



# **2023 Annual Accountability Report**

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**SC Confederate Relic Room and  
Military Museum**

**Agency Code: H960**

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## AGENCY’S DISCUSSION AND ANALYSIS

### Part 1 – Status of Museum at the Beginning of FY23

The South Carolina Confederate Relic Room and Military Museum was able to reach its highest ever visitation in FY23, with 37,723 visitors to the Museum and an additional 3,475 reached through outside programs or livestreams, for a total of 41,198. (See **Appendix 1**) Several factors can be credited with this increase:

- The long-awaited exhibit, *A War With No Front Lines: SC and the Vietnam War 1965-1973*, opened on Veterans Day, bringing veterans and their families, school groups, and many new visitors to the Museum.
- Saturday programs utilizing additional space in the Columbia Mills Building brought in very large numbers for several significant, educational, and entertaining six-hour events that drew attendance (see below for more information).
- The Museum and its contract marketing agency continued their system of promotion and public relations to bring in new visitors to the Museum.

### Part 2 – Overview of FY22 Museum Operation

#### **I. Museum Exhibits**

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

The years 2015-2023 mark the 50th Anniversary of the Vietnam War, from which 900 South Carolinians never returned. The Museum’s major new exhibit opened on Veterans Day, November 11, 2022, and will close on Memorial Day, May 27, 2024. This exhibit features many of the strange and iconic weapons, uniforms, and equipment unique to America’s involvement in Vietnam. Digital kiosks provide a timeline of the Vietnam War as well as comprehensive overview. Recreated environments depict US Marines in urban

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warfare, Army patrols in the rich Delta of southern South Vietnam, and US troops fighting in the Central Highlands. Topics explored in the exhibit include the key role of helicopters and aircraft, nursing and medicine, the experience of POWs, and the legacy of the war. Over 60 oral interviews with SC Vietnam Veterans are incorporated into this exhibit to commemorate their history and service in Vietnam and give voice to their unique stories. A special section commemorates the service of those who died and highlights the stories of Medal of Honor recipients from South Carolina.

The exhibit was nominated for a Southeastern Museums Conference award, which included the Museum’s first-ever visitor surveys by QR code to provide feedback on reactions to the many different elements of the exhibit. **(See Brochure in Appendix 2)**

*B. The Twilight of Revolutionaries and the Dawn of Photography*

The Gist Gallery was renovated and a new exhibit featuring 15 Daguerreotypes of Revolutionary War veterans opened on June 30. This exhibit was supported by two grants, one from the SC 250<sup>th</sup> Commission and one from the SC Humanities Council. To meet the requirements of the granting agencies, visitor surveys by QR code were conducted for this exhibit as well. When it closes after Memorial Day 2024, the reproduction enlargements of the portraits and the text panels will become a low-security travelling exhibit which will be available through the end of the Semiquincentennial observances in SC.

**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. **Toy Soldier Show** Oct. 8: First year hosting the event. Planned and facilitated the show in the Congaree Room as well as having living-history performers in the Atrium. Over 300 people attended.

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- 2. Pearl Harbor Day** Dec. 10: WWII reenactors, collectors, and programs had over 250 attendees.
- 3. Swordfest**, Feb. 11: Demonstrations, displays, activities, programs, has developed into our most popular event, and this year had 988 attendees, our largest ever attendance!
- 4. Revolutionary War Day**, Mar. 25: Reenactors, displays, and programs on the era of the Revolutionary War had 700 attendees. The museum was awarded a grant from the SC 250<sup>th</sup> Commission to support the activities and speakers.
- 5. Firebase Ripcord Symposium**, Apr. 29: The event featured talks from veterans of the battle at Ripcord as well as the “Wildcats” chapter of the Armor Modeling and Preservation Society, the modelers who constructed the large diorama in the atrium. The event was free to the public, and fifty people attended for the symposium.

**B. Tours and School Visits:** (FY22 & FY21 attendance on the right):

- o 131 School Groups                                      FY22: 126                      FY21: 11
- o 7441 Students in School Groups                      FY22: 3944                      FY21: 423
- o 11 Summer Camp Groups: 188 students              FY22: 8/158
- o 613 Homeschool Friday attendees                      FY22: 550                      FY21: 75
- o 418 JROTC/Scout/Cadet groups                      FY22: 116                      FY21: 30
- o 12 Specialty Tours    FY22: 13                      FY21: 5

**C. Lunch and Learn:** This free program held monthly on Fridays at noon features live historical presentations from experts and includes some who were participants in the events they spoke about. This year’s topics were divided between the Vietnam War, World War II, and the anniversary of the Revolutionary War. Over 400 people attended live while the filmed speakers garnered over 4000 views on the museum’s Facebook page.

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**D. Outreach Programs** – The Education Curator (43), History Curator (4) and Executive Director (7) conducted 54 off site programs, lectures, and events throughout SC to civic groups, school groups and heritage organizations reaching 3,576 people to promote the museum and its programs.

