



## Strategic Plan 2020-2023

### MISSION

The South Carolina Confederate Relic Room and Military Museum connects people to the distinguished martial history of South Carolina and the soldiers and civilians who made sacrifices for liberty, home and country.

### OUR VISION

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

The overall goal of this plan is to expand and diversify audiences through increased accessibility and enhanced public spaces where the museum will be able to tell more nuanced stories about the whole of South Carolina's military history.

### Goal One

#### Successfully connect patrons to the martial history of South Carolina

**Strategy One:** Grow and diversify attendance by marketing the museum and its programs to both existing and newly targeted audiences

**Resources:** Contract with *ADCO* advertising agency funded as annual operational budget line item (currently \$30,000 FY19 – 20, renewable in FY20 for possibly 3 – 5 additional years), a survey design professional (USC *Darla Moore School of Business* or AASLH survey program: annual budget cost to be determined), and *SC State Museum* staff

**Success Measures:** Steadily increasing attendance levels by year three with goal of 15%. Survey results in years three and four showing greater diversity of visitors.

**Responsible Team:** All Staff, under the leadership of the Executive Director, including Administration, Curatorial, and Education

**Tactic One:** Work with *ADCO*, a marketing, design, and interactive agency, in reaching out to current and newly identified audiences through expanded use of social media marketing

**Task:** Develop a work plan with *ADCO* staff and phase-in selected social media platforms (**Fiscal Year 2020**)<sup>1</sup>

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<sup>1</sup> The SC Confederate Relic Room & Military Museum is a State of SC agency whose fiscal year runs July 1 – June 30

**Task:** Develop a website design that is more approachable, user-friendly, and capable of tour and program reservations, processing memberships, and accepting contributions **(FY21)**

**Tactic Two:** Solidify current audiences through promoting expanded programming

**Task:** Systematically provide brochures and verbally promote upcoming programs to all visitors **(FY20-23)**

**Task:** Work with the adjacent *SC State Museum* admissions staff on better coordinating of ticketing and event programming **(FY21)**

**Tactic Three:** Collect and evaluate visitor demographic data to better understand the Museum's audience

**Task:** With professional assistance, design survey **(FY21)**

**Task:** Select and train staff to administer survey **(FY21)**

**Task:** Evaluate data and use to inform programming **(FY22-23)**

**Tactic Four:** Provide current information to tourism organizations and tour operators

**Task:** Strengthen partnership with the *Columbia Convention Center* on their "Experience Columbia" campaign **(FY20-21)**

**Task:** Continue Partnership with *Lake Murray Tourism* in publicizing Museum and programs **(FY20-23)**

**Task:** Provide museum brochures to SC Welcome Centers to attract interstate travelers **(FY20-23)**

**Task:** Partner with the *SC Battlefield Preservation Trust* on the development and initiation of the Revolutionary War Liberty Trail through promotion of associated museum exhibitions **(FY21-23)**

**Strategy Two:** Continue to provide a welcoming and safe atmosphere to all visitors

**Resources:** *ADCO* agency contract (\$30,000 per year), State Museum staff.

**Success Measures:** Surveys indicate 90% positive responses to experiences

**Responsible Team:** Administrative Staff

**Tactic One:** Install new signage at entrance

**Task:** Work with *ADCO* on utilizing new logo in a bold design in larger format, then produce, and install **(FY20-21)**

**Task:** Work with *SC State Museum* staff on improving location of signage at entrances to the Columbia Mills Building and the Museum **(FY21)**

**Tactic Two:** All staff refresh active shooter training **(FY21 & FY23)**

**Tactic Three:** Insure that all front desk staff continue to be knowledgeable on content of exhibitions and program

**Task:** Staff to continue to greet all visitors in a friendly manner and answer all inquiries **(FY20-23)**

**Strategy Three:** Ensure that access to the Museum, tours, programs, and special events fits the needs of its audience

**Resources:** Members of participating living history groups, addition of a staff position in annual budget (recently funded position: \$76,500 including Fringe Benefits for FY20) to oversee expanded programming

