Accountability Report Transmittal Form

Agency Name: South Carolina Department of Archives and History

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South Carolina
Department of Archives & History

Annual Accountability Report
Fiscal Year 2005-2006

The Honorable Mark C. Sanford, Governor
Rodger E. Stroup, Ph.D., Director

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I. Executive Summary

1. Mission/Values

The mission of the Department of Archives and History is to preserve and promote the documentary and cultural heritage of the state through professional records, historic preservation, and education programs.

To accomplish this mission, the South Carolina Department of Archives and History will follow these values:

Preservation: *As stewards of the state's documentary and built environment, we strive to balance the daily needs of our citizens with the need to ensure survival of our heritage.*
Public Service: Our top priority is to serve the people of South Carolina. As stewards of public resources, our responsibility is to listen to, anticipate, and exceed expectations.
Trust: We strive to preserve the public's confidence through personal integrity and ethical performance. We promote an environment of mutual trust and cooperation, recognizing the unique contribution of each individual to the agency's mission.
Professionalism: We are a staff dedicated to maintaining the highest degree of professional competence while serving customers and colleagues with respect.
Teamwork: We appreciate and support fellow workers as we collaborate to accomplish goals and inspire excellence.
Quality and Continuous Improvement: We promote excellence and encourage efficiency and effectiveness by pursuing ideas for new and innovative ways to serve our customers.
Loyalty: Our primary professional allegiance is to the South Carolina Department of Archives and History. We hold the agency's mission above individual or divisional needs.

2. Major Achievements in FY2005/2006

Archives and Records Management
 The Archives and Records Management (ARM) Division continued its follow up on the department strategic plan goals and the state plan of the SC State Historical Records Advisory Board (SC SHRAB, staffed by the Division). During FY 2006 intensive information gathering preliminary to the development of new plans in FY 2007 as well specific activities keyed to the existing plans, included:

- ➢ Following up on the FY 2005 re-engineering of the ARM records scheduling process, the Division posted on its website the first ever web-accessible state agency records retention schedules, for the SC Department of Social Services, at: http://www.state.sc.us/scdah/newprocess.htm
- ➢ Held two meetings of the SC State Historical Records Advisory Board
- ➢ Made nine grant awards to public and private historical records repositories, including four universities, a county public library, an historical society, two county governments, and a seminary: http://www.state.sc.us/scdah/shrab/shrab0406regrantcycle2.htm
- ➢ Applied for National Archives funding for FY 2007 & 2008 SC SHRAB archival training and regrant project for private and local government sector historical records repositories
- ➢ Published three issues of an online newsletter for SC state agencies and local governments.
- ➢ Conducted information gathering for Archives and SC SHRAB plans to be developed in FY 2007, including four focus group meetings, nine surveys, and ten special subject studies: http://www.state.sc.us/scdah/arminfogather.htm
- ➢ Through the SC SHRAB, made awards to three individuals for their historical records accomplishments: http://www.state.sc.us/scdah/shrab/2006awardspresent.htm
- ➢ Conducted a second annual day-long statewide records management conference for state and local government, including a track of sessions on disaster planning and recovery, attracting over 150 attendees.
- ➢ Began a major records scheduling and electronic records project at the Judicial Department (to be completed in FY 2007).

Among the most significant statistics on ARM activities during FY 2006 are the following:

The Archives and Records Management Division lost 18 staff members since the end of FY 2001 due to budget cuts. The decline in the number of staff has impacted many of the division's activities, notably the public Reference Room, which eliminated night and weekend hours in late FY 2002. Activity and service statistics continue in decline in several areas from the pre-FY 2001 period. For instance, our on-site Reference visits declined to 8,186, the lowest level ever, from FY2002's 12,205, when night and weekend hours were eliminated. A positive note, however, is that an increase in service requests from state agencies and local governments in FY 2006 helped to stabilize or, in some cases, reverse apparent steady declines in the amount of records scheduled, the amount authorized for disposal, and the consequent cost avoidance to the state made possible through the Archives' records management program (see details below).

During FY 2006 the Archives and Records Management Division had 18,541 contacts with state and local government officials regarding records management and 17,273 with the general public regarding the Archives' holdings of historical records, nearly half of which were on-site visits to the SC Archives and History Center. The actual visits to the Archives Reference Room, however, were down from previous years, at 8,186.

In all, 17,800,000 pages of historically significant records were transferred to the Archives from state and local government offices for permanent retention, nearly 45,000,000 pages of state agency and local government records in paper and microfilm were transferred to the State Records Center and the Archives and History Center for security storage, over 500,000 pages were microfilmed, and more than 102,000,000 pages of state and local government records were authorized for destruction.

Working with state and local governments in setting retention limits for records and providing storage for inactive, limited term, records from state agencies in the State Records Center resulted in the cost avoidance to the State of more than $829,000. The microfilming and records center storage services provided by the Archives and Records Management Division are about 70% lower than that in the private sector.

Partnerships with Other State Agencies and the Private Sector

> ➢ Continued working with the State Library in employing federal funds to increase public access to the Archives' holdings by converting an outdated DOS catalog to Windows and make it Web-accessible. To be completed in FY 2007.

> ➢ Through a cooperative arrangement with the Genealogical Society of Utah (GSU), historical county government records continue to be preserved through microfilming and made available for public use at the Archives, at no cost to the state or to county governments. In FY 2006 GSU microfilming accounted for nearly one-third of all Department historical records microfilming.

> ➢ The Archives in FY2003 became a "key partner" with the Partnership Among South Carolina Academic Libraries (PASCAL) in planning for a statewide virtual catalog and digital library of South Carolina history and culture, and continued its collaboration in FY2006 with participation in development of a website documenting the American Revolution in South Carolina: http://www.scmemory.org/SCAR/scar.html.

> ➢ Continued participation on the Enterprise Applications Domain Subcommittee of the state's Architecture Oversight Committee (AOC) in developing document management guidance. The Archives contributions to the State's enterprise architecture development was recognized in the *Public CIO*: http://www.public-cio.com/story.php?id=2006.04.07-99093 in Sidebar).

Historic Preservation

Cuts to our federal and state funds have significantly limited our ability to address the recommendations of the Governor's Task Force on Historic Preservation and Heritage Tourism. However, during the fiscal year, we made progress on the three broad categories of actions that the Task Force recommended in November 2000:

- ➤ **Supporting Private Stewardship**: With a small increase in federal funding, we were able to award a total of $94,781 in planning grants to assist 16 historic properties across the state. Most of the grants provided rehabilitation plans or recommendations for properties ranging from the Bamberg City Hall to the Randolph Cemetery in Columbia to the Murchison School in Bennettsville to the Blythe-Goodwin-Hagood House in Greenville County. We also awarded grants totaling $53,200 for work that will help stabilize 2 historic buildings. Through a program of donated professional assistance we initiated in the previous fiscal year, we were able to support stewardship of another 6 historic properties. We matched worthy projects in need of technical advice with historic preservation consulting firms that volunteered to donate 1-2 days of professional assistance. We continued to promote the South Carolina Rehabilitation Incentives Act, which went into effect in January 2003. In order for homeowners to be eligible for the tax credit, we must review and approve plans before they begin work. During the fiscal year, we reviewed plans for work on 22 buildings across the state. Through our program of general technical assistance, our staff historic architecture consultants made site visits to 93 historic buildings to provide rehabilitation advice.

- ➤ **Educating South Carolinians about Our Heritage and Its Value**: This fiscal year we expanded our outreach to African American individuals and groups by creating and filling an African American Preservation Programs Coordinator position. As a result, we've added an African American heritage section to our website (http://www.state.sc.us/scdah/afamer/hpaaheritage.htm), expanded the number of African American citizens on our mailing lists, and increased attendance of African Americans at our statewide preservation conference. The African American Preservation Programs Coordinator was also able to provide technical assistance to a number of groups interested in rehabilitating historic buildings important in African American history, visit and record Rosenwald schools, and develop a database of Rosenwald schools in South Carolina. With a reduced staff, we have relied more heavily on the Internet to inform and educate our customers. During the fiscal year, we enhanced the information available on our website including making the text of all of South Carolina's more than 1,300 National Register nominations available on-line at http://www.state.sc.us/scdah/hphistpropinfo.htm.

- ➤ **Integrating Historic Preservation into Public Policy and Planning**: A BETA II test version of our project to make Geographic Information System (GIS) data on historic properties available through the Internet was completed and reviewed by our staff. This project, which will help developers, local governments, and state and federal agencies learn the location of historic properties early in planning for development projects, has been made possible through a partnership with the South Carolina Department of Transportation (SCDOT). Thanks to another partnership with SCDOT, surveys of historic buildings, structures, and districts were launched in Marlboro, Marion, Horry, and Dillon counties. This information, maintained in a geographic information system (GIS), will help the local governments, SCDOT, and Archives and History plan and avoid last-minute conflicts and delays. Through our federal grant program, we assisted local planning efforts by awarding funds to help the city of York develop appropriate design characteristics for new buildings in the York Historic District.

We also continued to maintain high standards of performance in our mandated preservation programs. For example,

- 21 individual National Register of Historic Places nominations and 3 historic district nominations (including 203 historic buildings, structures, and sites) were approved by the State Board of Review.
- 1,679 historic buildings and structures were added to the Statewide Survey of Historic Properties.
- 542 sites were added to the State Archaeological Site Files.
- 95% of 1,857 reviews of state and federal projects were completed within 30 days. Average review time was 17 days.
- 5 historic buildings, with a total private investment of $3.9 million were rehabilitated through the federal historic rehabilitation tax credit program.
- 4 historic buildings were stabilized and protected from the weather with matching state or federal historic preservation grants.
- 15 historic homes were rehabilitated through the state rehabilitation tax credit program.

Partnerships with State and Federal Agencies and the Private Sector

➤ We worked closely with SCDOT to identify historic properties along 141 potential alternative routes for the southern portion of Interstate 73 (I-73) and to evaluate the impact of the highway on historic properties along each route. Our intensive consultation with SCDOT resulted in the selection of a route that avoids National Register-listed or eligible properties.

➤ We collaborated with Duke Power and the South Carolina Department of Parks, Recreation and Tourism to develop a management plan for historic properties that will be affected by Duke Power's hydropower projects. As a result, Duke Power will protect the site of Dearborn Armory and make plans to lease it to SCPRT for a new state park; provide funds for archaeological investigations at the Mulberry Mound Site; and provide funds for archaeological study of Catawba town sites.

➤ We consulted with South Carolina State University and helped the school identify and avoid demolishing 3 historic homes in planning a new transportation center. One of the homes was designed by Miller F. Whittaker, one of the state's first professionally trained African American architects and president of South Carolina State from 1932-1949.

➤ We assisted SCDOT in planning for widening a dangerous section of South Carolina Highway 17 in Colleton and Beaufort counties. We expedited our reviews and allowed SCDOT to avoid delays in beginning construction. At the same time, we worked with SCDOT to identify and minimize impacts to the historic area, which was associated with a raid by Harriet Tubman to free slaves during the Civil War.

Educational Outreach
Approximately 9,000 middle and high school students from public, independent and home schools participated in National History Day in South Carolina. This curriculum program provides students with a chance to develop, interview, and presentation skills that are necessary for success in academics and in future professional careers. Students compete in five categories: historical papers, exhibits, performances, documentaries, and websites. Three hundred and twenty-five students qualified through five regional competitions to compete at the state contest at the Archives and History Center in April of 2006. The top two entries in each category qualified to participate in the national contest. One of our students placed fourth in the nation in Senior Individual Exhibit and four other students worked together to place eighth in the nation in Junior Group Performance. Four other students qualified for the national finals. We are also beginning the third year in the administration of our second Teaching American History grant through the U.S. Department of Education totaling $999,558 over a three-year period (July 2004-June 2007). For detail see comments under *Opportunities* on page 8.