### **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 Management Software program and over 68% of those records have documenting photographic images attached. Fifty-one new artifacts have been added to the Museum’s Collection.

**B. Conservation:** Four artifacts (two uniforms, coats and trousers) were sent to Textile Conservation Workshop for evaluation and conservation recommendations.

### **IV. Miscellaneous**

A. Several staff represented the Museum at professional association conferences and symposia. The *Plowshares to Swords* exhibit was nominated for an award at the Southeastern Museums Conference Annual Meeting, but did not win.

B. Fifty-five Research Requests were completed by Museum staff for state agencies, researchers, and the public seeking historical information.

Museum staff generated material that resulted in 30,000 views to Museum Facebook site.

C. Over 2,500 museum brochures were distributed to statewide highway welcome centers and local venues.

### **Part 3 – Museum’s Strategic Plan**

Since Spring of FY21, the Museum’s Executive Director began has been working on strategic planning with the input of Voight Shealy, the Chairman of the *South Carolina Confederate Relic Room and Military Museum Commission*, the Museum’s

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governing board. The purpose has been 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. Because only fifteen of approximately 125 museums in South Carolina have earned national accreditation through a rigorous two-to-three-year examination and evaluation, it is important that the SC Confederate Relic Room and Military Museum maintains that accreditation as proof of excellence of operation.

The Museum earned accreditation for the fourth time (1977, 1986, 2004, and 2020) on February 28, 2020. Since earning reaccreditation in FY20, the Museum has continually sought to refine its submitted AAM Strategic Plan through the Accountability Report process, completing and then 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.

Our primary goals have remained consistent:

- 1) To grow and diversify Attendance.
- 2) To grow the Museum’s Budget
  - a) through Appropriation Increases to keep up with inflation and to maintain a highly trained, experienced, and motivated staff.
  - b) through Donations, Membership, and the Museum’s Foundation, the *Palmetto State Military History Foundation*
- 3) To strengthen the Museum’s Collection so that it remains the best, most expansive collection of South Carolina material culture, first assembled in 1896, and doubled in size in the last 23 years, to roughly 7000 artifacts.
- 4) To use the Collection to increase the scholarly reputation of the Museum as reflected through publications, exhibits, and programs for South Carolina citizens and people visiting Columbia and our State.

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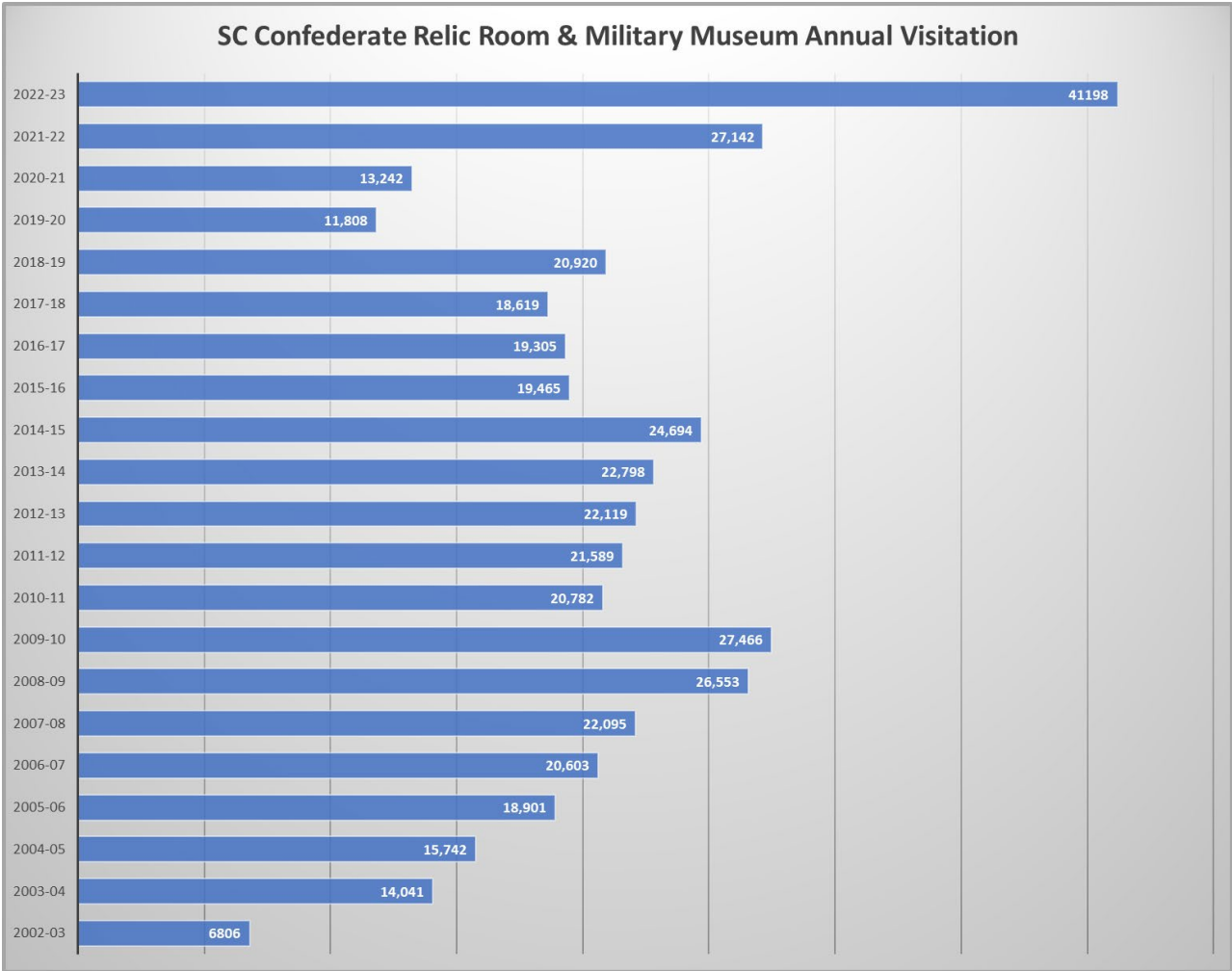
5) To ensure the Museum adapts to its current era, grows and diversifies its audience, to survive and prosper throughout the 21<sup>st</sup> Century.

