Visitor engagement in exhibit presentation to enhance learning.	Visitors to the Museum.	0113.000000.000		
2.1.3	Continue promoting public tours of changing and permanent exhibitions.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Tour counts	Visitor records	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000		
2.2 Review Collections policies, strategies and planning, relative to mission, policies, conservation, and physical space limitations														State Objective: Education, Training, and Human Development	
2.2.1	Continue conservation initiative for SC uniform collection.	0%	66%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	conservation contracts	Registrar records	Museum and State as the owner of the Collection must preserve important objects for the education of its citizens.	Citizens of the State.	9824.010000X000	COVID caused lack of partner involvement	
2.3 Evaluate and solidify exhibitions with an eye toward inclusion, well-researched content, and public interest														State Objective: Education, Training, and Human Development	
2.3.1	Exhibits Committee to develop content and execution.	0%	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Director's records	Staff develops a cohesive plan for new exhibit content and presentation.	Staff of the Museum.	0113.000000.000		

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.3.2	Use exhibitions to proactively reach out to appropriate and diverse community groups.	0%	66%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Presentation schedule	Staff Calendars	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000	Vietnam exhibit and programs were delayed, so outreach was delayed
2.4 Open "SC in the Vietnam War" major exhibition for 50th Anniversary in spring of 2022		State Objective: Education, Training, and Human Development												
2.4.1	Work with Riggs Ward Exhibit Design on design, content, development of interactives, and installation.	0%	100%	80%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Construction records	Curator and Ops Chief records	All elements needed for a successful exhibit are brought together and installed.	Museum staff, Riggs Ward staff, contractors and FM staff.	0113.000000.000	Materials supply issues delayed installation and opening of Vietnam exhibit.
2.4.2	Open exhibition	0%	100%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Visual	All elements needed for a successful exhibit are brought together and installed.	Museum staff, Riggs Ward staff, contractors and FM staff.	0113.000000.000	Materials supply issues delayed installation and opening of Vietnam exhibit.
2.4.3	Develop and present Vietnam-centered educational programming.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Programming schedule	Calendar	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000	
2.5 Improve the Museum as an educational resource for appropriate grade levels of K-12 schools and higher education		State Objective: Education, Training, and Human Development												
2.5.1	Engage youth organizations, within and outside schools, including scouting-type programs and Junior ROTC.	0%	50%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Program schedule	Curator records	Introduce new audiences to education into SC Military History.	Youth organization members.	0113.000000.000	
2.5.2	Ensure that new Museum website is designed as an effective resource for diverse public, private, and homeschool education constituencies, delivering program schedules and educational content including activities, lesson plans and a streamlined process for research questions.	80%	n/a	80%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Website	Director's records	Resources for educators that supplement material received upon visiting the Museum.	Public, private, and homeschool teachers.	0113.000000.000	Staff changes caused the project to be delayed.
3.1 Address the issue of the current name of the Museum and gauge public reaction to the word "Confederate" in relationship to shifting public views on the Civil War		State Objective: Government and Citizens												
3.1.1	Evaluate and compile data on the impact of current name on both corporate fundraising and foundation and other potential grants.	0%	66%	66%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Granting agencies	Director's records	Knowledge of impact of negative connotations of Museum name on fundraising.	Museum staff, governance, and supporters	0113.000000.000	
3.1.2	Executive Director consistently and continually engages museum supporters to measure reactions and support through one-on-one contact.	0%	66%	66%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Calendar	Knowledge of impact of negative connotations of Museum name on public perception of Museum.	Museum staff, governance, and supporters	0113.000000.000	
3.2 Navigate community perceptions of Civil War history		State Objective: Government and Citizens												
3.2.1	Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Enhance outreach to diverse groups who have lost touch with the Museum.	Former supporters and community partner groups.	0113.000000.000	
3.3 Raise general public awareness of the Museum through a professional marketing plan		State Objective: Government and Citizens												
3.3.1	Establish partnership with new Governor's Office of Veteran's Affairs	0%	50%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Calendar	Increased outreach to underserved audiences.	Veterans in South Carolina	0113.000000.000	
3.4 Continue to develop strategies for reaching out to South Carolina legislators and solidify their knowledge of the museum and its standing		State Objective: Government and Citizens												
3.4.1	Keep legislators apprised about successes, exhibitions, and programs.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Director's records	Enhance positive impression of Museum among Senators and Representatives.	SC State legislators	0113.000000.000	