3. Key Strategic Goals

The agency is in the final year of an extended strategic plan. Our vision, as stated in our plan, is to be the leader in preserving and advocating the state's documentary and cultural heritage, and serve as a model for the nation's other state historical institutions and organizations. Major goals of this plan are as follows:

GOAL I: *To promote and encourage an understanding, appreciation, and preservation of the state's history and heritage.*
GOAL II: *To increase awareness, understanding, and use of the programs of the South Carolina Department of Archives and History.*
GOAL III: *To assess needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History.*
GOAL IV: *To recruit, hire, retain, and develop the human resources necessary to fulfill the mission of the agency.*
GOAL V: *To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.*
GOAL VI: *To increase and enhance preservation of and access to South Carolina state and local government records.*

4. Barriers/Opportunities
Barriers

As we develop a new strategic plan during the fall of this year, we are facing several major barriers:

➤ Insufficient awareness by those in state leadership roles of our agency's role as a vital component of the preservation of the state's history and heritage. In the state's organizational structure, Archives and History is grouped with the cultural agencies that are viewed as nice to have but not essential, when, in fact, the agency runs three core state functions--the State Archives, the State Records Center, and the State Historic Preservation Office. Maintaining the state's records is not an option, but an absolutely essential function.

➤ Because Archives and History is the only agency in our building our rent remains constant despite the fact our staff is 31% smaller than it was three years ago. As a result our rent is now 1/3 of our budget, whereas, it was 1/5 of our budget.

➤ Rapid increase in the use of technology is creating expectations of the agency that we will not be able to meet. This is both a funding issue as well as a perception issue. With adequate funds we could certainly do more technologically, but would probably not be able to meet the "instant gratification" that some patrons may expect.

➤ Inadequate salaries to retain qualified employees. In connection with this is the fact that no longer is state employment seen as a secure job free from possible layoffs. Since 1990 this agency has undergone seven forced downsizing episodes resulting in loss of job security. The sense of job security used to make up for the lack of remuneration, but no longer.

➤ Major challenges in dealing with state and local government electronic record keeping. Challenges range from lack of staff expertise to not having funds to deal with the costs of preserving and providing access to historically significant electronic records.

➤ Lack of funds to fulfill the core mission of the agency because of recent budget cuts. For example, we have not published any new titles in our public record series in over five years.

As a result of the budget cuts our staff is 31% smaller than it was in March 2001. Hardest hit has been Archives and Records Management, which lost 18 FTEs. This resulted in reductions in services, including:

> ➢ Our ability to assist state agencies and local governments with their public records problems has been reduced.

> ➢ Fewer individuals are able to visit the Reference Room due to ending of night and weekend hours.

> ➢ We are only able to provide very limited document and book conservation services to the general public since we lost our staff conservator.

The cuts have also decreased the historic preservation staff by 28%, forcing us to focus on mandated programs by reducing our outreach activities.

The state and federal budget cuts of the last fiscal years have drastically decreased the amount of grant funds we have available as seed money for worthy historic preservation projects across the state. For example, in fiscal year 2000-2001, we awarded 19 federal grants totaling $255,390 and 7 state grants totaling $122,750. In contrast, in fiscal year 2004-2005, we were only able to award 5 federal grants totaling $104,299 and no state grants. Unfortunately, these grants are one of the few sources of seed money for stabilizing endangered historic buildings.

The ongoing budget cuts have forced the department to rely even more heavily on revenue earned from microfilming for general agency expenses. As a result, the department will have to continue to reduce and/or eliminate its preservation microfilming of at-risk-records in order to seek paying jobs (which are not high priority historical materials) and directing earned revenues to supporting ongoing agency operating costs. This has forced us to sacrifice saving older records through microfilming in order to cover basic costs of computer-related support and archival supplies, which in the past have come from state general fund. This forced use of a resource to generate revenue and the loss of staff impedes our ability to preserve older at-risk historical records, one of our core-mandated functions.

Opportunities

During fiscal year 2006-2007, we will complete preparations for providing our Geographic Information System (GIS) data on the locations of historic properties to local governments, state and federal agencies, and consultants through the Internet.

During fiscal year 2006-2007, we will complete preparations for making photographs from over 1,300 National Register nomination forms available online. We also plan to launch, in cooperation with the South Carolina Department of Education, a website with the text of all South Carolina Historical Highway Markers in a searchable database. When completed, the online National Register and Historical Marker information will be a wonderful resource for students, teachers, researchers, environmental consultants, historical and tourism organizations, local governments, and others.

The Archives and History Foundation, our private membership and development organization, provides opportunities for citizens to learn more about the history of the state through lectures, heritage lecture travel, and second Saturday workshops. It encourages the exploration of family and county histories. It produces a newspaper to build awareness of the agency's work and to report on and promote history and genealogy events and activities statewide. The paper is available upon request to anyone requesting a copy and not already on the membership's mailing list. The Foundation is partnering with several agencies and school districts to develop and fund programs beneficial to the school children of the state. It cooperates with other organizations such as ETV to produce educational materials.

A four-year federal grant of $162,315, begun in late FY2003, is providing the resources for the department to formulate practical policies and methodologies which SC state agencies can use in managing their electronic records and systems and to test approaches and methods for preserving and providing long-term access to state government's archival electronic records. The project is designed to raise the visibility and effectiveness of the Archives in state government electronic records maters and position the Archives for a role in SC's expanding e-government.

The Archives and Records Management Division, to compensate for its loss of staff and consequent inability to make frequent visits to government offices, held its second annual records management conference at the Archives and History Center, attracting over 150 attendees.

The SC State Historical Records Advisory Board (SC SHRAB), appointed by the governor and administered by the SCDAH, received a $100,000 grant from the National Archives to regrant to historical records repositories (historical societies, colleges and universities, museums, libraries) and local government for preservation, access, and training projects, 2004-2006.

Federal funding through the State Library has provided us with the resources to digitize selected holdings and a FY2006 and FY2007 grant of $158,362 will provide funding to take our catalog of resources to the World Wide Web.

The South Carolina Department of Archives and History is administering the third year of a three-year federal grant project known as Teaching American History in South Carolina (TAHSC). Funded by the U.S. Department of Education, this project was awarded $999,558 in 2004 and continues the work of the 2001 three-year grant award ($953,000) of the same name. This project provides a full year of professional development for history and social studies teachers in the form of summer institutes and research assistance.

The 2006 Summer Institutes included a total of 52 participants from 44 schools located in 21 school districts across the state. 20 teachers participated in the Midlands institute (June 5-16); 16 in the Lowcountry (June 19-30); and 16 in the Pee Dee (July 10-21). Of this group, 25 are elementary teachers, 18 are middle school teachers, and 9 are high school teachers. Each Summer Institute consisted of 10 full days of professional development activities, including content instruction, master teacher workshops, and cultural institution presentations.

Dr. Paul C. Anderson, Associate Professor of History at Clemson University, provided content instruction for the course, covering U.S. History since 1865. Class took place at local museums, historic sites, and repositories in the Lowcountry, Midlands, and Pee Dee regions. Teachers worked with staff from a variety of cultural institutions such as the South Carolina Department of Archives and History, the South Carolina State Museum, the South Carolina Historical Society, Avery Research Center for African American History and Culture, the South Carolina Cotton Museum, and the Darlington County Historical Commission.

Teachers are currently working on lesson assignments that utilize local primary sources. The course will culminate in February 2007 when teachers gather at a midyear retreat to share work and reflect on professional growth. Recruitment for the upcoming Summer Institutes is already underway. In 2007, institutes focusing on Special Topics in American History will be held in Columbia, Charleston, and Florence. More information about this project can be found online at: http://www.teachingUShistory.org.

5. Organizational Performance

Initially, the process of compiling information for the accountability report forces the agency to review the last year and compare results to previous years. Much like a self-study for a peer professional critique, the preparation of the accountability report allows agency management to review the major accomplishments of the past year and determine if they align with the primary mission. A major challenge for our agency is deciding what to measure and whether or not that measurement is meaningful. For example, one of the things we measure is the number of historical markers we approve each year. Since we don't provide the funding for the markers and we don't suggest which markers should be erected, it might appear as a useless measurement. However, one of our agency goals is to increase public awareness and interest in the state's history. Historical markers are certainly a way to do this and tracking the number of approved markers helps us follow this program's impact. The accountability report also provides the agency with information that can be used as part of the strategic planning process and to develop annual work plans. Agency leadership can utilize the report to identify areas that need improvement.

II. Organizational Profile

1. Main Products and Services and Primary Delivery Methods

➢ Preservation of and access to South Carolina's historical government records through specialized storage facility, microfilming and digitization, and public access via an on-site Research Room and a website.

➢ Contributions to economical/efficient operation of state and local government through a records management program providing direction/guidance, training, and instruction; identifying/authorizing records for retention/destruction: and, for state agencies, operating a low cost records storage facility for inactive records requiring limited term retention to meet legal, audit, or administrative requirements.

➢ Protection of historic properties impacted by federal and some state funded or permitted projects.
➢ Review planned projects, identify historic properties, and evaluate potential impacts, consult with developers and state and federal agencies to avoid or minimize harm to historic properties.

➢ Identification and recognition of the state's historic properties. Administration of the Statewide Survey of Historic Properties and providing access to this information through a Geographic Information System (GIS); administration of the National Register of Historic Places and the South Carolina Historical Marker programs.

➢ Support for private stewardship of historic buildings. Administration of federal and state tax credits for historic rehabilitation projects and federal matching grants; providing technical information and assistance.

2. Key Customers Segments

Key Customers Segments	Key Requirements/Expectations
➢ owners of historic buildings ➢ developers ➢ architects ➢ contractors	➢ promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings
➢ local governments ➢ state agencies ➢ federal agencies ➢ developers ➢ environmental consultants	➢ review of federal and state funded or permitted projects
➢ local governments ➢ state agencies ➢ federal agencies ➢ developers ➢ environmental consultants	➢ Administering the statewide survey and providing access to information about the location of historic properties through GIS layers

Key Customers Segments (cont)	**Key Requirements/expectations** (cont)
➢ preservation professionals and advocates of historic preservation	➢ providing information about range of preservation topics through e-mail newsletter, preservation conference, workshops, and site visits
➢ owners of historic properties	➢ coordination of the National Register of Historic Places program in South Carolina
➢ local governments	➢ providing advice, training, and federal grants to local governments that qualify for the federal Certified Local Government program
➢ state governments ➢ local governments	➢ approval to destroy obsolete records, storage and microfilming of eligible records, and recordkeeping guidance and training
➢ citizens ➢ professional researchers ➢ state governments ➢ local governments	➢ preservation of and long-term access to essential state and local government records
➢ private records repositories ➢ professional groups	➢ technical guidance, assistance, grants, and leadership in archives and records management matters
➢ National Archives	➢ Statewide planning and priorities for federal funding/grants to South Carolina

3. Stakeholders Not Listed Above

➢ future generations of South Carolinians (posterity)
➢ downtown revitalization organizations
➢ neighborhood organizations
➢ land-use planners

4. Suppliers and Partners

➢ State and local government officials
➢ Archivists and records managers
➢ Expert consultants
➢ Film, paper and PC vendors

5. Facilities

The South Carolina Archives & History Center is a state of the art archival and research facility. It houses more than 300 years of the state's priceless historical documents and records. The building at **8301 Parklane Road** serves as the home for the South Carolina Department of Archives and History, the state agency responsible for the care and safekeeping of the state's historical documents and is an unmatched resource for visitors seeking information on South Carolina history, genealogy, and historic preservation and document conservation.   In addition, our **State Records Center** is located at **1942-A Laurel Street** and houses nearly 90,000 cubic feet of records from state agencies. This location provides low cost storage of inactive state agency records, reference service as requested by agencies, and arranges for the disposal of records deemed no longer needed as per approved records schedules.