The Museum's *Strategic Plan Development For Next Annual Accountability Report* reflects these goals and the strategies to achieve them.



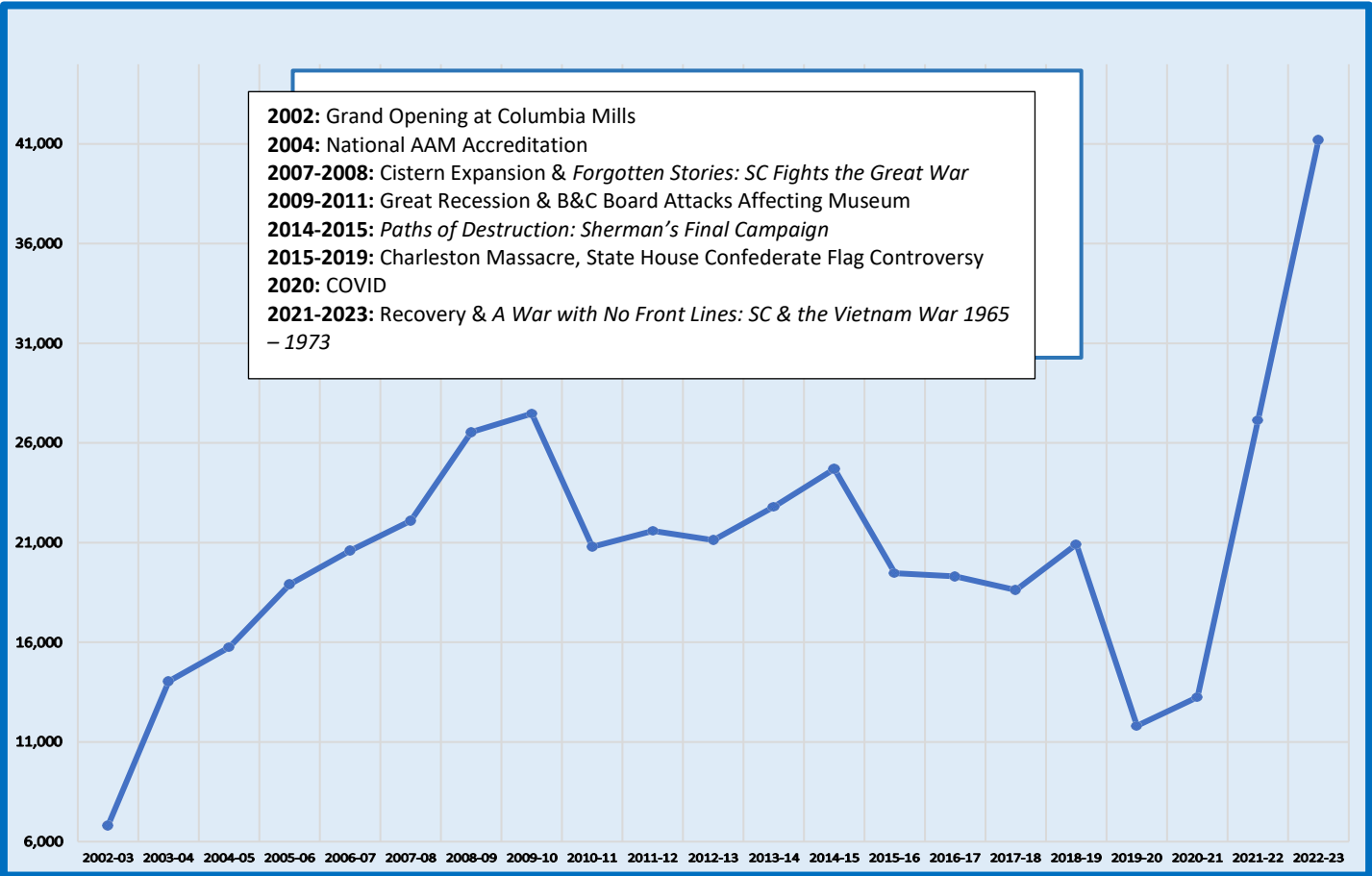
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**APPENDIX 1 – Visitation chart**