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number	Responsible	Notes
3.5 Further lift the academic standing of the Museum and staff															
State Objective: Government and Citizens															
3.5.1	Enhance the staff's participation in professional organizations such as SEMC, SCFM, AAM, and AASLH.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Professional development.	Staff of the Museum.	0113.000000.000		
3.5.2	Continue to emphasize staff authoring texts for national and regional historical publications.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	Scholarly engagement.	Staff of the Museum.	0113.000000.000		
3.5.3	Continue promoting availability of professional staff to present programs to groups around the state.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	Increased outreach to underserved audiences.	Civic and special-interest groups around the state.	0113.000000.000		
3.6 Engage with other community non-profits and civic organizations to build relationships and enhance public awareness															
State Objective: Government and Citizens															
3.6.1	Engage with Columbia, Lexington, and Lake Murray Chambers of Commerce and any other pro-business organizations to promote the value of the Museum to the community.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Project a clear impression of what the Museum is and what it does to citizens and visitors in SC.	Tourism and business promotion organizations.	0113.000000.000		
3.6.2	Continue to provide meeting space for relevant special interest groups and cultural institutions as well as active duty military units and military reunion groups (Eventually transition to Revenue Source)	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Increased outreach to underserved audiences.	Special interest and military groups	0113.000000.000		
4.1 Work with the Museum's Foundation to create and initiate a plan for growth of revenue and diversification of funding sources															
State Objective: Public Infrastructure and Economic Development															
4.1.1	Elevate the status and role of the Foundation within the operation of the Museum and continue to grow Foundation Board.	0%	50%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increased activity and involvement of the Foundation in support of the functions of the Museum.	Palmetto State Military History Foundation.	0113.000000.000	President of Foundation resigned, potential replacement fell ill, Foundation involvement limited by COVID.	
4.1.2	Diversify Foundation board membership with attention to professional expertise, military knowledge, race, gender, age, socioeconomic background, etc.	0%	50%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increase diversity and memberships	Palmetto State Military History Foundation.	0113.000000.000	President of Foundation resigned, potential replacement fell ill, Foundation involvement limited by COVID.	
4.1.3	Place the membership program under the Foundation and enhance its attractiveness by introducing new benefits to members.	0%	30%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increased attractiveness and benefits of membership.	Palmetto State Military History Foundation and Museum members.	0113.000000.000	President of Foundation resigned, potential replacement fell ill, Foundation involvement limited by COVID.	
4.1.4	Establish a grants solicitation partnership with the Foundation.	0%	50%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Grant requests	Director's records	Increased successful grant applications and awards.	Palmetto State Military History Foundation.	0113.000000.000	President of Foundation resigned, potential replacement fell ill, Foundation involvement limited by COVID.	
4.1.5	Establish a strategy for planned-giving and engage appropriate collectors and donors through increased personal interactions and the development of a collector's showcase program.	0%	50%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Donations	Increased variety of funding sources.	Collectors and supporters of the Museum.	0113.000000.000		
4.2 Evaluate current sources of earned revenue and identify new sources															
State Objective: Public Infrastructure and Economic Development															
4.2.1	Explore growing revenue from live-stream history presentations.	0%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Fees received	Increased variety of funding sources.	Citizens of the State.	0113.000000.000		
4.3 Maintain and grow current government funding															
State Objective: Public Infrastructure and Economic Development															