**Success Measures:** Initiation of expanded hours by FY 21 with resulting growth in attendance

**Responsible Teams:** Curatorial and Education with Administration

**Tactic One:** Evaluate attendance at Museum offerings and explore the feasibility of relevant off-site locations for targeted programs

**Task:** Include queries of program accessibility on visitor surveys **(FY21)**

**Task:** Explore partnerships for off-site programming with living history groups and develop schedules for such programs **(FY21-22)**

**Tactic Two:** Evaluate hours and modify if appropriate and feasible for accessibility

**Task:** Include relevant queries regarding times of museum programs on visitor surveys **(FY21)**

**Task:** Explore potential of extended evening and weekend hours and enact if feasible with additional staff hire **(FY21-23)**

**Strategy Four:** Develop and administer evaluation tools to gauge success of visitor experiences and Museum accessibility

**Resources:** Contributed professional guidance from the USC *Darla Moore School of Business* staff with additional allocation of \$10,000 from annual budget in FY21

**Success Measures:** Correction of 90% of relevant issues raised in surveys by FY23

**Responsible Teams:** Administration with Curatorial and Education

**Tactic One:** Use professionals to design and initiate appropriate evaluative tools

**Task:** Identify and contact appropriate *University of South Carolina* departmental staff to work on methodologies and design evaluation tools **(FY21)**

**Task:** Decide on time-frame, train staff, and initiate evaluation survey **(FY21)**

**Tactic Two:** Continue diverse listening groups with museum patrons

**Task:** Select and work with professional evaluator to identify groups and appropriate formats **(FY21)**

**Task:** Initiate biennial sessions **(FY21-23)**

## Goal Two

### Maintain and grow the staff's use of focused collecting and scholarly interpretation to engage the public in meaningful conversations

**Strategy One:** Maintain and expand collection and exhibition related programs that use the highest level of scholarship

**Resources:** *Riggs Ward Exhibition Design* firm (or subcontractors) with budget allocation of \$97,500 for Vietnam exhibit interactives and programs, addition of Chief Curator at annual salary and benefits allocated at \$76,500, Curatorial to plan and implement both education programs and special programs and lectures, members of collector's groups, and guest speakers (\$5000 allocated from FY21 Revenue account), \$10,000 allocated from Revenue account for Collectors' rotating exhibit case and graphics

**Success Measures:** Positive visitor responses to new content and formats, increased number (20%) of volunteers leading tours by year two

**Responsible Teams:** Curatorial with Education and Executive Director

**Tactic One:** Augment curatorial work force by hiring a Chief Curator

**Task:** See that job posting is both widely communicated and posted for an appropriate length of time to reach a diverse pool of applicants **(FY20)**

**Task:** Director to communicate position to targeted museum professionals and associations in order to increase diversity of candidate pool **(FY20)**

**Task:** If necessary, repost and restructure position to increase minority candidates within salary limitations **(FY21)**

**Tactic Two:** Enhance experiences for current volunteers

**Task:** Explore partnerships with volunteer programs at other area museums and historical organizations **(FY20-21)**

**Task:** Provide enhanced one-on-one training with museum staff **(FY20)**

**Task:** Give volunteers member benefits and travel opportunities **(FY20-23)**

**Tactic Three:** Expand use of social media and other forms of technology as interpretive tools in exhibitions

**Task:** Contract with *Riggs Ward Exhibit Design* and work with curatorial staff to select interactive technology for Vietnam exhibit **(FY20-21)**

**Task:** Integrate interactive technology into small changing gallery exhibits **(FY22-23)**

**Tactic Four:** Continue promoting public tours of changing and permanent exhibitions

**Task:** Improve development process of diverse and focused tours to insure inclusiveness **(FY21-23)**

**Task:** Publicize general, focused, and diverse group tour opportunities for Vietnam exhibition **(FY21-22)**

**Task:** Continue development of strong volunteer corps to provide tours **(FY21-23)**

**Tactic Five:** Refine “behind the scenes” programs focusing on the Collection

**Task:** Work with collectors to determine specialized topics and objects for exhibits. **(FY22)**

**Task:** Develop, schedule and initiate selected programs and/or create a “collector’s showcase” exhibition area **(FY22-23)**