6. Employees

	STAFF	FTEs
➢ UNCLASSIFIED	1	1
➢ CLASSIFIED	66	66.5
➢ TIME LIMITED	10	
➢ TEMPORARY	8	

7. Regulatory Environment

➢ Federal
   National Historic Preservation Act of 1966, as amended, 16 USC 47 et seq

   Internal Revenue Code of 1990, as amended, 26 USC 47 (Rehabilitation Credit)

➢ State
   South Carolina Mining Act, 48-20-40, S.C. Code of Laws

   Coastal Zone Management Act of 1976, as amended, 48-39-150, S.C. Code of Laws

   Protection of State Owned or Leased Historic Properties, 60-12-10, S.C. Code of Laws

   South Carolina Historic Rehabilitation Incentives Act, 12-6-3535, S.C. Code of Laws

   Code of Laws of South Carolina, Sections 30-1-10 through 30-1-180 (Public Records Act)

8. Key Strategic Challenges

➢ Financial and personnel challenges in dealing with the technical and infrastructure costs to develop an electronic/digital archive of historically-significant state and local government records.

➢ Human Resources: Managing an archives and records program that lost a third of its staff to budget cuts since FY 2001.

➢ Financial: Having to rely on revenue generation from the microfilming program for operating funds (supplies, travel, phone lines, etc.) when there are tremendous amounts of historical records that need to be filmed for preservation.

➢ What is the most efficient and effective way to create more awareness of the value of historic preservation among the general public given our small staff and lack of adequate funds?

➢ How can we retain an excellent staff given our low salaries relative to positions available in other state agencies and the private sector?

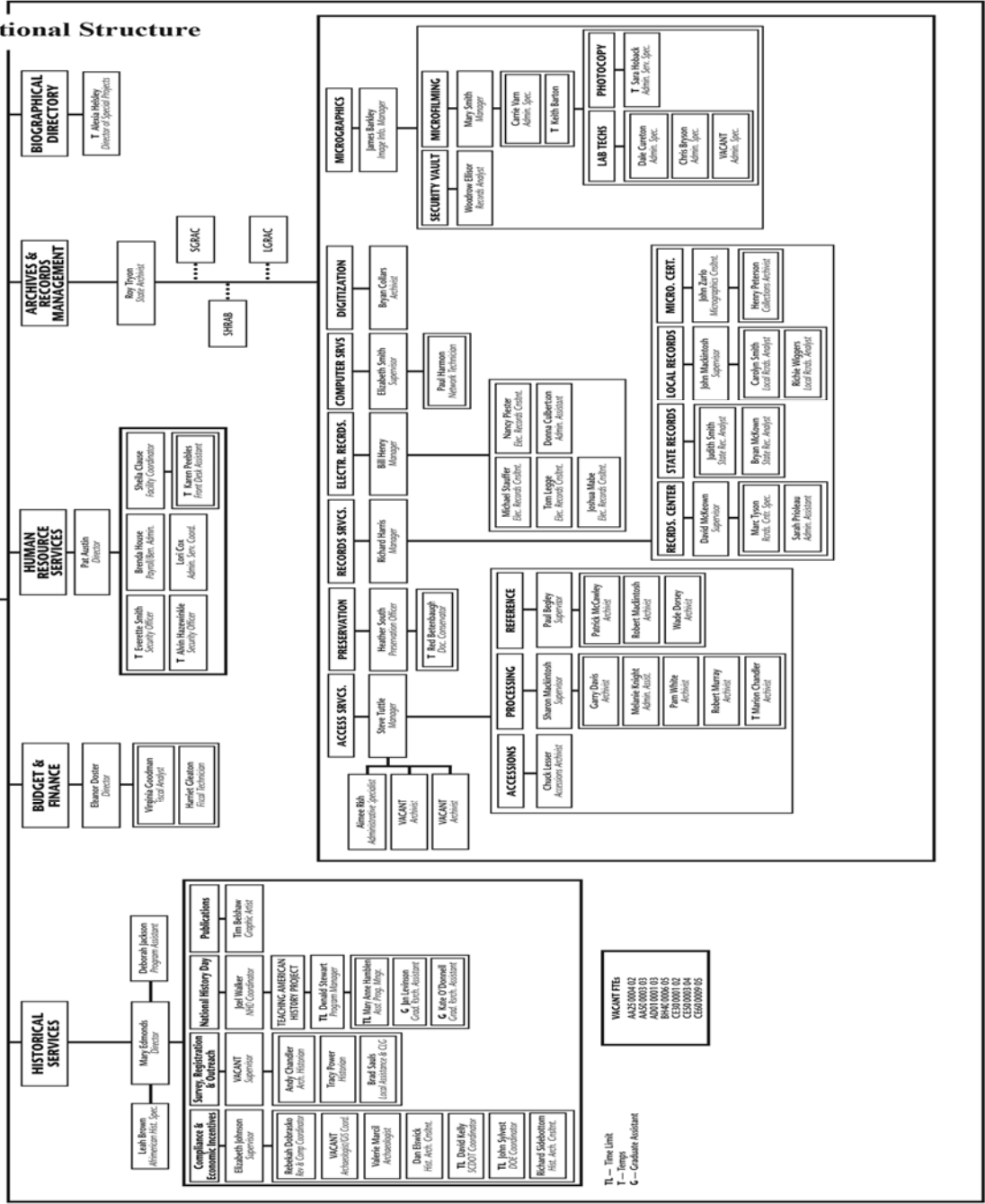## 9. Performance Improvement System

Archives and History initiated a continuous improvement program in the early 1990's, one of the first state agencies to move into this area. Despite the loss of our fulltime quality coordinator in 2001 because of budget cuts, the agency still operates under this environment. The Quality Initiative Steering Committee, chaired by the director and composed of 7 staff members, oversees the employee recognition system and the chartering and monitoring of teams to address specific problems. In addition, the program is well ingrained throughout the agency and frequently teams are developed with the various divisions to handle specific division issues.

SOUTH CAROLINA DEPARTMENT OF ARCHIVES & HISTORY

AUGUST 2006

ARCHIVES & HISTORY COMMISSION

Rodger Stroup — Agency Director
Cynthia Banks-Smith — Admin. Assistant

BIOGRAPHICAL DIRECTORY
- T Alexia Helsley — Director of Special Projects

ARCHIVES & RECORDS MANAGEMENT
- Roy Tryon — State Archivist
- SCGRAC
- LGRAC
- SHRAB

MICROGRAPHICS
- James Barkley — Image Info. Manager

SECURITY VAULT
- Woodrow Ellisor — Records Analyst

MICROFILMING
- Mary Smith — Manager
- Carrie Varn — Admin. Spec.
- T Keith Barton

PHOTOCOPY
- T Sara Hoback — Admin. Serv. Spec.

LAB TECHS
- Dale Cureton — Admin. Spec.
- Chris Bryson — Admin. Spec.
- VACANT — Admin. Spec.

HUMAN RESOURCE SERVICES
- Pat Austin — Director
- Brenda House — Payroll/Ben. Admin.
- Lori Cox — Admin. Serv. Coord.
- T Everette Smith — Security Officer
- T Alvin Hazewinkle — Security Officer
- Sheila Clause — Facility Coordinator
- T Karen Peebles — Front Desk Assistant

TL Joan Davis — A & H Foundation
TL Amy Kinard — A & H Foundation

BUDGET & FINANCE
- Eleanor Doster — Director
- Virginia Goodman — Fiscal Analyst
- Harriet Cleaton — Fiscal Technician

ACCESS SRVCS.
- Steve Tuttle — Manager
- Aimee Roh — Administrative Specialist
- VACANT — Archivist
- VACANT — Archivist

PRESERVATION
- Heather South — Preservation Officer
- T Red Betenbaugh — Doc. Conservator

PROCESSING
- Sharon Mackintosh — Supervisor
- Garry Davis — Archivist
- Melanie Knight — Admin. Asst.
- Pam White — Archivist
- Robert Murray — Archivist
- T Marion Chandler — Archivist

REFERENCE
- Paul Begley — Supervisor
- Patrick McCawley — Archivist
- Robert Mackintosh — Archivist
- Wade Dorsey — Archivist

ACCESSIONS
- Chuck Lesser — Accessions Archivist

RECORDS SRVCS.
- Richard Harris — Manager

ELECTR. RECORDS.
- Bill Henry — Manager
- Michael Stauffer — Elec. Records Cnsltnt.
- Tom Legge — Elec. Records Cnsltnt.
- Joshua Mabe — Elec. Records Cnsltnt.
- Nancy Pieter — Elec. Records Cnsltnt.
- Donna Culberton — Admin. Assistant

COMPUTER SRVS
- Elizabeth Smith — Supervisor
- Paul Harmon — Network Technician

DIGITIZATION
- Bryan Collars — Archivist

RECRDS. CENTER
- David McKeown — Supervisor
- Marc Tyson — Rcrds. Cntr. Spec.
- Sarah Prioleau — Admin. Assistant

STATE RECORDS
- Judith Smith — State Rec. Analyst
- Bryan McKown — State Rec. Analyst

LOCAL RECORDS
- John Macklintosh — Supervisor
- Carolyn Smith — Local Rcrds. Analyst
- Richie Wingers — Local Rcrds. Analyst

MICRO. CERT.
- John Zurlo — Micrographics Cnsltnt.
- Henry Peterson — Collections Archivist

HISTORICAL SERVICES
- Mary Edmonds — Director
- Deborah Jackson — Program Assistant
- Leah Brown — Afro-American Hist. Spec.

Compliance & Economic Incentives
- Elizabeth Johnson — Supervisor
- Rebekah Dobrasko — Rev & Comp Coordinator
- VACANT — Archaeologist/GIS Coord.
- Valerie Marcil — Archaeologist
- Dan Elswick — Hist. Arch. Cnsltnt.
- TL David Kelly — SCDOT Coordinator
- TL John Sylvest — DOE Coordinator
- Richard Sidebottom — Hist. Arch. Cnsltnt.

Survey, Registration & Outreach
- VACANT — Supervisor
- Andy Chandler — Arch. Historian
- Tracy Power — Historian
- Brad Sauls — Local Assistance & CLG

National History Day
- Joel Walker — NHD Coordinator

Publications
- Tim Belshaw — Graphic Artist

TEACHING AMERICAN HISTORY PROJECT
- TL Donald Stewart — Program Manager
- TL Mary Anne Hamblett — Asst. Prog. Mngr.
- G Jan Levinson — Grad. Tech. Assistant
- G Kate O'Donnell — Grad. Tech. Assistant

VACANT FTEs
- AA25 0004 02
- AA56 0003 03
- AD01 0001 03
- BH4C 0006 05
- CE30 0001 02
- CE50 0003 04
- CE60 0009 05

TL — Time Limit
T — Temps
G — Graduate Assistant

11. Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	04-05 Actual Expenditures		05-06 Actual Expenditures		06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$2,816,414	$1,908,702	$2,812,560	$1,933,500	$3,091,094	$2,124,483
Other Operating	$1,447,294	$813,273	$1,896,243	$1,069,873	$2,024,860	$1,055,936
Special Items	$250,534	$0	$150,000	$150,000	$150,000	$150,000
Permanent Improvements	$0	$0	$0	$0	$	$0
Case Services	$0	$0	$0	$0	$	$0
Distributions to Subdivisions	$119,499	$0	$197,956	$0	$353,000	$0
Fringe Benefits	$772,900	$535,761	$779,091	$554,682	$849,962	$590,222
Non-recurring	$0	$0	$0	$0	$	$
Total	**$5,406,641**	**$3,257,736**	**$5,835,850**	**$3,708,055**	**$6,468,916**	**$3,920,641**

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	$0	$0
Capital Reserve Funds	$0	$850,000
Bonds	$0	$0

12. Major Program Areas Chart

See attached chart.