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### Visitation Graph



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## Appendix 2 – Vietnam Exhibit Brochure



In 1944, anyone could follow how WWII was going by looking at a map. There was the front line, clearly drawn. The enemy on one side, and the Allies on the other.

Vietnam wasn't like that. It was the war in which Americans often didn't know who the enemy was, and the first war that was fought on the evening news in our living rooms.

And it was more: It was a major turning point in our history. This war profoundly divided America. It changed many Americans' very concept of our country.

For thousands of South Carolinians, as usual, it meant military service – whether voluntary or by the draft.

“The Vietnam War experience brought tragedy and truth. Our sent warriors suffered for people and peace, not more war. Today, the care needed by those who might not have been welcomed home remains the duty of a grateful and wiser nation.”

Spec 4 Wade Fulmer, U.S. Army  
July 1969 to July 1970

The S.C. Confederate Relic Room and Military Museum is located in the same building as the South Carolina State Museum – the historic Columbia Mills building, former home of the world's first textile mill exclusively powered by electricity.

It's located at 301 Gervais St., right next to the canal that was the source of the original mill's power, and shares a parking lot with EdVenture



**SOUTH CAROLINA  
CONFEDERATE RELIC ROOM &  
MILITARY MUSEUM**

301 Gervais Street  
Columbia, SC 29201  
803 737-8095

SCinVietnam.com



A WAR WITH  
**NO FRONT  
LINES**  
SC AND THE VIETNAM WAR  
1965 – 1973

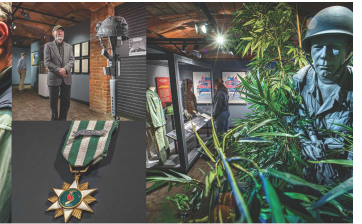


**SOUTH CAROLINA  
CONFEDERATE RELIC ROOM &  
MILITARY MUSEUM**



What you will see  
and experience

A WAR WITH  
**NO FRONT LINES**  
SOUTH CAROLINA AND THE VIETNAM WAR  
1965 – 1973



Visitors will be immersed in the stories of South Carolina veterans, through experiences reproducing what it was like fighting in the jungle, in the Mekong Delta, and in the cities of South Vietnam.

Our curators spent years speaking with those who lived through it, meticulously building an exhibit filled with unique artifacts and immersive experiences to bring their stories to life.



### EXHIBIT HIGHLIGHTS

**Alex Miller's Orders to Vietnam** – They were in his wallet when the mine went off. Lt. Miller was a forward artillery observer in IV Corps when he was hit by rifle fire and the shrapnel from the explosion. Despite that, he survived.



**General Westmoreland's Uniform** – Of all the South Carolinians who served in Vietnam, the most famous was Gen. William Westmoreland, the man in command over it all.

**Flaherty Letters** – Steve Flaherty was born Yoshiaki Ushiroda in Japan in 1947 to a Japanese mother and an unknown American father who was serving during the postwar occupation of Japan. Adopted by the Flaherty family during the Korean War, he would play football and baseball at Dentsville High School, becoming an "all-American boy." A member of the storied 101st Airborne Division, he was killed in the A Shau Valley.



**Cutaways of M16 and AK-47** – Get a better idea of how these two rifles work by seeing the insides. Completely cut in half, these rare cutaways show the intricacies of the weapons.



### The South Carolina Confederate Relic Room & Military Museum

Founded in 1896, the South Carolina Confederate Relic Room and Military Museum is the state's military history museum. It collects, preserves, and interprets artifacts of South Carolina's outstanding military heritage, featuring many rare and one-of-a-kind artifacts, from the colonial era to the present through unique exhibits, educational experiences and programming.