**Task:** Utilize Museum collections for focused military history tours for minorities and women **(FY22-23)**

**Strategy Two:** Review Collections policies, strategies and planning, relative to mission, policies, conservation, and physical space limitations

**Resources:** Conservation services from *Textile Conservation Workshop* (NY), *Museum Textile Services* (MA), and *The Conservation Center* (IL) with one-time funding from the SC General Assembly (\$75,000) and additional raised contributions of \$150,000 (by FY22)

**Success Measures:** Completion of all uniform conservation goals by year three

**Responsible Team:** Curatorial with Executive Director plus Foundation Board

**Tactic One:** Review results of CAP report **(FY20-21)**

**Tactic Two:** Continue conservation initiative for SC uniform collection

**Task:** Utilize \$75,000 in one-time funding provided by Legislature **(FY20-22)**

**Task:** Continue to fundraise with core support groups, individuals, and other relevant organizations **(FY20-21)**

**Task:** Schedule and supervise conservation treatment for 15 uniforms **(FY20-22)**

**Tactic Four:** Review and modify antiquated deaccession statute **(FY21)**

**Strategy Three:** Evaluate and solidify exhibitions with an eye toward inclusion, well-researched content, and public interest

**Resources:** Advisory group drawn from outside educators, scholars and interest groups for exhibition topics, space allocation, etc. and voluntary services of relevant museum professionals to provide outside exhibition evaluation

**Success Measures:** 60% increased space allocated for non-Civil War subjects, positive outside evaluations (80%) on content and format of exhibitions

**Responsible Team:** Education and Curatorial, with Executive Director and Administration

**Tactic One:** Re-establish Exhibits Committee to refine three-year exhibition calendar **(FY20)**

**Tactic Two:** Exhibits Committee to develop content and execution **(FY20)**

**Tactic Three:** Establish outside professional evaluation of exhibitions **(FY21)**

**Tactic Four:** Use exhibitions to proactively reach out to appropriate and diverse community groups

**Task:** Increase off-site distribution of exhibition information and program schedules **(FY21-22)**

**Task:** Increase public outreach presentations by staff as staff grows **(FY21-22)**

**Tactic Five:** Through building renovations expand permanent and temporary exhibition space to feature more 20th century material

**Task:** Work with physical space goals and strategies to ensure best presentation of rapidly growing non-Civil War material **(FY22)**

**Task:** Create an advisory group to evaluate space and determine appropriate military topics with an eye toward enhanced inclusion **(FY22)**

**Task:** Work to include additional information on non-combat aspects of history including the Homefront and military civil rights **(FY22)**

**Task:** Depending on building expansion funding, design and fabricate new exhibitions **(FY23)**

**Strategy Four:** Open "SC in the Vietnam War" major exhibition for 50th Anniversary in fall of 2020

**Resources:** *Riggs Ward Exhibit Design* (\$50,000 allocated from FY20 Budget) and selected fabricators (\$400,000 from accumulated Revenue), as well as Staff at the *SC Governor's Office of Veteran's Affairs*, the USC departments (Digital Library, Moving Image Library, Dept. of History), and the *SC Department of Education*

**Success Measures:** Opening of exhibition on schedule in 2020 (original spring open date delayed by burst floor pipe, capping of all internal pipes, and installation of new, external HVAC system to museum specifications by June 2020 at no cost to museum)

**Responsible Teams:** *SC Department of Administration Facilities Management, Riggs*

*Ward Exhibit Design*, Contracted Exhibit Fabricators, Museum Curatorial, Education, and Administration

**Tactic One:** Continue to work with Vietnam War veterans' groups on collecting artifacts and advising on content **(FY20)**

**Tactic Two:** Work with *Riggs Ward Exhibit Design* on design, content, development of interactives, and installation

**Task:** Approve submitted schematics for exhibition **(FY20)**

**Task:** Submit draft of interpretive panel content **(FY20)**

**Task:** Review and modify, if necessary, final designs and display text content, bid out any fabrication necessary **(FY20-21)**