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
4.3.1	Director to continue one-on-one contact with legislators regarding budgetary needs.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Director's records	Enhance positive impression of Museum among Senators and Representatives.	SC State legislators	0113.000000.000	
4.3.2	Director continues submission of annual SC State Government Accountability Report to Executive Budget Office of the Department of Administration, and insures Accountability Report is in line with the Museum's Strategic Plan.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Strategic Plan	Director's records	Increased understanding of Museum funding requirements.	SC State legislators	0113.000000.000	
5.1	Address the current spatial crisis of the Museum site for collections							State Objective: Public Infrastructure and Economic Development						
5.1.1	Submit budget request for difference between previous Collections Appropriation and Current Collections Plan Cost to Governor and General Assembly.	0%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Director's records	Legislative and Governor approval of budget request.	Museum staff, legislators, Governor.	0113.000000.000	
5.1.2	Author and submit funding proposal to NEH.	0%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Grant application	Registrar records	Submission of quality grant application.	Staff of the Museum.	0113.000000.000	
5.1.3	Create work plan, move collections, and undertake renovation.	0%	66%	33%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Plan of action	Registrar, Ops Chief	Completion of Collections Storage Improvement project.	Staff of the Museum.	0113.000000.000	Vietnam exhibit delay caused Storage Plan project delay.
5.2	Strategize solutions to ongoing spatial needs across all Museum functions							State Objective: Public Infrastructure and Economic Development						
5.2.1	With Foundation, develop strategies for raising additional funding	0%	50%	0%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Foundation, Director's records	Revenue	Increased activity and involvement of the Foundation in support of the functions of the Museum.	Palmetto State Military History Foundation.	0113.000000.000	President of Foundation resigned, potential replacement fell ill, Foundation involvement limited by COVID.
5.2.2	Work with the new SC State Museum director to continue expansion into currently shared spaces	0%	50%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Plans and proposals	Additional space for programming, exhibits, and secure Collection storage.	Staff of the Museum.	0113.000000.000	
5.3	Assess and address potential threats to professional operation caused by infrastructure failures, emergencies, and vandalism							State Objective: Public Infrastructure and Economic Development						
5.3.1	Work with Facilities Management professional staff to upgrade security, utilizing FY20 appropriation from Legislature.	0%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Construction plans	Admin Ops Chief records	Museum and State as the owner of the Collection must preserve important objects for the education of its citizens.	Citizens of the State.	9826.020000X000	
5.3.2	Coordinate activities with new State Museum director where necessary.	0%	30%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Director, Ops Chief records	Coordination and cooperation among neighboring tenants in the Columbia Mills Building.	Commission and Staff of the Museum.	0113.000000.000	

FY2023

Strategic Plan Development

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

- Goal 1** Successfully connect patrons to the martial history of South Carolina
- Goal 2** Maintain and grow the staff's use of focused collecting and scholarly interpretation to engage the public in meaningful conversations
- Goal 3** Enhance the standing of the Museum within its broader community
- Goal 4** Solidify the Museum's longevity through diversification and growth of its financial resources
- Goal 5** Achieve optimal physical environment for the museum

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number	Responsible	Notes	
I.1 Grow and diversify attendance by marketing the museum and its programs to both existing and newly targeted audiences													State Objective: Education, Training, and Human Development		
1.1.1	Solidify current audiences through promoting expanded programming	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor encounters	Visitation counts	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000			
1.1.2	Collect and evaluate visitor demographic data to better understand the Museum's audience.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Survey results	Survey	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000			
1.1.3	Continue development and implementation of Saturday Programs to drive weekend visitation and revenue.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor encounters	Visitation counts	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000			
1.1.4	Revitalize Lunch and Learn Program to regain support base and increase attendance and membership.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor encounters	Visitation counts	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000			
I.2 Ensure that access to the Museum, tours, programs, and special events fits the needs of its audience													State Objective: Education, Training, and Human Development		
1.2.1	Evaluate hours and modify if appropriate and feasible for accessibility.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visitor counts and surveys	Visitor records	Museum open hours outside of regular weekday work hours.	Visitors to the Museum.	0113.000000.000			
I.3 Develop and administer evaluation tools to gauge success of visitor experiences and Museum accessibility													State Objective: Education, Training, and Human Development		
1.3.1	Use professionals to design and initiate appropriate evaluative tools.	0%	33%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Survey results	Survey	Museum programs and exhibits convey intended educational content to visitors.	Visitors to the Museum.	0113.000000.000			
2.1 Maintain and expand collection and exhibition related programs that use the highest level of scholarship													State Objective: Education, Training, and Human Development		
2.1.1	Enhance experiences for current volunteers.	66%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Volunteer hours	Volunteer records	Volunteers' expectations of service and intangible reward are met.	Volunteers at the Museum.	0113.000000.000			
2.1.2	Expand use of social media and other forms of technology as interpretive tools in exhibitions.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Visual	Exhibit plans	Visitor engagement in exhibit presentation to enhance learning.	Visitors to the Museum.	0113.000000.000			
2.2 Review Collections policies, strategies and planning, relative to mission, policies, conservation, and physical space limitations													State Objective: Education, Training, and Human Development		
2.2.1	Continue conservation initiative for SC uniform collection.	50%	75%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	conservation contracts	Registrar records	Museum and State as the owner of the Collection must preserve important objects for the education of its citizens.	Citizens of the State.	9824.010000X000			