### MUSEUM HOURS

10am - 5pm, Tuesday-Saturday  
1pm - 5pm, 1st Sunday of each month

### ADMISSION

Adults age 18-61	\$6
Seniors 62 and over	\$5
Military	\$5
Youth 10-17	\$3
Children 9 and under	Free
1st Sun. of each month	\$1
Members	Free



SCinVietnam.com

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SC Confederate Relic Room and Military Museum

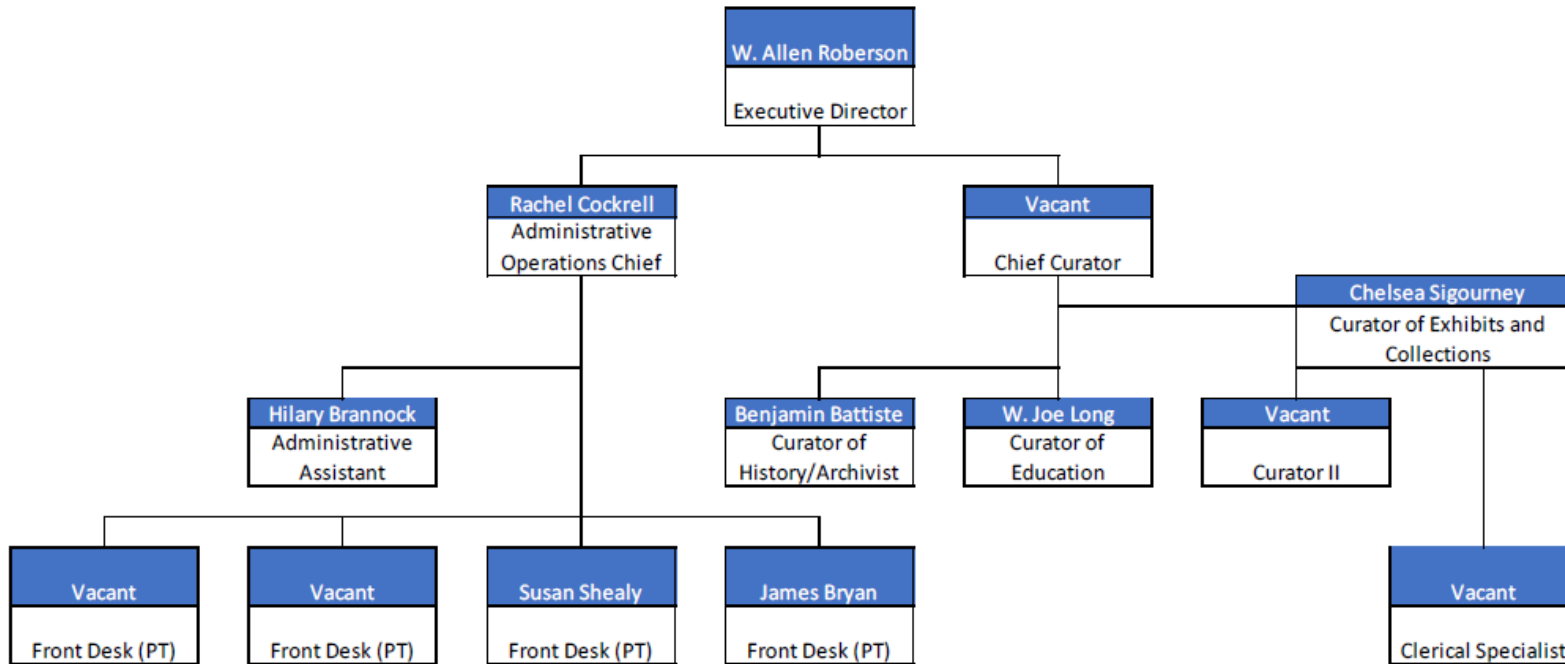
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### AGENCY ORGANIZATIONAL CHART



# 2023

## 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
Rachel	Cockrell	Administrative Operations Chief	rcockre@crr.sc.gov	803-737-8020

#### Secondary Contact

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

#### 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:

None

#### Significant events related to the agency that occurred in FY2023

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Opened "A War With No Front Lines: SC and the Vietnam War 1965-1973" on Veterans Day 2022	November	June	Open exhibition	Increased visitation
Opened "A War With No Front Lines: SC and the Vietnam War 1965-1973" on Veterans Day 2022	November	June	Develop and present Vietnam-centered educational programming.	
Opened "A War With No Front Lines: SC and the Vietnam War 1965-1973" on Veterans Day 2022	November	June	Use Vietnam exhibit as a catalyst to grow membership program.	
Opened "A War With No Front Lines: SC and the Vietnam War 1965-1973" on Veterans Day 2022	November	June	Collect and evaluate visitor demographic data to better understand the Museum's audience.	Surveys used to support SEMC Award nomination
Opened "The Twilight of Revolutionaries and the Dawn of Photography"	June	June	Collect and evaluate visitor demographic data to better understand the Museum's audience.	Surveys gathered visitor reactions
Opened "The Twilight of Revolutionaries and the Dawn of Photography"	June	June	Use exhibitions to proactively reach out to appropriate and diverse community groups.	
Significant increase in attendance at Saturday Programs: Pearl Harbor Day, Revolutionary War Day, Swordfest, and Ripcord	December	April	Solidify current audiences through promoting expanded programming	