**Tactic Three:** Open exhibition fall of 2020 **(FY21)**

**Tactic Four:** Develop and present Vietnam-centered educational programming

**Task:** Partner with county veterans' affairs offices throughout the state on promotion of exhibition and programs **(FY20-21)**

**Task:** Work with the *USC Moving Image Research Library* collections to present archived filmed materials **(FY20-21)**

**Task:** Form partnership with the *Governor's Office of Veteran's Affairs* to enhance publicity and develop programs **(FY20-22)**

**Task:** Work with the *University of South Carolina* and *SC Digital Library* for wide dissemination of Museum's SC Vietnam War Oral History recordings of veteran experiences **(FY21)**

**Task:** Work with the USC Department of History on programs for students examining issues of contested history **(FY21)**

**Task:** Engage the SC Social Studies Coordinator in developing and distributing educational content **(FY21-22)**

**Task:** Work with the social studies council in each educational district to publicize educational programs **(FY21-22)**

**Strategy Five:** Improve the Museum as an educational resource for appropriate grade levels of K-12 schools and higher education

**Resources:** Work with the *SC Department of Administration*, to utilize created design (FY19) for implementation of new website (\$20,000 allocated in annual budget), *ADCO*, and state teacher organizations and teachers at targeted schools

**Success Measures:** Increased on-site program participation by 25%, strong use of website

**Responsible Teams:** Administration and Education

**Tactic One:** Rework tours and educational programs to reflect new changes in SC social studies standards

**Task:** Re-calibrate content of programs and tours to emphasize 4<sup>th</sup> grade (*US history to 1865*) and 5<sup>th</sup> grade (*US History from 1865 to Present*) standards **(FY20-21)**

**Task:** Design and initiate volunteer training to also meet new 4<sup>th</sup> and 5<sup>th</sup> grade history Standards **(FY20-21)**

**Tactic Two:** Engage youth organizations, within and outside schools, including scouting-type programs and Junior ROTC

**Task:** Enhance partnership with *Congaree Creek* local battlefield site for tour experience of Revolutionary and Civil War skirmishes, complemented by a visit to the Museum for additional historical content **(FY20-21)**

**Task:** Explore “merit badge” requirements which youth might fulfill through activities at the Museum **(FY21-22)**

**Tactic Three:** Maintain and enhance continuing education and homeschool programs to provide curriculum enrichment for this large education constituency

**Task:** Explore growing “Livestreaming” educational programs for distant audiences **(FY20-21)**

**Task:** Coordinate with SC Virtual Charter Schools (the state’s “public school from home” option) on program’s content and formats **(FY20-21)**

**Tactic Four:** Continue partnership with *Lexington District One River Bluff High School* on their advanced placement American History Initiative

**Task:** Use the established annual tour and round of research visits by students, as a template for AP US History enrichment at other nearby schools **(FY21-22)**

**Task:** Promote this program through state teacher social studies organizations **(FY23)**

**Tactic Five:** 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 **(FY20-21)**

**Tactic Six:** Explore using the collection to support broader secondary education curriculum

**Task:** Explore using the museum collection to support STEM curriculum **(FY21-22)**

**Task:** Explore lessons in geography and economics, facilitated by military campaign maps and logistical records **(FY21-22)**

**Task:** Develop literature-focused lessons relating school-assigned historical fiction reading assignments to artifacts related to specific stories in exhibits **(FY21-22)**

**Tactic Seven:** Expand Livestreaming virtual tours and other Livestream sessions for interaction between a curator and distant classrooms

**Task:** Explore the possibility that improved mastery of updated technology along with procedures refinement could be a way to deliver existing programs **(FY23)**

**Task:** Review content and formats for existing *Homeschool Fridays*, *Lunch-And-Learns*, Living History events, or the *River Bluff High School* research visits, for adapting to the distance learning format **(FY23)**

**Strategy Six:** Continue prioritizing archival collections for digital availability

**Resources:** Scanning and composing metadata by the *SC State Library* with formatting for access throughout SC by staff at the *SC Digital Library*, with all expenses absorbed by providing institutions

**Success Measures:** 50% Increased research use of collection by year four and 60% growth in amount of material available on-line.