III. Elements of
Malcolm Baldrige Award Criteria

1.0 Leadership

1.1
(a) Each employee's EPMS outlines expectations for the review period. During the planning state interview the employee and supervisor discuss goals and objectives and arrive at a final document. Most employees are expected to monitor their achievements themselves, consulting with their supervisor quarterly or semi-annually. (b) Performance expectations are clearly outlined in the employee's EPMS. If changes in job duties or expectations are required the supervisor and employee meet and make the necessary changes. In addition, each division has a yearly work plan that is reviewed at monthly division staff meeting to insure projects are on schedule. (c) Monthly staff meetings bring all of the agencies employees together for updates on ongoing projects, outside speakers are invited to speak on topics of relevance to employees, the director reports on issues of agency-wide interest and, if there is no outside speaker, a staff members describes their responsibilities for the benefit of their fellow employees. (d) The agency's employee recognition program recognizes employees for a variety of activities that benefit the agency and our customers. (see 5.5) (e) Senior staff members are active in leadership positions in our national professional organizations. Staff members are encouraged to attend (as far as budget limitations permit) professional meetings and take advantage of specialized training opportunities. The agency's human resources officer tracks employee training to insure that staff members are not asked to undertake duties for which they have not been trained. (f) Staff members are cognitive of nationally accepted ethics standards required of all employees. The requirements of state ethics regulations are provided and addressed at staff meetings.

1.2
The agency is especially proud of its reputation for excellent customer service. The senior leadership not only encourages staff to take the extra steps necessary to assist our customers, but they practice what they preach. Because Dr. Stroup frequently participates in artifact identification programs across the state, citizens frequently walk-in and ask to have him identify objects. If Dr. Stroup is in the building he insists on being called so he can try to assist the patron. Senior leadership also insists that staff members do whatever they can to help visitors and callers receive the help or information they are seeking. Shortly after moving into the Archives and History Center, all staff members whose jobs require frequent contact with the public, were required to attend a workshop that focused on not only meeting the customer's needs, but also going beyond that. During employee recruitment and then during orientation the agency's leaders convey our focus on customer satisfaction to employees. Our semiannual staff awards program recognizes staff members for outstanding customer service.

1.3
We use a variety of techniques to evaluate our impact on the public. As mentioned in 1.4 above we use formal tracking of many processes. Informal feedback is also an important aspect of determining the effectiveness of our offerings. As we initiate a new strategic planning process this fall we will incorporate formal survey instruments in some instances and will employ a number of focus groups to evaluate current programs and brainstorm possible future programs and services.

1.4

The senior leadership reviews the agency's budget reports monthly insuring that both income and expenses are on schedule. Agency department heads that are responsible for monitoring budgets within their areas must approve expenditures. The agency director reviews all budget reports monthly and works closely with the director of our budget and finance division to oversee all financial matters.

Any questions regarding potential legal issues are referred to the director who determines if an opinion is required from the attorney general's office. The agency director must initiate any request for legal advice.

Both the South Carolina Public Records Act and the National Historic Preservation Act require the agency to enforce applicable state and national regulations. Both deputy directors have broad discretionary authority to oversee their areas of responsibility. However, when unusual or potentially controversial issues are involved, the agency director is kept informed of the situation and becomes involved when necessary.

1.5

The agency's senior leadership reviews all of the measures reported in section 7. However, we are most concerned with those that we can impact. For example, while we would like to have more researchers every year we are not able to control that. But we are able to impact response time to research queries or the time it takes us to process federal section 106 reviews. While we are able to report quantitative measures using charts and graphs we also monitor informal customer comments that occur outside of formal evaluation processes. The agency's senior staff frequently interact with many of our customers in meetings and programs across the state where a member of the public will comment on how helpful a particular staff member was during their recent visit to the Archives & History Center. The vast majority of these comments are complimentary with only an occasional negative comment, usually based on the fact that we did not have the document or information they needed, not on the quality of the staff's effort.

1.6

From FY96-97 through FY00/01 all supervisors were evaluated biannually by their staff members in an anonymous assessment program (Staff Assessment of Management Survey or SAMS). This review covered five key areas: leadership, communication/flexibility, innovation/planning, problem solving/decision-making, and organization/time management. Supervisors integrated the information from the SAMS survey into employee EPMS planning stages, often providing the employee with a training opportunity to address weak areas. Unfortunately, the staff member who implemented the program, our quality coordinator, was lost due to budget cuts, and the agency was unable to complete the SAMS review scheduled in May 2005. It is highly unlikely because of budget cuts that the agency will be able to reestablish the SAMS program in the near future. We plan to address this area in the strategic plan we are currently developing.

1.7

During the past year the agency has developed and implemented a workforce-planning program. With over 35% of the staff eligible to retire within the next 5 years it was critical for the senior staff to evaluate staffing needs. The revisions to the TERI program and the ability for an employee to retire and return to work in the same position at the same salary substantially changed both the agency's and the employee's options. In order to explore possible courses of action we instituted a program whereby each employee met with our human resource officer and discussed, without commitment on the part of either party, possible options for their future with the agency. This information permits senior staff to plan staffing needs for the next 3 to 5 years with more accuracy than before. In addition this information also allows senior staff to begin assigning some duties to junior staff members to evaluate their abilities before moving them into a more responsible position.

1.8

The agency's senior leadership works through the Quality Improvement Steering Committee to identify and implement improvements. Suggestions for making improvements can originate with any member of the staff and are directed to the QI Steering Committee for action. The Steering Committee develops a plan, perhaps by chartering a team, or by undertaking the evaluation process on its own. For example, the Steering Committee determined that the agency employee recognition program was getting stale. They decided to ask OHR to come in and evaluate our program, brainstorm with the Steering Committee and make suggestions for improvement. As a result, the employee recognition program has been tweaked to include several new components.

1.9

The agency's senior leadership is actively involved in both our national professional organizations and local organizations. We encourage all staff members to engage in projects and organizations that improve our communities. The type and level of involvement depends on the staff members' talents and interests. Agency Director, Rodger Stroup, actively participates in professional and community organizations. Some of the organizations where he is active as a leader include the American Association for State and Local History (he was elected to the governing board in 2003); SC Heritage Trust Advisory Board; South Carolina Hall of Fame; National History Day; SC Executive Institute Alumni Board; and Rotary Club of Columbia. Dr. Stroup frequently visits our public reference room to talk with researchers, and often patrons stop by and ask directly for his help with historical documents and artifacts. Our State Archivist, Roy Tryon, is active in several historical organizations: the National Association of Government Archives and Records Administrators (NAGARA) as annual meeting program chairman; the Council of State Archivists (COSA) as a board member; and as co-chair of a COSA-sponsored and federally-funded task force on the nation's local government archives. He serves as chairman of the SC State Historical Records Advisory Board and is an adjunct instructor in information and records management at the University of South Carolina. During FY2006 he made presentations before several professional groups on records matters. Our department's Deputy State Historic Preservation Officer, Mary Edmonds, is involved in the SC Hall of Fame and the Revolving Fund Committee for the Palmetto Trust.

The Archives staff also shows leadership within our key communities to include organizations such as The United Way, Red Cross, Good Health Appeal, Harvest Hope Food Bank, and Literacy. Each year we have seen a voluntary increase in our contributions to these organizations. We are now holding semi-annual blood drives at our agency because we are no longer in the downtown area in the proximity of the Red Cross. Our leadership team encourages our employees to continue donating blood, knowing it provides an important resource to our community and minimal disruption to daily activities. In addition to these other efforts within the agency, we also recycle paper products in an effort to decrease the amount of waste that goes into our community.

2.0 Strategic Planning

2.1

The agency has followed a strategic plan that was initially developed in 2000 and originally intended to end in 2004. However, due to budget cuts and the loss of 32% of the agencies staff that began in 2001 the agency is continuing to work from that plan, focusing on the major goals that still needed to be completed. The Archives and Records Management program is in the final stages of developing a strategic plan for the National Historic Records and Publications Commission that will guide the work of the State Historical Records Advisory Board for the next several years. At the same time the State Historic Preservation Office is developing the state historic preservation plan for the National Park Service. Both of these plans are due in Washington during the fall of 2006. Since these two plans are major components of the agency's mission we will develop our next strategic plan around these two plans. Our current schedule is to present a draft strategic plan to the Archives and History Commission at their December 2006 meeting.

2.1a

The Department of Archives and History has a consistent approach to gaining feedback using multiple approaches, and a wide variety of internal and external customers. Groups involved in giving us direct feedback through focus groups and surveys include all staff members, and external groups such as educators, retailers, commissioners, historic preservation organization leaders, government partners, donors, and researchers. The outcomes of stakeholder analysis allows the strategic planning team to gain an accurate depiction of areas in critical need of development that impact our mission, therefore leading to our current goals and strategies. Examination of internal feedback depicts for our entire management/supervisory team where our focus is on cultural issues, human resource systems, and opportunities for improvement of systems and processes that affect service and product delivery to include cost of service delivery.

2.1b

As the planning team examines all the data gained in the planning process, it pulls information that will impact our agency financially and presents challenges and risks our agency will face. Looking forward and facing what has now become our current budget environment, the planning team considered how we could continue to plan for maintaining current levels of service, look for opportunities to increase revenue, develop new programs, stay on target with technology initiatives, while losing state appropriations. Looking for opportunities for internal and external partnering to maximize our ability to meet customer needs is one approach to development of our current strategies. For example, the extensive catalog to our archival collection is currently in a MS-DOS program developed in the late1980's, is no longer supported, and cannot be made accessible on the Internet. Each of the past several years we have unsuccessfully requested the funds to convert the database to a Windows based program. In the spring of 2005 we worked with the State Library to receive a federal grant of $158,362 that will allow us to convert the database and make the collections catalog accessible on the Internet. As a side benefit, the purchase of equipment with these and other federal funds has made it financially feasible to convert our computer network from NT to Windows 2003, an important step since NT is no longer supported by Microsoft. While the network upgrade has been completed, the online catalog will be converted and accessible via the web in FY2007.

2.1c

Both shifts in technology and our regulatory environment will be addressed in the new strategic plan. For example, for over 100 years the agency has published books and pamphlets about the history of the state. In our planning we are reviewing the methods of providing information to our customers and will be reducing our publications but providing more historical information through our website. The regulatory environment is continually changing and our challenge is to adjust to the changes, since they are out of our control, as quickly as

possible. For example, over the past 10 years the number of cell towers we are required to review under section 106 of the National Historic Preservation Act has expanded exponentially. Working with our peers across the country we have developed ways to expedite this process to the benefit of both our office and the cell tower owners

2.1d
To meet the future service demands for our agency, the planning team utilized information from consultant's reports, the Governor's Task Force on Historic Preservation town meetings, customer comment cards, conference focus groups, and the staff SWOT analysis to develop human resource strategies. The Executive Management Team, Human Resource Manager, and affected agency managers/supervisors look at current service levels and the staffing levels needed to maintain service delivery and then develop strategies to address these needs. Our Human Resources are what links us to the accomplishment of our mission, and therefore, we consistently develop a Human Resource goal in our Strategic Plan. Because of our veteran workforce we know our future holds challenges with the possibility of losing great corporate knowledge and skills. During the current budget situations the agency has lost 31% of our staff. In addition, over the next five years 33% of the staff, including all of our executive management team and most of our senior managers, will be eligible to retire. With this challenge in mind, the agency is participating in the Office of Human Resources workforce-planning program. Our goal is to ensure we can retain or recruit senior management and technical expertise while maintaining or improving the agency's diversity.