Significant increase in attendance at Saturday Programs: Pearl Harbor Day, Revolutionary War Day, Swordfest, and Ripcord	December	April	Continue development and implementation of Saturday Programs to drive weekend visitation and revenue.	
Significant increase in attendance at Saturday Programs: Pearl Harbor Day, Revolutionary War Day, Swordfest, and Ripcord	December	April	Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10.	
Joe Edens, Jr. Collection became available at market value or less	June	June	Engage appropriate collectors and donors through increased personal interactions and the development of a collector's showcase program.	
<b>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).</b>				Yes
Reason agency is out of compliance: (if applicable)				
<b>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).</b>				Yes
<b>Does the law allow the agency to promulgate regulations?</b>				No
Law number(s) which gives the agency the authority to promulgate regulations:				
<b>Has the agency promulgated any regulations?</b>				No
<b>Is the agency in compliance with S.C. Code Ann. § 1-23-120 (J), which requires an agency to conduct a formal review of its regulations every five years?</b>				Yes
(End of Reorganization and Compliance Section)				

# Strategic Plan Results

# FY2023

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
<b>1.1 Grow and diversify attendance by marketing the museum and its programs to both existing and newly targeted audiences</b>														
<b>State Objective: Education, Training, and Human Development</b>														
1.1.1	Solidify current audiences through promoting expanded programming	30%	60%	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%	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%	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%	15%	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	Difficulty booking appropriate speakers and a lack of scheduling consistency.
<b>1.2 Ensure that access to the Museum, tours, programs, and special events fits the needs of its audience</b>														
<b>State Objective: Education, Training, and Human Development</b>														
1.2.1	Evaluate hours and modify if appropriate and feasible for accessibility.	30%	60%	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	
<b>1.3 Develop and administer evaluation tools to gauge success of visitor experiences and Museum accessibility</b>														
<b>State Objective: Education, Training, and Human Development</b>														
1.3.1	Use professionals to design and initiate appropriate evaluative tools.	0%	33%	100%	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	
<b>2.1 Maintain and expand collection and exhibition related programs that use the highest level of scholarship</b>														
<b>State Objective: Education, Training, and Human Development</b>														
2.1.1	Enhance experiences for current volunteers.	66%	100%	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	Major training event postponed until after end of FY.
2.1.2	Expand use of social media and other forms of technology as interpretive tools in exhibitions.	30%	60%	100%	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	
<b>2.2 Review Collections policies, strategies and planning, relative to mission, policies, conservation, and physical space limitations</b>														
<b>State Objective: Education, Training, and Human Development</b>														

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
2.2.1	Continue conservation initiative for SC uniform collection.	50%	75%	65%	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	Limited staff preoccupied with Vietnam exhibit
2.2.2	Digitize Collections records	0%	30%	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%	0%	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	Limited staff preoccupied with Vietnam exhibit
<b>2.3</b>	<b>Evaluate and solidify exhibitions with an eye toward inclusion, well-researched content, and public interest</b>							<b>State Objective: Education, Training, and Human Development</b>						
2.3.1	Use exhibitions to proactively reach out to appropriate and diverse community groups.	50%	75%	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	
<b>2.4</b>	<b>Open "SC in the Vietnam War" major exhibition.</b>							<b>State Objective: Education, Training, and Human Development</b>						
2.4.1	Open exhibition	50%	100%	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%	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	
<b>2.5</b>	<b>Improve the Museum as an educational resource for appropriate grade levels of K-12 schools and higher education</b>							<b>State Objective: Education, Training, and Human Development</b>						
2.5.1	Engage youth organizations, within and outside schools, including scouting-type programs and Junior ROTC.	50%	100%	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%	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	Limited staff preoccupied with Vietnam exhibit



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
<b>3.1</b>		<b>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</b>										<b>State Objective: Government and Citizens</b>			
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%	75%	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		Limited staff preoccupied with Vietnam exhibit
3.1.2	Executive Director consistently and continually engages museum supporters to measure reactions and support through one-on-one contact.	66%	100%	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		
<b>3.2</b>		<b>Navigate community perceptions of Civil War history</b>										<b>State Objective: Government and Citizens</b>			
3.2.1	Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10.	30%	60%	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		
<b>3.3</b>		<b>Raise general public awareness of the Museum through a professional marketing plan</b>										<b>State Objective: Government and Citizens</b>			
3.3.1	Establish partnership with new Governor's Office of Veteran's Affairs	50%	100%	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		Limited staff preoccupied with Vietnam exhibit
<b>3.4</b>		<b>Further lift the academic standing of the Museum and staff</b>										<b>State Objective: Government and Citizens</b>			
3.4.1	Continue to emphasize staff authoring texts for national and regional historical publications.	30%	60%	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%	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%	50%	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		Registrar given additional duties and promoted to Curator of Exhibits and Collections.
<b>3.5</b>		<b>Engage with other community non-profits and civic organizations to build relationships and enhance public awareness</b>										<b>State Objective: Government and Citizens</b>			
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%	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%	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		
<b>4.1</b>		<b>Work with the Museum's Foundation to create and initiate a plan for growth of revenue and diversification of funding sources</b>										<b>State Objective: Public Infrastructure and Economic Development</b>			