**Responsible Team:** Curatorial

**Tactic One:** Continue digital availability of the *McRae Archival Collection* and the USS *Columbia CL-56 Archival Collections* and uploading to the *SC Digital Library*

**Task:** Continue scanning of the *McRae Archival Collection*, creation of metadata, and

uploading to the *South Carolina Digital Library System (FY20-21)*

**Task:** Continue scanning the WWII USS *Columbia* CL-56 (light cruiser) archival collection for creation of metadata to upload to the *SC Digital Library (FY20-23)*

**Tactic Two:** Review additional Archival Collection holdings and prioritize materials for digitization **(FY21)**

**Tactic Three:** Establish a schedule for scanning within the Museum or by the *SC State Library* to create metadata for uploading to the *SC Digital Library (FY22-23)*

**Tactic Four:** Promote research opportunities for increased access to the Collections

**Task:** Continue to track research requests received and filled **(FY20-23)**

**Task:** Promote collections through postings on website and social media **(FY20-23)**

## Goal Three

### Enhance the standing of the Museum within its broader community

**Strategy One:** 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

**Resources:** Volunteer participants in eight focus groups, the Museum Commission, the *Palmetto State Military History Foundation*, and the *SC General Assembly* Representatives and Senators and their staff

**Success Measures:** Modification to, or change of, current name by year four

**Responsible Teams:** Executive Director, Commission, Foundation

**Tactic One:** Address the words “Confederate” and “Relic” in the Museum’s name

**Task:** Host eight focus groups: Veterans, Commission, Educators, Researchers and Historians, Collectors and Donors, Foundation Board and Members, Sons of Confederate Veterans and United Daughters of the Confederacy, Museum Colleagues, and Living Historians **(FY20)**

**Task:** Evaluate responses obtained in 2019 stakeholder sessions to question of potential name change **(FY20)**

**Tactic Two:** Evaluate and compile data on the impact of current name on both corporate fundraising and foundation and other potential grants **(FY20-22)**

**Tactic Three:** Executive Director consistently and continually engages museum supporters to measure reactions and support through one-on-one contact **(FY21-23)**

**Tactic Four:** Executive Director to consult one-on-one with influential legislators **(FY22-23)**

**Tactic Five:** Executive Director to seek advice and recommendations from members of the State Government appointed Museum Commission **(FY22-23)**

**Tactic Six:** Prepare and submit proposal to the *SC General Assembly* containing various scenarios for name change and/or modification to more accurately reflect museum’s mission and activities **(FY23)**

**Tactic Seven:** If possible, couple name change or modification with major expansion **(FY23)**

**Strategy Two:** Navigate community perceptions of Civil War history

**Resources:** *ADCO* agency under the \$30,000 annual contract, staff at other history institutions



**Success Measures:** Increased (15%+) attendance with more diversity by year three  
**Responsible Teams:** Executive Director with Curatorial, Education, Administration and both Commission and Foundation

**Tactic One:** Continue partnering with *ADCO* to rebuild strong media relationships, lost following FY11 effects of the Great Recession, the FY14 dissolution of the Museum's authority, the *SC Budget and Control Board*, and the FY16-18 State House Confederate flag controversy that embroiled the museum following the June 2015 Charleston Massacre **(FY20-23)**

**Tactic Two:** Make a strong effort to regain, nurture, and grow diverse community groups lost since FY10 **(FY20-23)**

**Tactic Three:** Enhance partnerships with other cultural and educational institutions presenting Civil War history **(FY20-23)**

**Strategy Three:** Raise general public awareness of the Museum through a professional marketing plan

**Resources:** *ADCO* agency contract (\$30,000 per year), relevant University departments, Office of Veterans Affairs, public information/publicity staff at Shaw, Jackson and McEntire bases

**Success Measures:** 80% Positive reaction to new logos in survey results, increased attendance from newly targeted locations

**Responsible Teams:** Executive Director, Foundation, and Commission with Administration

**Tactic One:** With professional input from *ADCO*, develop and implement a strong branding campaign emphasizing the uniqueness of the museum and differentiating it from other military facilities