2.1e
The strategic plan is being developed based on the information we obtained in numerous focus groups where we solicited information about opportunities and challenges. Senior staff then reviewed all of the comments and formulated the plan with these two issues as a major factor in determining the final goals for the agency.

2.1f
The agency has a detailed disaster plan that addresses a wide range of scenarios. Of primary importance to insure our business continuity is the need to protect the information contained in the tens of millions of documents housed in the archival vaults. Additionally, we regularly back up our electronic data and store the information offsite to insure its survival.

2.1g
The developing strategic plan primarily addresses the ongoing role that the agency plays in insuring the gathering, processing and availability of the state's official records. With budget reductions over the past 5 years the agency is already minimally able to fulfill its legislative mandate. The new initiatives in the plan are modest, but will require additional funding to insure they are completed on time. However, just as the plan we developed in 2000 is still viable, the current planning document can be extended to complete the necessary goals if funding is not available.

2.2-2.3
Strategic Planning (chart attached).

2.4

Each year annual plans are derived from the strategies in the strategic plan. Natural work teams, cross-functional work teams, and division operating units conduct annual planning to ensure that activities are in alignment with our strategic direction. Progress is currently monitored at the division operating level through management team meetings, and staff level planning meetings. The Executive Management Team reviews annual work plans to ensure that they focus on key strategies and allocates funding accordingly.

2.5

The Archives deploys the strategic plan to all agency employees, as well as patrons of our products and services, and our government partners. Directors of each of our two divisions deploy annual operational plans at their division level meetings. Utilizing an approach that shows what the current fiscal year will bring in the way of work demands, the directors also explain how these plans align with our current strategic direction. Currently, we are tracking the progress of these plans, and providing updates through advisory groups: Local Government Records Advisory Council and State Government Records Advisory Council. Both our state historic preservation and State Historic Records Advisory Board plans are on our website.

2.6

Almost all the members of the staff are involved in creating all our plans and are familiar with the various goals and objectives. The strategic plan, work plan and performance measures are developed and monitored by the two major program areas deputy directors. Regularly scheduled staff meetings are used to develop and track progress in each area, with the senior management team reviewing progress on a regular basis. The strategic plan is available on the agency website for review by the general public.

2.7

Again, the plan was developed after identifying the major challenges facing the agency. Specific goals and objectives were created to address these issues. For example, one of the major issues facing the agency is the uncertainty surrounding electronic records. The draft plan currently has numerous strategies and objectives attempting to address this concern.

2.8

The agency's strategic plan is located at: http://www.state.sc.us/scdah/stratplan200104.htm.

3.0 Customer Focus

3.1

As part of each strategic planning process our agency identifies key customers and stakeholders. Utilizing a cross section of staff we identify all customers, and proceed to connect them into larger groups by their natural relationships to each other. We then cluster smaller individual constituents into a broader category. For example we may have several state and federal agencies listed, but create a larger segment by simply stating, "State/Federal agencies." By having not only the individual listings of our constituents but broader categories as well, we can align needs of customers with strategies in our plan to ensure we meet the challenges for service delivery.

Our Archives and Records Management (ARM) division conducted focus group sessions and studies of conditions and needs, deploying online surveys as necessary preliminaries to development of a new long-range plan and new department strategic plan in FY 2007.

The Historic Preservation division identifies stakeholders and then rates customers on their need for and use of our services, their ability to advance goal attainment, and their ability to block goal attainment. As a result, a list of stakeholders is developed and as the division creates their annual plans they not only know who the stakeholders are, but how they will need to work with each group so the goals of the division and agency are met. When new programs are implemented, such as the new state tax incentive, we provide workshops across the state to disseminate the information. We also use our website to announce new programs and provide individual staff members' phone numbers and e-mail addresses on our website.

Archives considers determining customer requirements an ongoing process. One of the primary sources for determining our customer requirements is through the internal and external scans when developing our strategic plan. As stated in the strategic planning section we have involved all staff members, educators, retailers, commissioners, historic preservation organization leaders, government partners, donors, researchers, and 421 citizens representing 42 counties of the state. This along with data from customer surveys, interviews, educational seminars, participation in national and local organizations, publications, memberships and website are all mechanisms for determining the expectations and longer term needs of not only current, but former and potential customers as well. Our ARM division held focus groups with state and local officials, conducted a major survey of local officials and employed consultants to evaluate our programs.

3.2

Staff members have daily contact with our key customers. Comments and suggestions by customers are forwarded to the appropriate management staff for consideration. Small changes that assist customers can be made at anytime if approved by the area supervisor. The QI Steering Committee and/or the senior management review major changes that impact more than one area of the agency. If either group feels the need for a detailed study, a quality team is chartered to study the issue and make recommendations.

Many of our customers are genealogists from across the country, so we depend heavily on our website to provide undated information. There are numerous hot links on the website for customers seeking specific information or assistance. In addition, each staff member's e-mail and direct phone line are listed on the website. Not only does this help customers contact staff members directly, it eliminates the necessity of a staff position dedicated to answering and forwarding phone calls.

3.3

A major component of each strategic plan is input from customers/stakeholder during focus group sessions. In addition, formal surveys are also used for special issues that we are seeking to address. Finally, we solicit comments and suggestions both from onsite visitors as well as through our website. Once the information is compiled and analyzed staff members determine if and how to incorporate the information into our operations. For example, the current grant from the State Library to make our extensive collections catalog available to the public via the Internet has been a long-standing request from our primary customer base. The lack of resources in our state budget prohibited us from accomplishing this over the last five years. However, our need was widely known and the State Library approached us with information about the possibility of finding federal grant funds for the conversion. We subsequently received a $158,362 grant through the State Library that will enable us to provide online access to our catalog and, with a minimum of additional agency funds, upgrade our computer network from Windows NT to Windows 2003.

3.4

Utilizing formal and informal data collection methods, we measure customer satisfaction with our products and services and improve our processes based on feedback. We used customer survey cards in our reference, conservation, and facility rental program for several years, but discontinued due to budget cuts. Information from those surveys showed a high level of satisfaction with our services. The agency frequently receives correspondence complimenting staff members on their excellent customer service and very rarely receives letters complaining of poor service.

At all conferences, workshops, and outreach activities we conduct formal written evaluations. Suggestions and comments are viewed by staff and incorporated into the planning process for subsequent programs.

3.5

Customer contact and advocacy of our services to the public is key to the way we operate at the Archives. We have a large volume of public contact through our Reference Room, events held in our meeting spaces, conferences, and workshops. Although customer satisfaction with our products and services are consistently at or above the "good or excellent" rating in all areas of the agency, we continually develop staff skills in the area of customer contact. Staff development has taken place on skills critical to handling customer contacts appropriately. Leadership continually reinforces high expectations for all customer contacts, and includes the concept of customer through our values and strategies in our strategic plan as well as discussions at our staff meetings, in our employee recognition criteria, and orientation.

Archives and Records Management bases planning and service decisions from the results of surveys from state and local government agencies, statewide private repositories, reference room patrons, consultant evaluations and focus groups. The results have provided the direction for ARM long-range plans, SC Public Records Association activities, and the State Historical Record Advisory Board (SHRAB) and helps build stronger relationships among these stakeholder groups by working in collaboration. In addition, advisory groups provide ongoing program input: the Local Government Records Advisory Council and the State Government Records Advisory Council. The comments and dialog with these important customer groups provides staff with information that guides our planning processes.

The department recognizes its customers in the excellent work they do to advocate the preservation and conservation of our documentary and cultural heritage through a customer awards process. Our Historic Preservation Office in collaboration with SCPRT, the Palmetto Trust for Historic Preservation and the Governors Office gives annual preservation awards recognizing individuals, businesses, and architects for projects that have used outstanding preservation techniques. This office also works with the SC Confederation of Historical Societies to recognize individuals and organizations for outstanding programs and projects relating to the states history and heritage. The department has found that recognizing our partners and communities for their excellent contributions strengthens our relationships and enables us to better perform our mission.

Being a highly utilized public institution that provides mandated and non-mandated services for citizens within and outside the borders of this state, it is imperative that we build loyalty and a positive relationship with all patrons of our services by providing an inviting environment with responsive service and information accessibility. We monitor areas that are mandated such as the Public Records Act but look to build relationships that will increase voluntary compliance to our records management services. We are a model state Archives to many of our nation's comparable state archival institutions, and have built this reputation through a loyal following and positive referral.

4.1
The South Carolina Department of Archives and History has identified key performance measures that are tracked and reported at the division and agency level. In addition to agency use, the divisions are required to develop strategic plans for the federal government and must remain accountable to our federal partners by reporting performance measures.

The leadership team guides what and how we measure, and balances measures with regard to customer requirements and federal and state mandates. Processes that directly affect customers are a priority for our measurement system. Cycle time measures assist in improving efficiency and delivery of service to customers; therefore, we have a number of cycle time measures. Some of these measures are used internally and others for multiple external reports. Measures such as cycle time for reference requests, development of record retention schedules, and requests from the State Records Center are some examples. Cost avoidance to state agencies for records storage and number of children reached and instructed on primary document research are examples of measures important to us internally but also are required to be reported externally. Other measures depict internal performance for the management of the agency and its programs, such as cost avoidance for in-house publishing, and number of customers served through workshops, seminars, and conferences. All measures whether they are used internally or externally, relate to key services and program mandates presented in our business overview.

Administratively, we measure performance of those areas key to our human resource goals and strategies. Some measures include tracking recruiting and hiring and turnover data so management can monitor and address retention issues. Employee development is monitored to ensure that we are ahead of the curve with regard to professional skill and management development. Since access to information is key to our stakeholders, we track and measure the use of technology by our customers. One key element of note is that over the last 10 years our FTE's have declined 40% while our work volume has increased steadily. However, we have managed to maintain our commitment to customer service by employing new processes. For example, in FY99-00 we answered research queries in 9.1 days after we used our quality team to identify a more efficient process. With the budget cuts that began in FY00-01 that time increased to 14.1 days in FY02-03. In FY 2005-06 we reduced that time to 7.4 days by again reviewing the process and because more of our information is online so researchers can access the information without having staff assistance.

We have made efforts over the past few years to streamline our work processes to compensate for this reduction in staff. But only so much can be accomplished by such streamlining, and our records management measurements provide a good example of the consequent declines in accomplishments. In 1999 our staff performed surveys of state and local government offices to determine records eligible for destruction, inactive storage, and transfer for permanent storage of historical records at the Archives. We found that state agencies had on hand a total of 557,580 cubic feet (or 1.4 billion pages) of records, of which 12,000 cubic feet of records could be transfer to the Archives for permanent retention as historical records over the next few years. We engaged in a close working relationship with personnel in state agencies to begin the transfer of those eligible records. Unfortunately, however, as records staff in state agencies have been eliminated and our state records analysts have been reduced from six to two individuals, the rate of transfer from state agencies has declined rather than increased. Staff reductions initially resulted in reduced number of records retention schedules produced and records covered for state agencies and local governments (7.1e), the number of pages of state and local government records authorized for disposal (7.1g), and the cost avoidance made possible through the records management program (7.3d), but as service requests from state agencies and local governments have increased those numbers are stabilizing or even reversing (see 7.1e & 7.1g and 7.3d). The impact of staff reductions is also apparent in our Reference Room measurements following on the elimination of public night and weekend hours in April 2002. Since then, visits have declined from 12,205 to 8,186 (7.1a).

