

Agency Name:	CONFEDERATE RELIC ROOM & MILITARY MUSEUM		
Agency Code:	H960	Section:	30

Fiscal Year 2018-2019
Accountability Report

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Strategic Planning and Performance Measurement Template	
		Goal	Strategy	Measure		Base	Target	Actual			Calculation Method	Meaningful Use of Measure
Government and Citizens	G	1			Continue to position Museum as SC's Preeminent Military History Museum							
	S	1.1			Pass American Alliance of Museums' Reaccreditation Review in FY18							
	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				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			
	S	1.2			Exhibit State House Confederate Battle Flag and Insure Security for Minimal							
	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			
	S	1.3			Finish Last Part of Non-Collections Storage Plan Implementation							
	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			
	S	1.4			Have Commission Mission & Bylaws approved by Commission							
	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			
Public Infrastructure and Economic Development	G	2			Increase Revenue Via Fundraising, Foundation, & Membership Program,							
	S	2.1			Fund Raising Campaign to Conserve Museum's Civil War Uniforms							
	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			
	S	2.2			Palmetto State Military History Foundation Financially Supports Museum							
	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			
	S	2.3			Develop and Grow Museum Membership Program							
	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			
Education, Training, and Human Development	G	3			Position as SC's Preeminent Military History Museum & Raise Academic Profile							
	S	3.1			Develop one Major Exhibit and one Minor Exhibit for FY19							
	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			
	S	3.2			Increase Attendance with a Program-Centered Operation							
	M	3.2.1			Increase Education Program & School Attendance via Program Development				7/1/18 - 6/30/19			
	S	3.3			Elevate the Academic Profile and Reputation of the Museum							
	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			
Maintaining Safety, Integrity and Security	G	4			Position as SC's Preeminent Military History Museum via Accountability							
	S	1			Collections Accountability Insures Accreditation & Preeminent SC Museum							
	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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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Government and Citizens	G	1			Submit Strategic Plan to American Alliance of Museums for National Re-Acc							
	S		1.1		Gain Strategic Planning process approval by AAM							
	M		1.1.1		Develop Strategic Planning process subject to AAM approval	Jul-19	Dec-19		Jul-19	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
	S		1.2		Incorporate Museum staff in planning objectives							
	M		1.2.1		Hire outside facilitator to lead planning and discussion	Jul-19	Dec-19	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
	S		1.3		Incorporate Key Supporters							
	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
	S		1.4		Write and implement plan and earn AAM Reaccreditation							
	M		1.4.1		Museum staff compiles opinions and data, sets goals and strategies	Oct-19	Nov-19	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
Education, Training, and Human Development	G	2			Open "SC in the Vietnam War" exhibit for 50th Anniversary							
	S		2.1		Prepare and Collect for exhibit and related programs							
	M		2.1.1		Collect artifacts, images, maps, and archival material	Jun-18	Feb-20	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
	S		2.2		Design SC in the Vietnam War exhibit							
	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
	S		2.3		Fabricate and install SC in the Vietnam War exhibit							
	M		2.3.1		Fabricate build environments, models, and artifact cases	Jan-19	Aug-20	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
	S		2.4		Develop Vietnam War-centered educational and weekend programming							
	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
Government and Citizens	G	3			Expand Collections storage capacity to securely preserve SC material culture							
	S		3.1		Prepare to obtain grant for high-density Collections storage infrastru							
	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
	S		3.2		Apply for Institute of Museum and Library Services major grant							
	M		3.2.1		Update estimate for high-density track storage system	1-Oct-19	1-Nov-19	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
	S		3.3		Explore long-term expansion opportunities in the Columbia Mills Buildir							
	M		3.3.1		Need additional storage space	FY2016	FY2022	2016 - 2022		SCRRMM	Collections Storage Problem: Expand SCRRMM	
	M		3.3.2		Need larger programming space	FY2016	FY2022	2016 - 2022		SCRRMM	Collections Storage Problem: Expand SCRRMM	

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 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 foundations members must belive in the museum's mission, be vetted, included in museum activities, and cultivated 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 updating 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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Agency Code and Section: **H960** **030**

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

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Report and External Review Template

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