**Task:** Develop new logo and new Commission and Foundation logos **(FY20)**

**Task:** Develop new, simpler look for advertising, marketing, and media campaigns **(FY20-21)**

**Task:** Develop new color palate for website and social medial **(FY20-21)**

**Tactic Two:** As a part of the public information campaign, continue marketing the museum to underserved audiences including *Fort Jackson* basic training enlistees and families, ROTC and JROTC units, veterans' groups, etc.to increase public accessibility **(FY 20-23)**

**Tactic Three:** Establish partnership with new *Governor's Office of Veteran's Affairs*

**Task:** Continue outreach out to staff and officers at *Shaw Airforce Base* and provide Appropriate Information on the Museum **(FY20-23)**

**Task:** Reach out to *McEntire National Guard Airforce Base* to establish similar partnerships **(FY21-23)**

**Strategy Four:** Continue to develop strategies for reaching out to South Carolina legislators and solidify their knowledge of the museum and its standing

**Resources:** State legislators and legislative staff

**Success Measures:** Increased attendance by legislators and legislative staff

**Responsible Team:** Executive Director

**Tactic One:** Director continues one-on-one connections with legislative staff **(FY20-23)**

**Tactic Two:** Keep legislators apprised about successes, exhibitions, and programs

**Task:** Regularly distribute schedules for Museum programs and exhibitions **(FY20-23)**

**Task:** Invite legislators to appropriate special events **(FY21-23)**

**Task:** Keep legislative staff informed of the Museum's progress and awards **(FY20-23)**

**Strategy Five:** Further lift the academic standing of the Museum and staff

**Resources:** Raise annual budget amount for professional travel to \$7,000 from \$5000

**Success Measures:** increased number of awards and staff proposals accepted for meetings and publications

**Responsible Teams:** Curatorial

**Tactic One:** Enhance the staff's participation in professional organizations such as *SEMC*, *SCFM*, *AAM*, and *AASLH*

**Task:** Encourage staff to propose and present sessions at annual meetings **(FY20-23)**

**Task:** Continue to submit Museum exhibitions and other programs for national and regional awards **(FY21-23)**

**Tactic Two:** Continue to emphasize staff authoring texts for national and regional historical publications **(FY20-23)**

**Tactic Three:** Continue to support state-wide annual *History Day*

**Task:** Museum to continue to provide space for entries **(FY20-23)**

**Task:** Museum staff to continue to serve as jurors **(FY20-23)**

**Tactic Four:** Continue promoting availability of professional staff to present programs to groups around the state **(FY20-23)**

**Strategy Six:** Devise and deliver appropriate community services

**Resources:** *Columbia Chamber of Commerce*, public relations staff at Ft. Jackson and other area military installations, utilize \$4,000 for advertising in annual budget

**Success Measures:** Increased attendance from targeted sites and strong participation in initiated community events

**Responsible Teams:** Executive Director, Administration, Curatorial, Education

**Tactic One:** Enact programs to assist military families and veterans

**Task:** Continue to emphasize participation in *NEA Blue Star* program for active duty military and up to five family members who are admitted to the museum free between Memorial Day and Labor Day **(FY20-23)**

**Task:** Enhance promotion of free entry to Ft. Jackson basic training graduates and families **(FY20)**

**Tactic Two:** Be an active supporter of the community **(FY20-23)**

**Task:** Enhance Collaboration with the *Columbia Chamber of Commerce* in their support and promotion of *Fort Jackson* and US Army personnel as a valuable community asset **(FY20-23)**

**Tactic Three:** Expand summer day camps such as *Sea Cadets* and JROTC offerings and offer scholarships to students in-need **(FY21)**

**Strategy Seven:** Engage with other community non-profits and civic organizations to build relationships and enhance public awareness

**Resources:** Membership availability in civic organizations including *Rotary, Kiwanis, Lions, Optimists, etc.*

**Success Measures:** Number of organizations and other institutions engaged, Number of projects undertaken

**Responsible Teams:** Executive Director, administration, curatorial, education

**Tactic One:** Staff to participate in civic organizations such as *Rotary, Optimists, Lions, and Kiwanis* and assume leadership roles **(FY20-23)**