4.2

Our performance measures link to our agency strategic plan 2001-2005, as well as department operational plans and reports for federally assisted programs. We are addressing our opportunities for monitoring our performance more accurately and consistently at the strategic level. Operational plans are monitored closely at the division level and data is used to project performance, as well as monitor effectiveness of the processes. We are slowly but systematically evaluating the effectiveness of the data by looking at how we can measure the outcomes of our processes. Decisions to change or augment processes within the agency are driven by data collection and customer feedback.

Archives also has an outstanding model Intranet. This resources allows our staff to communicate requests for internal services, state and agency policies, track all meeting minutes over the years, view presentations and newsletters, look at our calendar, access agency databases, and even look at a photo directory of staff members. It is an invaluable tool to archive the collective history of our agency, and provides continual access to information that is important for our daily operations.

4.3

While we track the number of visitors to the Reference Room and the number of reference requests received, these are not our most important measures because in part they are beyond our control. For example, now that the federal census and other genealogical records are available on the Internet (at a cost) we have seen the number of reference queries decline during the past few years. A researcher in South Carolina no longer needs to visit the Archives and History Center to access these records, but can now do that from their home computer. As we are able to digitize records and make them available on the Internet we anticipate a decline in patrons in the Reference Room. We do not view this decline in researches in the Reference Room as entirely negative because our long-range goal is to make state records available to more individuals and access over the Internet is the most efficient method to do that. It is, however, evident from our statistics and the comments we receive that the reduction of Reference Room hours has made access to our holdings more difficult and some times impossible for many citizens.

We believe that our most important measures are those that reflect process time and customer satisfaction; variables that are within our control. Again, by providing faster access to researchers and efficient service we are fulfilling our goal of access to the public records.

4.4

At this point our agency uses comparative data to make decisions on services in our Conservation and Microfilm Labs, Reference Room, Records Center, and Facility Rental programs as it relates to costs of services. We compare the cost of these areas to the private sector and other public institutions to remain cost effective to our constituents and ourselves.

The Department of Archives and History continues to look at what is important to our stakeholders both internally and externally. We develop and implement plans to steer our course and use and evaluate data to inform us how we are performing. We know we have opportunities to increase our effectiveness, and we continually improve on an annual basis by looking at what our data tells us, and if this data supports our environment, our customers, and our priorities for measuring our services.

4.5
The Department of Archives and History has a mature data collection process at the operational level. Our employees are each considered managers of a process they are directly linked with, and therefore are required to collect and report data on a consistent basis. Use of our computer network allows data to be filed, logged and accessible to the staff members who are linked to particular services and products within the department. In addition, direct contact with our customers gives us qualitative feedback, which we use in conjunction with our statistical data to make more accurate and timely decisions.

4.6
When a better way is found to accomplish something the division director oversees the implementation into our regular operating procedures. This might be as simple as assigning a specific task to an individual or it could involve creating a team to evaluate the process and make recommendations to the senior management team. For example, when we started to put photos of National Register properties on our website we realized that rather than a short synopsis of the historical information we should put the whole nomination online. A staff team worked through the technical issues involved recommended the direction and senior staff approved the plan and allocated funding for graduate students to handle the majority of the work.

4.7
The transfer of organizational knowledge regarding policies, procedures, etc. is accomplished with an excellent orientation program and the posting of all pertinent material on the agency Intranet, our in-house homepage. Likewise job duties are clearly outlined in an employee's EPMS. More problematic is the unique knowledge required of staff members who work with the collections in the archives. Understanding the history of the various record groups, the kind of information they contain and how to access that information is difficult to put in writing, but rather requires working with the records on a daily basis over many years. Most archivist specialize in one area, for example, court records. The interaction between staff members as they go about their duties provides an opportunity for staff to expand their knowledge of other areas in the collection. We also have two in-house electronic newsletters edited by our deputy directors that not only provide information about agency issues, but also highlight news from national and regional professional organizations as well as new developments in the profession. Additionally, we frequently have staff members present pertinent information to their colleagues after returning from a conference or professional training opportunity since our current budget limits the number of staff members we are able to send.

The identification of best practices is recognized in our employee recognition program when staff members nominate their colleagues for specific projects or practices. In addition, our membership in national professional groups keeps us abreast of new developments in the profession.

5.0 Human Resources

5.1

Archives and History was one of the first state agency's to begin what was then called total quality management, but now is referred to as continuous improvement, etc. For several years we were fortunate to have a quality coordinator on staff who developed a culture that empowered employees to use their initiative and to work in appropriate teams. Unfortunately budget cuts saw the loss of this position, but the quality concept and processes remains a focus of the agency. Basically, the agency's philosophy is to hire good people, provide them the training and resources they need to accomplish their job and then provide only minimal supervision to insure goals and objectives in the strategic plan are the focus of all work.

5.2

Our Quality Steering Committee constantly reviews the agency's staff welfare and concerns. The QI Steering Committee reviews suggestions from staff members and changes are implemented as needed. Our employee recognition program is frequently "tweaked" to keep it fresh so that staff feels their accomplishments are furthering the mission of the agency.

5.3

Training plans for staff members are discussed each year in the employees planning stage meeting with their supervisor. Plans include professional skill development that aligns with the employee's function, as well as quality skill development in the areas of customer service, process improvement, facilitation skills, and leadership. Required elements of training exist in an Agency Training Plan and are modified on an as needed basis when assessments show new skills are needed. As part of those plans Drivers Training through General Services, and Hazardous Communications (OSHA) through LLR are provided to all employees on a regular cycle. In addition through our Quality Steering Committee, Manager's Forum quarterly meeting, and employee staff meetings, we evaluate training needs based on our current service delivery challenges and work environment.

When hiring into supervisory or managerial positions, we have been able to show career progression with our existing staff members. Tuition reimbursement is offered to all full time employees who have passed their probation period. We provide schedule flexibility that will assist our employees with their attendance at college courses. We feel that the investment in employee development not only builds skills but loyalty to our agency.

Employee orientation is an important 1st step toward making new employees feel like part of the team. Having perspective employees ready to come to work with the information necessary to feel comfortable in their new work environment helps decrease the learning curve once they come to our agency. Once an employee has accepted a position, their new supervisor sends them a packet of pre-reading information about our agency's services, benefits, employee programs and involvement, and a schematic of our office structure. At the same time we assign the new employee an agency sponsor who works outside the new employees work group to introduce the employee to our building, our existing employees, answer questions, and familiarize them to general work processes on a checklist. A letter is sent over e-mail to existing staff letting them know the name, start date, and brief background of the incoming employee. The Human Resource Office along with the new employee's supervisor ensures that the employee's workspace is ready with appropriate resources needed to be functional (computer log-on, staplers, tape, pens and pencils, paper clips). On a lighter note, we make a welcome sign, and the foundation provides a candy filled coffee cup. Although we are a smaller agency we know that new faces are difficult to learn, and therefore created a photo directory as a tool on our Intranet. New employees can browse to not only learn names and faces, but more importantly the individual job functions of those many faces. Attention to both the cultural and functional side of orientation has provided a smoother transition into our workplace.

5.4

Our agency deploys our Employee Performance Management System using the Universal Review date of June 30 of the fiscal year. Each employee meets directly with their supervisor to receive feedback on their performance from the previous year. Our agency does provide mid-year feedback to employees to establish how they are meeting their performance requirements, barriers employees may be encountering in accomplishment of job duties, and plans for meeting end of year duties and objectives. If necessary changes to the job duties and objectives may be revised to meet agency needs.

5.5

The management team at Archives utilizes formal and informal methods to motivate employees to their full potential. One underlying element that is critical to our employees is that they have the resources to perform in their functions. Through employee feedback the agency has found that without available resources, employees would not be able to reach their full potential to perform and deliver our services and products in the most cost-effective and efficient methods. Another important function of our entire management team is to communicate effectively to employees. Each work unit holds meetings to monitor work processes, customer feedback and cross-functional teamwork within the agency so we can address issues as expeditiously as possible.

Another method for motivating employees to reach their full potential, is through our employee recognition process. Recognition takes place informally and formally at the agency. Our Recognizing Employees Achievements through Peers (REAP) recognition program, recognizes teams and individual employees. Developed in 1997, the REAP program has been evaluated to ensure that it is accessible and understandable to all staff, specific and timely and based on criteria that reinforces principles that further our improvement efforts. As part of the program we built-in a peer to peer process that exemplifies the simple task of saying thank-you. It encourages relationship building between staff members, and the criteria are not limited in any way. The methodology used is in the form of a check in which staff members complete the items i.e., date, pay to the order of "said employee", for, and then sign in the from as their endorsement. This process has been very successful. This year after reviewing our recognition program we added a coupon incentive for any staff member receiving five REAP checks. As reinforcement for all the good work happening within the agency, our Foundation sponsors the "Golden Grit" breakfast in the spring and fall. Not only do we recognize those who received these checks for their good work, but also those who took time to say thank you and sent the recognition.

Archives works continually to provide an environment that is conducive to collaboration, and information sharing, and where innovation and initiative are well employed. Although we have a formal suggestion process that is tracked and monitored by our seven-member Quality Steering Committee, and through which teams are chartered, much teamwork takes place at the division work unit level as well.

5.6

Our Staff Assessment of Management Survey (SAMS) is a process that has been in existence at Archives for ten years. Conducted bi-annually as a means to give all staff members a voice on how leadership is performing, and leadership the perceptions of their staff it was administered last in May of 2001. Results were reported using a method that lets management see comparable results on their performance over the last six years of their tenure. Measures of staff satisfaction with our leadership are tracked by enabling staff to assess identified leadership attributes for their supervisor as well as anyone in their direct line of supervision through the agency director. Feedback is separated into direct report and indirect report aggregate scores. Unfortunately the agency lost our quality coordinator in 2002 and since that time have not had the staff expertise or the funding to continue the SAMS process. Currently we depend on feedback during EPMS reviews and anecdotal information to gain a measure of staff satisfaction with supervisors and the senior leadership. We still have the material for the SAMS program, but lack the staff person capable of putting it back into place.

Over the years Archives and History has only experienced grievances as a result of reductions in force following budget reductions. Employees who leave the agency do so to advance their careers because of the

limited opportunities for vertical advancement in a small agency. Whenever possible we promote from within, thereby recognizing the capabilities of our staff.

5.7
Archives seeks to provide a safe, secure and healthy workplace for our employees, and our visitors. We have plans developed by chartered teams that insure agency security measures and disaster preparedness plans. This information is provided to all employees through mandatory training sessions. As mentioned in 5.2 we provide Hazardous Communications (OSHA) training to all staff members to ensure their awareness to and maintenance of a safe environment. We also have staff volunteers certified annually in CPR and First Aid to be prepared to assist with any emergencies. Another service we provide annually is the coordination of on-site flu vaccines. We try to promote a healthy environment as well as a service so staff members do not have to wait in the unhealthy environment of a doctor's office. In addition, we are a smoke-free workplace.

Because the agency is responsible for the permanent protection of the state's public records we maintain and regularly update a detailed disaster plan that address all possible contingencies. After insuring the safety of the staff and visitors to the Archives and History Center the disaster plan addresses the steps necessary to protect the collection from damage. If damage has already occurred the plan outlines the steps to minimize the damage and/or recover the information contained in damaged records. Member of the staff are assigned specific duties depending on the type of disaster.