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.2.2	Digitize Collections records	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	conservation contracts	Registrar records	Museum and State as the owner of the Collection must preserve important objects for the education of its citizens.	Citizens of the State.	9824.010000X000	
2.2.3	Digitize Archival records and create effective finding aid.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	conservation contracts	Registrar records	Museum and State as the owner of the Collection must preserve important objects for the education of its citizens.	Citizens of the State.	9824.010000X000	
2.3	Evaluate and solidify exhibitions with an eye toward inclusion, well-researched content, and public interest								State Objective: Education, Training, and Human Development				
2.3.1	Use exhibitions to proactively reach out to appropriate and diverse community groups.	50%	75%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Presentation schedule	Staff Calendars	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000	
2.4	Open "SC in the Vietnam War" major exhibition.								State Objective: Education, Training, and Human Development				
2.4.1	Open exhibition	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Visual	All elements needed for a successful exhibit are brought together and installed.	Museum staff, Riggs Ward staff, contractors and FM staff.	0113.000000.000	
2.4.2	Develop and present Vietnam-centered educational programming.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Programming schedule	Calendar	Introduce new audiences to SC Military History.	Visitors to the Museum.	0113.000000.000	
2.5	Improve the Museum as an educational resource for appropriate grade levels of K-12 schools and higher education								State Objective: Education, Training, and Human Development				
2.5.1	Engage youth organizations, within and outside schools, including scouting-type programs and Junior ROTC.	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Program schedule	Curator records	Introduce new audiences to education into SC Military History.	Youth organization members.	0113.000000.000	
2.5.2	Ensure that new Museum website is designed as an effective resource for diverse public, private, and homeschool education constituencies, delivering program schedules and educational content including activities, lesson plans and a streamlined process for research questions.	80%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Website	Director's records	Resources for educators that supplement material received upon visiting the Museum.	Public, private, and homeschool teachers.	0113.000000.000	
3.1	Address the issue of the current name of the Museum and gauge public reaction to the word "Confederate" in relationship to shifting public views on the Civil War								State Objective: Government and Citizens				
3.1.1	Evaluate and compile data on the impact of current name on both corporate fundraising and foundation and other potential grants.	66%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Granting agencies	Director's records	Knowledge of impact of negative connotations of Museum name on fundraising.	Museum staff, governance, and supporters	0113.000000.000	
3.1.2	Executive Director consistently and continually engages museum supporters to measure reactions and support through one-on-one contact.	66%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Calendar	Knowledge of impact of negative connotations of Museum name on public perception of Museum.	Museum staff, governance, and supporters	0113.000000.000	
3.2	Navigate community perceptions of Civil War history								State Objective: Government and Citizens				