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	
4.1.1	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	Foundation needs further development.	
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	Leadership positions waiting to be filled meant no recruiting efforts.	
4.1.3	Place the membership program under the Foundation and enhance its attractiveness by introducing new benefits to members.	0%	30%	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		
4.1.4	Engage appropriate collectors and donors through increased personal interactions and the development of a collector's showcase program.	50%	100%	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%	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 of potential Museum visitors.	0113.000000.000		
<b>5.1</b>	<b>Address the current spatial crisis of the Museum site for collections</b>								<b>State Objective: Public Infrastructure and Economic Development</b>						
5.1.1	Create work plan, move collections, and undertake renovation.	33%	66%	50%	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	Roof and window construction project at Columbia Mills Building impacted scheduling.	
<b>5.2</b>	<b>Strategize solutions to ongoing spatial needs across all Museum functions</b>								<b>State Objective: Public Infrastructure and Economic Development</b>						
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	Foundation needs further development.	
5.2.2	Work with the new SC State Museum director to continue expansion into currently shared spaces	50%	100%	75%	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	Roof and window construction project at Columbia Mills Building impacted scheduling.	
<b>5.3</b>	<b>Assess and address potential threats to professional operation caused by infrastructure failures, emergencies, and vandalism</b>								<b>State Objective: Public Infrastructure and Economic Development</b>						
5.3.1	Coordinate activities with new State Museum director where necessary.	30%	60%	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		

# FY2024

## 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
<b>1.1 Grow and diversify attendance by marketing the museum and its programs to both existing and newly targeted audiences</b>													
<b>State Objective: Education, Training, and Human Development</b>													
1.1.1	Solidify current audiences through promoting expanded programming	60%	100%	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.	30%	60%	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.	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	
1.1.4	Revitalize Lunch and Learn Program to regain support base and increase attendance and membership.	15%	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	
<b>1.2 Ensure that access to the Museum, tours, programs, and special events fits the needs of its audience</b>													
<b>State Objective: Education, Training, and Human Development</b>													
1.2.1	Evaluate hours and modify if appropriate and feasible for accessibility.	60%	100%	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	
1.2.2	Survey visitors and program attendees as much as practical	0%	33%	Percent complete	Complete	State fiscal year	Percent complete as determined by the agency.	Survey results	Visitor records	Museum programs and exhibits convey intended educational content to visitors.	Visitors to the Museum.	0113.000000.000	
<b>2.1 Review Collections policies, strategies and planning, relative to mission, policies, conservation, and physical space limitations</b>													
<b>State Objective: Education, Training, and Human Development</b>													
2.1.1	Continue conservation initiative for SC uniform collection.	65%	85%	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	
2.1.2	Digitize Collections records	30%	60%	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
2.1.3	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	
<b>2.2 Evaluate and solidify exhibitions with an eye toward inclusion, well-researched content, and public interest</b> State Objective: Education, Training, and Human Development													
2.2.1	Use exhibitions to proactively reach out to appropriate and diverse community groups.	75%	100%	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	
<b>2.3 Open "SC in the Vietnam War" major exhibition.</b> State Objective: Education, Training, and Human Development													
2.3.1	Develop and present Vietnam-centered educational programming.	60%	100%	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	
<b>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</b> 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.	75%	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	Engage and solicit opinions and support for possible Museum name change.	0%	50%	Percent complete	Complete	State fiscal year	Percent complete as determined by the agency.	Surveys and other feedback	Director's records	Evaluate reactions to specific examples of potential new Museum names.	Museum staff, governance, and supporters	0113.000000.000	
<b>3.2 Navigate community perceptions of Civil War history</b> State Objective: Government and Citizens													
3.2.1	Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10.	60%	100%	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	
<b>3.3 Raise general public awareness of the Museum through a professional marketing plan</b> 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	
<b>3.4 Further lift the academic standing of the Museum and staff</b> State Objective: Government and Citizens													
3.4.1	Continue to emphasize staff authoring texts for national and regional historical publications.	60%	100%	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	