6.0 Process Management

6.1
Work and jobs are designed around support for the key services that help fulfill our agency's mission. Due to agency RIF's in FY01 and FY02 and voluntary separation offerings in FY02, FY03, and FY04, the leadership team examined how and where human resources are needed to continue to deliver our core services, to keep the current service requirements and resources needed by a particular unit in fulfilling a missing function. Our agency has positions of a specialized nature such as archivists, historians, conservators, and preservationists. Employees are either moved to another service area, or shared among service areas to fill gaps, and support our current service delivery structure. As explained in 5.5, there is a shared commitment between division directors and staff to ensure that individuals employed have the knowledge, skills, and abilities needed to meet the requirements of the position.

Effective use of technology has been a priority in our agency for the past several years in addressing key process design and delivery systems. Our customers continue to expect that we become more technologically adept by providing increased access to our services through our agency web site and providing access to descriptions of our collections. Because of the budget cuts, our collection is publicly accessible only 45 hours a week, down from 62.5 hours a week. Knowing how important access is to detailed collections information we worked through the State Library to obtain a federal grant that will enable us to put our collections catalog online in FY2007. Researchers will be able to determine online if the Archives contains records groups that might be useful in their research. The National Register of Historic Places contains over 1,200 individually listed South Carolina properties and for each listing we hold extensive research files and photographs. This wealth of information will soon be available online thanks to a grant from the South Carolina Department of Transportation and the Federal Highway Administration.

Our Historic Preservation division has analyzed the key services it delivers, and has organized work teams around these areas that cut across natural work teams, and involve those staff members that have an impact on service delivery and a stake in the outcomes. Teams include Review and Compliance, Grants, Regional Representatives, Tax Incentives, and Survey and Registration. The team leaders from each of these groups then meet to form a planning group for the ongoing monitoring and communication of performance, complaint management, and process review.

6.2
Archives has shown continual growth in the way processes are managed and improved since its implementation of continuous improvement. We have gone from an agency where formally chartered teams all came through the Quality Steering Committee, to now having natural work teams, cross-functional committees, and leadership drafting charters for improvement of processes within the agency. All of this is an outcome of our long-term effort to use the results from customer feedback and satisfaction, planning efforts, and performance management to increase the effectiveness of our systems.

Over the past few years the agency has made steady progress in determining our key measures. We have looked at feedback from customers from surveys, consultant reports, SWOT analyses, and focus groups to determine customer needs, and have a solid set of internal and external reporting measures to monitor how we are meeting these requirements. Our directors of Archives and Records Management and Historic Preservation have both examined the data they collect and have made efforts to finely tune how they collect data to better reflect outcomes, rather than outputs. As mentioned in 4.1, operational plans are monitored closely at the division and unit level and data is used to project performance, as well as monitor effectiveness of our processes.

We have on-going teams to address and monitor the day-to-day processes in our agency. From the entrance of patrons registering to do research in our Reference Room to the visitors to our gift shop, or facility renters, records management or historic preservation customers our agency has identified process requirements which are tracked by management and employees to ensure we meet the needs of both our customers and agency as well. Our Quality Steering Committee monitors employee's innovations through our employee suggestion process.

6.3

Senior staff monitor key processes on a regular basis. Financial reports are provided to budget managers on a monthly basis and any discrepancies are identified and corrected immediately. Other monthly reports provide senior staff with information regarding regular workflow. For example, an accessions report is complete each month by the accessions archivist and posted on the agency in-house home page, insuring that all staff have an opportunity to review what records were received that they might need to utilize in their normal job duties.

6.4

We work closely with many local, state and federal agencies as well as numerous private sector organizations. The State Historic Preservation Office is mandated to review thousands of projects each year and each is depending on us to complete our work within a specified time. Recent budget cuts have forced us to be more creative in finding funding. During the past two years we have developed memorandums of agreement with the SC Department of Transportation and the US Department of Energy that provided funding enabling us to dedicate staff to reviewing their projects, ensuring that they would be completed on schedule.

6.5

One key support process in our agency is the Budget & Finance unit of Administration. This group and effected work units worked together to improve the agency's internal methods for billing processes and was chartered to evaluate our billable services to increase consistency in the billing/invoicing of services. We have implemented improved databases to ensure consistency of information between these billable service areas and our budget and finance office. After charting all methods used by the work units to create internal work orders for budget and finance to invoice customers, there were too many methods being used. As part of this we have identified the elements necessary to meet state requirements, and customer needs for invoicing. Reporting procedures have been deployed between work units for this process, as well as internal policies for reporting, to ensure consistent flow of information. If we are able to find the funds we will be migrating to the new state accounting system.

Another key support process is the administration of our computer system and network. Because we rely heavily on our computer systems, without our two network administrators we would not be fully functional in our building. Each year, our Computer Services manager develops technology plans for needed system upgrades and, targets and prioritizes improvements in our system. The plans are based on feedback and priorities from our division level mangers and align with their operational plans for the coming year.

Our database and website administrators work to train staff on the most efficient use of shared folders and directories.   Our web site administrator developed a training process for key support staff on use of HTML. Designated staff members are now able to directly submit web site ready text that can be put directly onto our site which in turn minimized the length of time it was taking to get new and updated information accessible to the public.

7.0 Business Results

## 7.1 Mission Accomplishment

a. Measure Definition: In April 2002, (fourth quarter FY2002) due to budget cuts that, cumulatively since late FY2001 exceeded 18%, the Archives was forced to reduce the hours the Reference Room was open to the public eliminating evening and weekend hours. The accompanying chart graphically depicts the reduced number of visits through FY 2006.

Reference Room Visits
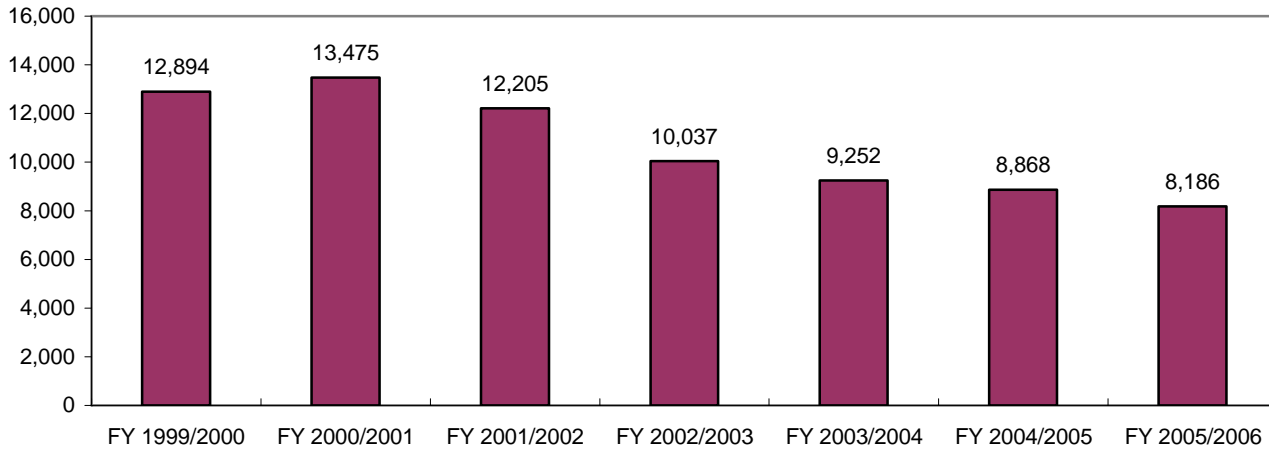
b. Measure Definition: This outreach measure illustrates a trend that we are likely to continue to see from our constituents. As the number of letters drop, the number of telephone calls and e-mails increase. These numbers are a direct measure of the use of technology by our constituents.

Reference Room Contact Information
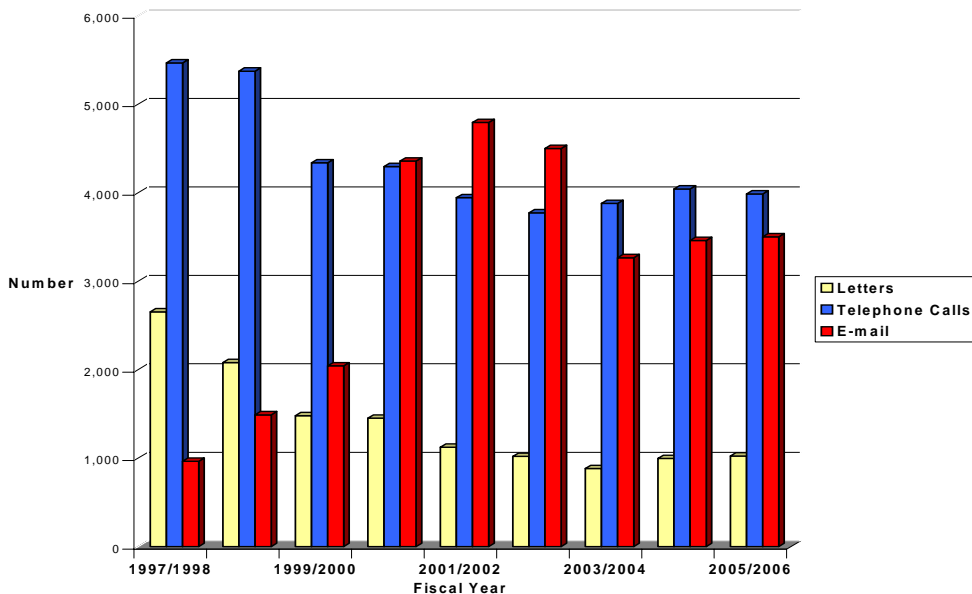
c. Measure Definition: Average response time for reference queries, from the time the request is received to the time the information is sent back to the customer was 7.4 days in FY06

Reference Services: Response Time for Reference Queries
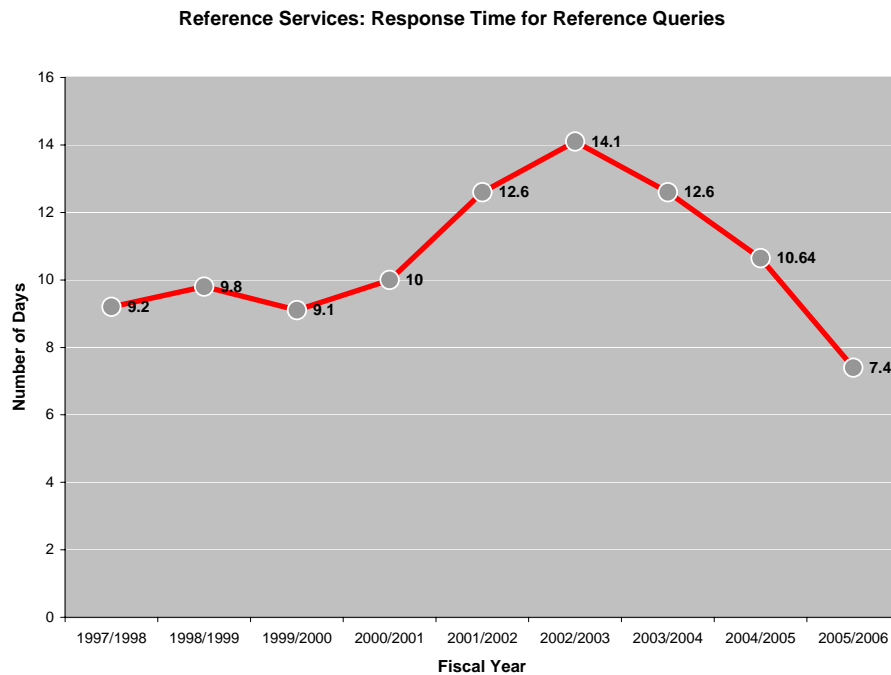
d. Measure Definition: The availability of information electronically has become essential for our customers within SC, and across the nation. We measure the number of total visits to our site as well as hits within our web pages to see if customers are utilizing this medium for accessing information.