**Tactic Two:** 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

**Task:** In year three consider doing Midlands Economic Impact Study on Museum **(FY22-23)**

**Tactic Three:** Continue to provide meeting space for relevant special interest groups and cultural institutions as well as active duty military units and military reunion groups **(FY20-23)**

**Tactic Four:** Strengthen relationship with other city cultural institutions, such as *One Columbia*

**Task:** Director to partner with other museum directors to re-establish the Midlands Museum Director's Association **(FY21)**

**Task:** Coordinate with other Vista District institutions and the *Vista Guild* to promote and share programs and services **(FY21-23)**

**Task:** Remain an active participation in the Main Street Initiative **(FY21-23)**

## Goal Four

### Solidify the Museum's longevity through diversification and growth of its financial resources

**Strategy One:** Work with the Museum's Foundation to create and initiate a plan for growth of revenue and diversification of funding sources

**Resources:** Members of Museum Foundation, participation in *North American Reciprocal Membership* program, printing and distribution costs for new membership brochure at \$5,000 from annual budget

**Success Measures:** Diversity of new Foundation members and 25% increase in number of memberships, gifts and bequests

**Responsible Teams:** Executive Director and Foundation

**Tactic One:** Elevate the status and role of the Foundation within the operation of the Museum and continue to grow Foundation Board **(FY21-22)**

**Tactic Two:** Diversify Foundation board membership with attention to professional expertise, military knowledge, race, gender, age, socioeconomic background, etc. **(FY21-23)**

**Tactic Three:** Place the membership program under the Foundation and enhance its attractiveness by introducing new benefits to members

**Task:** Continue *North American Reciprocal Membership* museums program **(FY20-23)**

**Task:** Develop opportunities with other membership programs at appropriate institutions to grow and diversify potential audiences **(FY21-23)**

**Task:** Structure program to provide travel to cultural sites and social benefits **(FY21-23)**

- Task:** Develop new membership brochure, emphasizing Foundation support (FY22)
- Tactic Four:** Establish a grants solicitation partnership with the Foundation (FY21)
- Tactic Five:** 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 (FY22-23)
- Tactic Six:** Increase retention of current financial sources through strengthened one-on-one relationships with donors (FY20-23)

**Strategy Two:** Evaluate current sources of earned revenue and identify new sources

**Resources:** SC Department of Administration on design and successful launch of new Website budgeted at \$20,000

**Success Measures:** Increased revenue from multiple initiatives

**Responsible Teams:** Executive Director, Administration

**Tactic One:** Explore growing revenue from live-stream history presentations (FY21)

**Tactic Two:** Evaluate gift shop trends and revenues (FY21-23)

**Task:** Explore putting gift shop online through new website (FY21-23)

**Task:** Evaluate and explore moving location of gift shop in conjunction with Museum expansion (FY22-23)

**Tactic Three:** Consider charging fees for some programs and services

**Task:** Consider fees for member trips to historical sites and other military institutions (FY20-21)

**Task:** Include possibilities for potential space rentals when designing building expansion (FY22-23)

**Tactic Four:** Executive Director to evaluate financial and staff costs for every program and use data in planning future activities (FY21-23)

**Strategy Three:** Maintain and grow current government funding

**Resources:** *South Carolina General Assembly*

**Success Measures:** Increase in state government funding

**Responsible Teams:** Executive Director

**Tactic One:** Director to continue one-on-one contact with legislators regarding budgetary needs (FY20-23)

**Tactic Two:** 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 (FY21-23)

**Tactic Three:** Director to continue to propose annual budget and major funding initiative to legislature for museum expansion within current state-owned building (FY22-23)

## Goal Five

### Achieve optimal physical environment for the museum

**Strategy One:** Address the current spatial crisis of the Museum site for collections

**Resources:** Contracted storage unit vendor for high density mobile collections storage with \$180,000 one-time state appropriation (FY21 Budget Request) with

supplementary funding through potential IMLS grant

**Success Measures:** Installation of storage units by FY23, increased access to collections

**Responsible Teams:** Curatorial and Executive Director

**Tactic One:** Complete plan for collections compact storage through using high density mobile units in the current footprint