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.2.1	Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Enhance outreach to diverse groups who have lost touch with the Museum.	Former supporters and community partner groups.	0113.000000.000	
3.3 Raise general public awareness of the Museum through a professional marketing plan													
State Objective: Government and Citizens													
3.3.1	Establish partnership with new Governor's Office of Veteran's Affairs	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Calendar	Increased outreach to underserved audiences.	Veterans in South Carolina	0113.000000.000	
3.4 Further lift the academic standing of the Museum and staff													
State Objective: Government and Citizens													
3.4.1	Continue to emphasize staff authoring texts for national and regional historical publications.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	Scholarly engagement.	Staff of the Museum.	0113.000000.000	
3.4.2	Continue promoting availability of professional staff to present programs to groups around the state.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	Increased outreach to underserved audiences.	Civic and special-interest groups around the state.	0113.000000.000	
3.4.3	Augment Curatorial workforce by hiring a Chief Curator	0%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	More efficient management.	Staff of the Museum.	0113.000000.000	
3.5 Engage with other community non-profits and civic organizations to build relationships and enhance public awareness													
State Objective: Government and Citizens													
3.5.1	Engage with Columbia, Lexington, and Lake Murray Chambers of Commerce and any other pro-business organizations to promote the value of the Museum to the community.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Project a clear impression of what the Museum is and what it does to citizens and visitors in SC.	Tourism and business promotion organizations.	0113.000000.000	
3.5.2	Continue to provide meeting space for relevant special interest groups and cultural institutions as well as active duty military units and military reunion groups (Eventually transition to Revenue Source)	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Staff records	Increased outreach to underserved audiences.	Special interest and military groups	0113.000000.000	
4.1 Work with the Museum's Foundation to create and initiate a plan for growth of revenue and diversification of funding sources													
State Objective: Public Infrastructure and Economic Development													
4.1.1	Elevate the status and role of the Foundation within the operation of the Museum and continue to grow Foundation Board.	0%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increased activity and involvement of the Foundation in support of the functions of the Museum.	Palmetto State Military History Foundation.	0113.000000.000	
4.1.2	Diversify Foundation board membership with attention to professional expertise, military knowledge, race, gender, age, socioeconomic background, etc.	0%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increase diversity and memberships	Palmetto State Military History Foundation.	0113.000000.000	
4.1.3	Place the membership program under the Foundation and enhance its attractiveness by introducing new benefits to members.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Membership records	Foundation records	Increased attractiveness and benefits of membership.	Palmetto State Military History Foundation and Museum members.	0113.000000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
4.1.4	Engage appropriate collectors and donors through increased personal interactions and the development of a collector's showcase program.	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Donations	Increased variety of funding sources.	Collectors and supporters of the Museum.	0113.000000.000	
4.1.5	Use Vietnam exhibit as a catalyst to grow membership program.	0%	30%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Donations	Expand knowledge base of Museum member group.	Target group pf potential Museum visitors.	0113.000000.000	
5.1 Address the current spatial crisis of the Museum site for collections													
State Objective: Public Infrastructure and Economic Development													
5.1.1	Create work plan, move collections, and undertake renovation.	33%	66%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Plan of action	Registrar, Ops Chief	Completion of Collections Storage Improvement project.	Staff of the Museum.	0113.000000.000	
5.2 Strategize solutions to ongoing spatial needs across all Museum functions													
State Objective: Public Infrastructure and Economic Development													
5.2.1	With Foundation, develop strategies for raising additional funding	0%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Foundation, Director's records	Revenue	Increased activity and involvement of the Foundation in support of the functions of the Museum.	Palmetto State Military History Foundation.	0113.000000.000	
5.2.2	Work with the new SC State Museum director to continue expansion into currently shared spaces	50%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Plans and proposals	Additional space for programming, exhibits, and secure Collection storage.	Staff of the Museum.	0113.000000.000	
5.3 Assess and address potential threats to professional operation caused by infrastructure failures, emergencies, and vandalism													
State Objective: Public Infrastructure and Economic Development													
5.3.1	Coordinate activities with new State Museum director where necessary.	30%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Calendar	Director, Ops Chief records	Coordination and cooperation among neighboring tenants in the Columbia Mills Building.	Commission and Staff of the Museum.	0113.000000.000	

FY2022

Budget Data

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General2	(Projected) Other	(Projected) Federal4	(Projected) Total
0113.000000.000	Confederate Relic Room & Military Museum	Operations of the state's military history museum.	\$ 821,013.55	\$ 297,089.98	\$ -	\$ 1,118,103.53	\$ 861,733.00	\$ 297,090.00	\$ -	\$ 1,158,823.00
0118.050000X000	Southern Maritime Collection	Management of the Collection on behalf of the state.	\$ 10,950.70	\$ -	\$ -	\$ 10,950.70	\$ 10,951.00	\$ -	\$ -	\$ 10,951.00
9500.050000.000	State Employer Contributions	Salaries and benefits for Museum employees.	\$ 126,330.86	\$ -	\$ -	\$ 126,330.86	\$ 149,000.00	\$ -	\$ -	\$ 149,000.00
9801.460000X000	Maritime Collection Maintenance & Security	Management of the Collection on behalf of the state.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129.73	\$ -	\$ 129.73
9824.010000X000	Uniform Collection	Conservation costs of Civil War uniforms in the Permanent Collection.	\$ 1,039.50	\$ -	\$ -	\$ 1,039.50	\$ 63,159.00	\$ -	\$ -	\$ 63,159.00
9826.020000X000	Security Upgrades	Enhanced electronic and physical security of the galleries and entrances in the Museum spaces in the Columbia Mills Building.	\$ 14,394.92	\$ -	\$ -	\$ 14,394.92	\$ -	\$ -	\$ -	\$ -