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
3.4.2	Continue promoting availability of professional staff to present programs to diverse groups around the state.	60%	100%	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	50%	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	
3.4.4	Identify weaknesses in Museum's collection and seek opportunities to strengthen and grow collection of SC material culture	0%	33%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Staff records	Staff records	SC material culture is preserved.	Citizens of the State.	0113.000000.000	
<b>3.5</b>	<b>Engage with other community non-profits and civic organizations to build relationships and enhance public awareness</b>							<b>State Objective: Government and Citizens</b>					
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.	60%	100%	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)	60%	100%	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	
<b>4.1</b>	<b>Work with the Museum's Foundation to create and initiate a plan for growth of revenue and diversification of funding sources</b>							<b>State Objective: Public Infrastructure and Economic Development</b>					
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.	30%	60%	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	
4.1.4	Use Vietnam exhibit as a catalyst to grow membership program.	30%	100%	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	
<b>4.2</b>	<b>Ensure that recurring funding grows relative to inflation and the Museum's needs.</b>							<b>State Objective: Public Infrastructure and Economic Development</b>					

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
4.2.1	Provide funding to hire and maintain a highly trained expert staff.	0%	50%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Personnel records	Professionalism of the staff is increased.	Staff of the Museum.	0113.000000.000	
4.2.2	Plan increases to Museum's operating budget and annual appropriation so they are sufficient to offset inflation and rising expenses.	0%	33%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent complete as determined by the agency.	Director's records	Budget records	Museum operation and reputation is enhanced.	Staff of the Museum.	0113.000000.000	
<b>5.1</b>	<b>Address the current spatial crisis of the Museum site for collections</b>							<b>State Objective: Public Infrastructure and Economic Development</b>					
5.1.1	Create work plan, move collections, and undertake renovation.	50%	100%	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	
<b>5.2</b>	<b>Strategize solutions to ongoing spatial needs across all Museum functions</b>							<b>State Objective: Public Infrastructure and Economic Development</b>					
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	75%	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	
<b>5.3</b>	<b>Assess and address potential threats to professional operation caused by infrastructure failures, emergencies, and vandalism</b>							<b>State Objective: Public Infrastructure and Economic Development</b>					
5.3.1	Coordinate activities with new State Museum director where necessary.	60%	100%	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	

# 2023

## 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.	\$ 927,164.00	\$ 145,072.00	\$ -	\$ 1,072,236.00	\$ 1,080,290.00	\$ -	\$ -	\$ 1,080,290.00
0118.050000X000	Southern Maritime Collection	Management of the Collection on behalf of the state.	\$ 9,781.00	\$ -	\$ -	\$ 9,781.00	\$ 11,000.00	\$ -	\$ -	\$ 11,000.00
9500.050000.000	State Employer Contributions	Salaries and benefits for Museum employees.	\$ 138,560.00	\$ -	\$ -	\$ 138,560.00	\$ 181,000.00	\$ -	\$ -	\$ 181,000.00
9801.460000X000	Maritime Collection Maintenance & Security	Management of the Collection on behalf of the state.	\$ 107.89	\$ -	\$ -	\$ 107.89	\$ -	\$ 21.84	\$ -	\$ 21.84
9824.010000X000	Uniform Collection	Conservation costs of Civil War uniforms in the Permanent Collection.	\$ 2,367.24	\$ -	\$ -	\$ 2,367.24	\$ 60,791.76	\$ -	\$ -	\$ 60,791.76

# 2023

## 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 FY2023
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



# 2023

## Services Data

as submitted for the 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 FY2023	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	
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	

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 FY2023	Summary of changes to services
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	
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	

# 2023

## Partnerships Data

as submitted for the 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

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
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
Non-Government Organization	SC Combat Veterans	Attendance, programs, outreach	Add
Non-Government Organization	SC American Revolution Sestercentennial Commission	Funding programs relating to the 250th anniversary o the American Revolution	Add
State Government	Governor's Office of Veterans Affairs	Attendance, programs, outreach	Add

# 2023

## 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	June 2023	Annually	South Carolina state agency or agencies	Available on another website	rcockre@crr.sc.gov	No Change	
Gift Shop Audit		Gift Shop inventory	June 2023	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 2023	Annually	South Carolina state agency or agencies	Electronic copy available upon request	rcockre@crr.sc.gov	No Change	
Various DOA Budget Reports		Financial	March 2023	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 2023	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 2022	Annually	Legislative entity or entities	Available on agency's website	crr.sc.gov	No Change	

<b>AGENCY NAME:</b>	SC Confederate Relic Room and Military Museum		
<b>AGENCY CODE:</b>	H960	<b>SECTION:</b>	030

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**2023**  
**Accountability Report**

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**SUBMISSION FORM**

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

- Data Template
  - Reorganization and Compliance
  - FY2023 Strategic Plan Results
  - FY2024 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.

<b>AGENCY DIRECTOR</b> <i>(SIGN AND DATE):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 9/14/2023 3:55 PM
<i>(TYPE/PRINT NAME):</i>	W. Allen Roberson, Executive Director	

<b>BOARD/CMSN CHAIR</b> <i>(SIGN AND DATE):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 9/14/2023 3:55 PM
<i>(TYPE/PRINT NAME):</i>	R. Voight Shealy, Commission Chair	