**Task:** Research vendors, and request proposals **(FY20)**

**Task:** Consult other museums and select best suited system **(FY20)**

**Tactic Two:** Review results of CAP project report **(FY20)**

**Tactic Three:** Submit budget request for installation of high-density mobile track storage system to Governor and General Assembly in January 2020 **(FY20)**

**Tactic Four:** Author and submit funding proposal to IMLS **(FY21)**

**Tactic Five:** Create work plan, move collections, and undertake renovation **(FY21-22)**

**Strategy Two:** Strategize solutions to ongoing spatial needs across all Museum functions

**Resources:** Selected firm/individual to review and revise previous plan funded with \$20,000 in FY16, from Revenue Accounts, amount of funding request to General Assembly for renovations to be determined during FY22

**Success Measures:** Completion of revised plans, funding from state legislature approved, other necessary funding goals set and met, renovation started

**Responsible Teams:** Executive Director, Foundation and Commission

**Tactic One:** Use 2015 architectural plan by *Watson Tate Savory* architectural firm as basis for moving forward with significantly expanding operational and programming space in current state-owned building

**Task:** Solicit proposals to review and revise 2015 architectural plan for expansion and make modifications with an emphasis on enhanced public spaces **(FY22)**

**Task:** Design expanded exhibition space to accommodate the *C.A. Huey Artifact Collection* and *McRae Archival Collection*, two major Museum holdings that emphasize the international economic significance of South Carolina's central role in the financing and importation of European Civil War matériel, along with more rotating exhibition gallery space for other permanent collections, and larger, technologically improved programming space **(FY22-23)**

**Task:** Evaluate separating all pre-20th century exhibition collections, and potentially moving more modern exhibits to a renovated first floor gallery for more space to focus on 20<sup>th</sup> and 21<sup>st</sup> century SC military history, emphasizing more diverse appeal **(FY22-23)**

**Task:** Design expanded programming schedule to coordinate with museum opening of new public spaces **(FY22-23)**

**Task:** Plan for any museum name change with completion of renovations and opening of newly configured museum and exhibitions **(FY22-23)**

**Tactic Two:** Request major funding for renovation from SC *General Assembly* **(FY22)**

**Tactic Three:** With Foundation, develop strategies for raising additional funding **(FY22-23)**

**Tactic Four:** Work with the new *SC State Museum* director to continue expansion into currently shared spaces **(FY21-23)**

**Strategy Three:** Assess and address potential threats to professional operation caused by infrastructure failures, emergencies, and vandalism

**Resources:** *State Facilities Management* department, Phase One currently funded at \$25,000 (FY20) for electronic and physical security upgrades; remaining amount (\$15,000) to be requested from *SC General Assembly*

**Success Measures:** Necessary upgrades to security and environmental controls Completed by FY22

**Responsible Teams:** Administration and Curatorial with Executive Director

**Tactic One:** Work with Facilities Management professional staff to upgrade security, utilizing FY20 appropriation from Legislature **(FY20-21)**

**Task:** Install additional cameras and upgrade alarm system **(FY20)**

**Task:** Install new electronic and physical barriers **(FY20-21)**

**Task:** Evaluate need for security personnel **(FY20-21)**

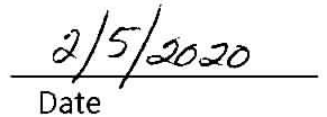
**Tactic Two:** Upgrade water intrusion barriers and alarms **(FY21-22)**

**Tactic Three:** Monitor any temperature and humidity fluctuations to maintain optimal levels and work with engineers on any required modifications **(FY20-21)**

**Tactic Four:** Coordinate activities with new State Museum director where necessary **(FY20-23)**



Chairman, S.C. Confederate Relic Room and Military  
Museum Commission

  
Date



**2/5/2020**

Executive Director, S.C. Confederate Relic Room and Military Museum

Date