FY2022

Legal Data

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
60-17-10	State	Statute	Establishes the SC Confederate Relic Room & Military Museum Commission, the number of Commissioners, their terms, and whom should appoint them (Governor of SC, President Pro Tempore of the Senate, Speaker of the House of Representatives) and any organizations that the Commissioners should represent.	Not related to agency deliverable		No Change
60-17-20	State	Statute	SC Confederate Relic Room & Military Museum is authorized to supplement its state appropriations with revenue from fees and donations and expend the revenue on the museum's operations and for the acquisition, restoration, preservation, and display of its collection.	Not related to agency deliverable		No Change
60-70-40	State	Statute	The Director of the South Carolina Confederate Relic Room and Military Museum must be selected by the South Carolina Confederate Relic Room and Military Museum Commission after consultation with the South Carolina Division Commander of the Sons of the Confederate Veterans and the President of the South Carolina Chapter of the United Daughters of the Confederacy. The director shall serve at the pleasure of the commission.	Not related to agency deliverable		No Change

FY2022

Services Data

as submitted for the 2022 Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Primarily Insures that museum follows State approved procurement, budget, personnel, and public operational policies practices	Department of Administration	Admin	Citizens of the state	Administration	Budgeting, Procurement, Revenue Accountability, Personnel, Janitorial, Mail, Shipping, Space Rentals, Museum Events, Brochure Distribution	Daily operation of the Museum is hindered.	No Change	
Preserves historically significant archival material culture for the citizens of SC related to SC military history utilizing professional standards, methods, and supplies.	Midlands residents, SC visitors to Columbia, out of state tourists, researchers, and historians	General public		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. Maintaining the Museum Archives.	Scholarly impact of the Museum is damaged.	No Change	
Preserves historically significant artifactual material culture for the citizens of SC related to SC military history utilizing professional standards, methods, and supplies.	Midlands residents, SC visitors to Columbia, out of state tourists, researchers, and historians	General public		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.	Preservation mission of the Museum is hindered.	No Change	
Supports and provides educational services to SC school children	Private, public, and homeschool students, 3rd grade - college	Students	Families	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	Educational mission of the Museum is hindered.	No Change	
Supports and meets SC Secondary Education Standards and provides educational entertainment for SC citizens and tourists. Also necessary, in tandem, with programming.	Private, public, and homeschool students, 3rd grade - high school	General public	Students	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.	Educational mission of the Museum is hindered.	No Change	
Supplements State Appropriation with Donations to Museum	Older college educated male and females, veterans	Supporters		Foundation	Developing the Foundation as a source of revenue to support the museum's mission. Foundation candidates become 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 foundation members must believe in the museum's mission, be vetted, included in museum activities, and cultivated for long-term support of the institution.	Financial stability of the Museum is endangered.	No Change	

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Supplements State Appropriation with Donations to Museum	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	Interest groups	General public	Fundraising	Appealing to individuals or organizations to support specific museum activities, from conservation or acquisition of artifacts, reception expenses, or for specific infrastructure for the museum operation.	Financial stability of the Museum is endangered.	No Change	
Visitor entry and access and museum security and Admissions and Gift Shop revenue	Midlands residents, Columbia visitors and tourists, researchers, historians, and students	General public		Gift Shop & Admissions Desk	The Admissions Desk is front line for the visiting public, tours or events, staff appointments, maintenance, sales, etc. It is the first line of security for both the Collection and employees, must be staffed at all time during public hours, transfers general phone calls to specific staff members, handles deliveries. The Gift Shop is also controlled from the front admissions desk, and involves sales, ordering and inventory of merchandise, pricing, and merchandise security.	Daily operation of the Museum is hindered.	No Change	
Museum promotion and public accountability	Media and Midlands residents, Columbia visitors and tourists, researchers, historians, and students	General public		Marketing and Public Relations	This includes media relations, press releases, marketing, advertising, social media, web site, etc.	Public perception of the Museum is damaged.	No Change	
Free museum admission, event and program invitation, special tours	Media and Midlands residents, Columbia visitors and tourists, researchers, historians, and students	General public		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 Assistant handles membership recruitment and schedules and plans events for members with staff assistance.	Support of the Museum is hindered.	No Change	
Maintain museum's physical plant	Department of Administration	Facilities Management		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 tenants (State Museum & DHEC), maintaining 24 hour security, insuring public safety and comfort, and updating the Standard Operating Procedures.	Daily operation of the Museum is hindered.	No Change	
Military History lectures and programs	Private, public, and homeschool students, 3rd grade - college	Students	General public	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.	Public perception of the Museum is damaged.	No Change	

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Military History lectures and programs	Midlands residents, Columbia visitors and tourists, researchers, historians, and students	General public		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.	Public perception of the Museum is damaged.	No Change	

FY2022

Partnerships Data

as submitted for the 2022 Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
Non-Governmental Organization	American Heritage Foundation	Attendance, promotion, partnerships	No Change
Non-Governmental Organization	American Legion	Attendance, promotion, partnerships	No Change
Non-Governmental Organization	Black Vietnam Veterans Association	Attendance, promotion, partnerships	No Change
Private Business Organization	Lake Murray Country	Attendance, promotion, partnerships	No Change
Federal Government	Shaw AFB	Attendance, programs, outreach	No Change
Non-Governmental Organization	Veterans of Foreign Wars	Attendance, promotion, partnerships	No Change
Non-Governmental Organization	Vietnam Veterans of America	Attendance, promotion, partnerships	No Change
State Government		Attendance, promotion, partnerships	No Change
Non-Governmental Organization	Sons of Confederate Veterans	Attendance, donations, revenue donations, programs, outreach	No Change
Non-Governmental Organization	United Daughters of the Confederacy	Attendance, programs, outreach	No Change
State Government	University of South Carolina	Attendance, graduate assistants, historical research	No Change
Local Government	Columbia Chamber of Commerce	Attendance, promotion, partnerships	No Change
Local Government	Metropolitan Convention Center	Attendance, promotion, partnerships	No Change
Federal Government	Fort Jackson	Attendance, programs, outreach	No Change
Non-Governmental Organization	Military Order of the Stars and Bars	Attendance, donations, revenue donations, programs, outreach	No Change
State Government	Hunley Commission	Oversight of the Southern Maritime Collection, Exhibits	No Change
Non-Governmental Organization	Daughters of the American Revolution	Attendance, donations, revenue donations, programs, outreach	No Change
K-12 Education Institute	SC Public & Private Schools, Home Schools	Attendance, programs, outreach	No Change
Non-Governmental Organization	USS Columbia Association	Attendance, donations, revenue donations, programs, outreach	No Change

FY2022

Reports Data

as submitted for the Accountability Report by:

H960 - CONFEDERATE RELIC ROOM & MILITARY MUSEUM

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Agency Accountability Report	§1-1-810	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	September-21	Annually	Governor or Lt. Governor AND Legislative entity or entities	Provided to LSA for posting online	LSA	No Change	
Agreed-Upon Procedures		Financial	August-21	Annually	South Carolina state agency or agencies	Available on another website	rcockre@crr.sc.gov	No Change	
Gift Shop Audit		Gift Shop inventory	June-22	Annually	South Carolina state agency or agencies	Electronic copy available upon request	rcockre@crr.sc.gov	No Change	
SC Confederate Relic Room and Military Museum Commission Reports		Various	June-22	Annually	South Carolina state agency or agencies	Electronic copy available upon request	rcockre@crr.sc.gov	No Change	
Various DOA Budget Reports		Financial	March-22	Quarterly	South Carolina state agency or agencies	Electronic copy available upon request	rcockre@crr.sc.gov	No Change	
Various PMO, EPO, DIS reports	Various proviso requirements	IT Planning, Privacy, InfoSec	June-22	Quarterly	South Carolina state agency or agencies	Electronic copy available upon request	servicedesk@admin.sc.gov	No Change	
Fines and Fees	Proviso 117.73	Fines and fees collected by the agency	September-21	Annually	Legislative entity or entities	Available on agency's website	crr.sc.gov	No Change	