Web Visits
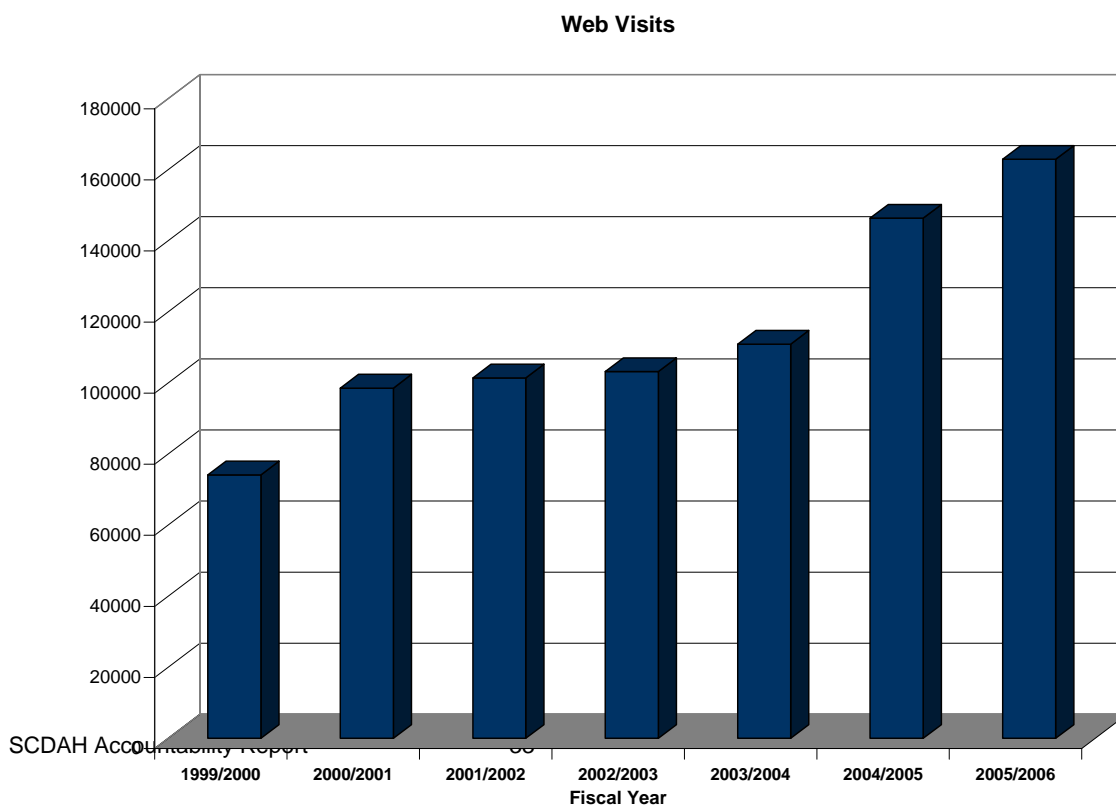
e. Measure Definition: Approving the disposition of state and local government records through records retention schedules is a mandated program of the SC Department of Archives and History. Over the past several years, the Archives' records analysis staff has been reduced by more than 50%, with a consequent decline in the number of records retention schedules developed and approved.

Records Retention Schedules Prepared for State Agencies and Local Governments
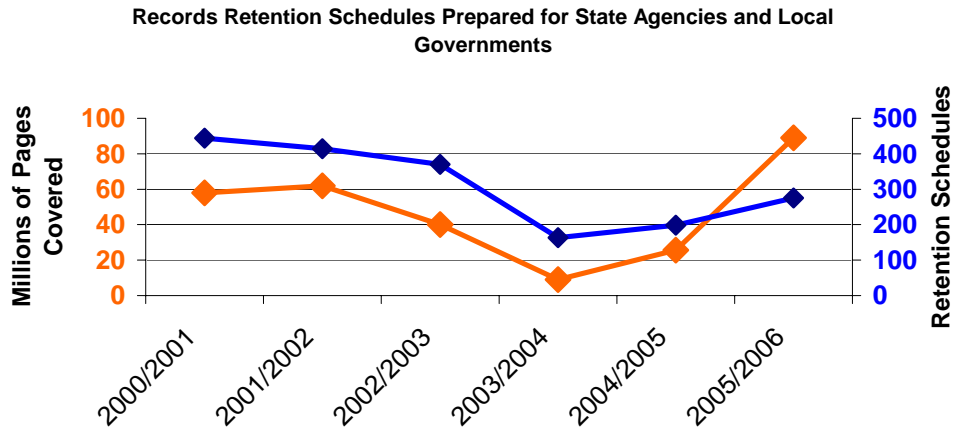
f. Measure Definition: The number of weeks it takes to approve a records retention schedule has remained constant since FY 95/96. Since 1996, we tracked the percent completed within two weeks; FY 2006 it was 91%. The percentage of state agencies implementing records retention schedules had been over 70% until recently, but registered a decline in FY 2006.

Percent of State Agencies Implementing Records Retention Schedules
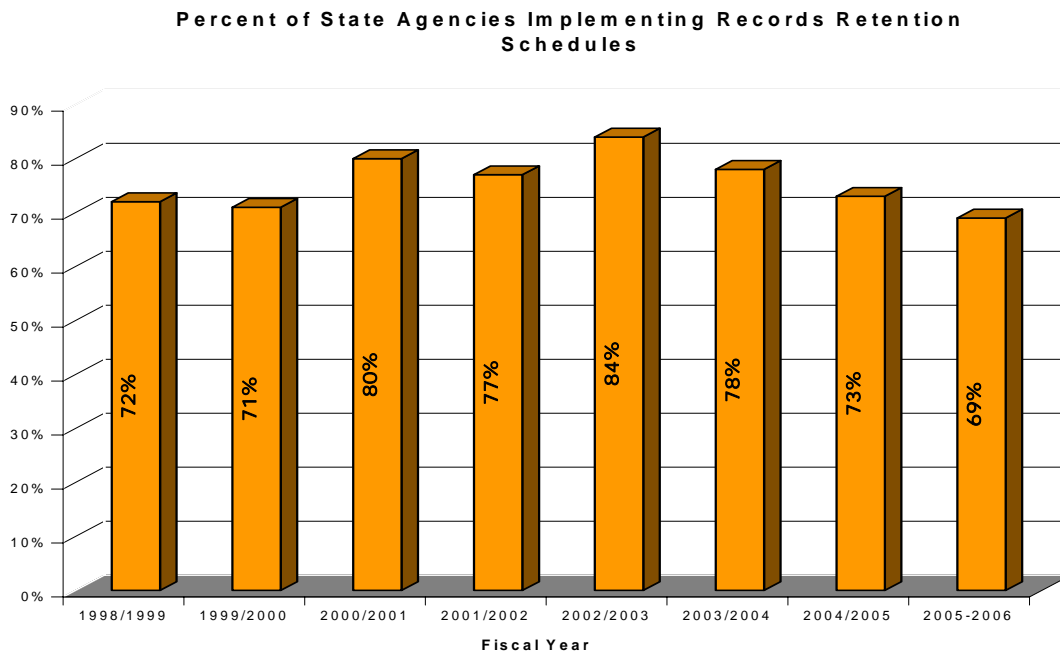
g. Measure Definition: 69% of state agencies have destroyed records in compliance with the Public Records Act. 102 million pages of state and local government records of no further value were destroyed in conformance with Archives' authorized records retention/disposition schedules, thereby freeing up government office and storage space.

Pages of State and Local Government Records Authorized for Disposal
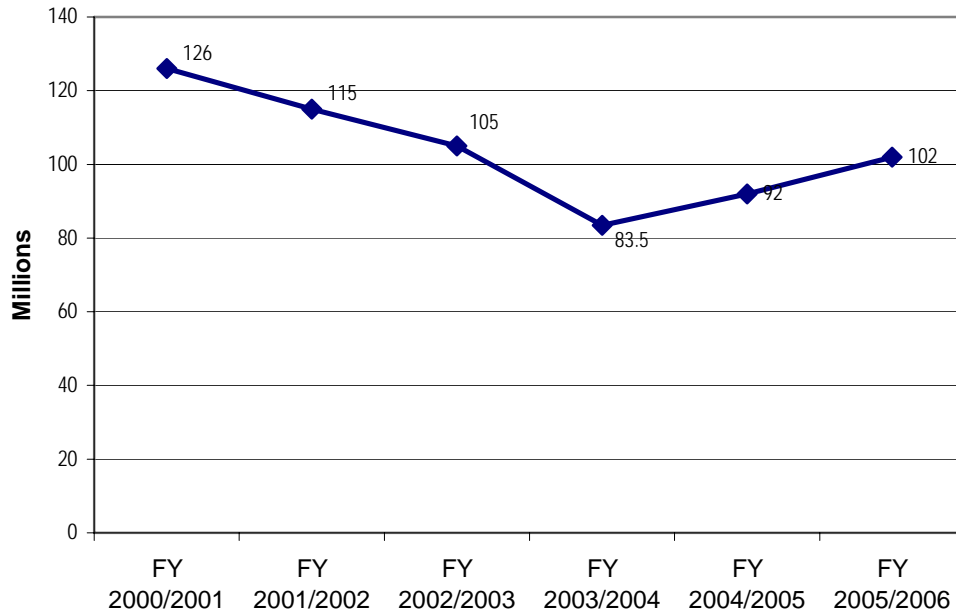
h. Measure Definition: We are mandated to preserve the documentary heritage of our state through our archival programs. In FY06 we microfilmed and conserved **502,403** pages of historical documents.

Historical Documents Microfilmed and Conserved
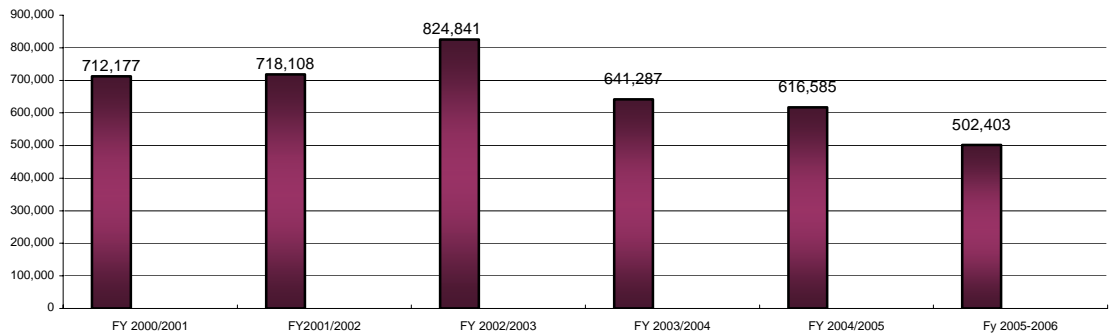
Archives and Records Management Outreach in FY 05/06
19,116 state and local officials and the general public reached through technical assistance responses, conferences, workshops, tours, newsletters, and other publications.

i. Measure Definition: As part of our mission we must educate and provide technical training to communities statewide on historic preservation design review ordinances. Due to budget cuts in 2002-2003, we lost the position that coordinated local government training and our service declined. By reassigning duties among existing staff we have been able to increase training during the last two fiscal years.

Communities Receiving Technical Training

# of S.C. Communities
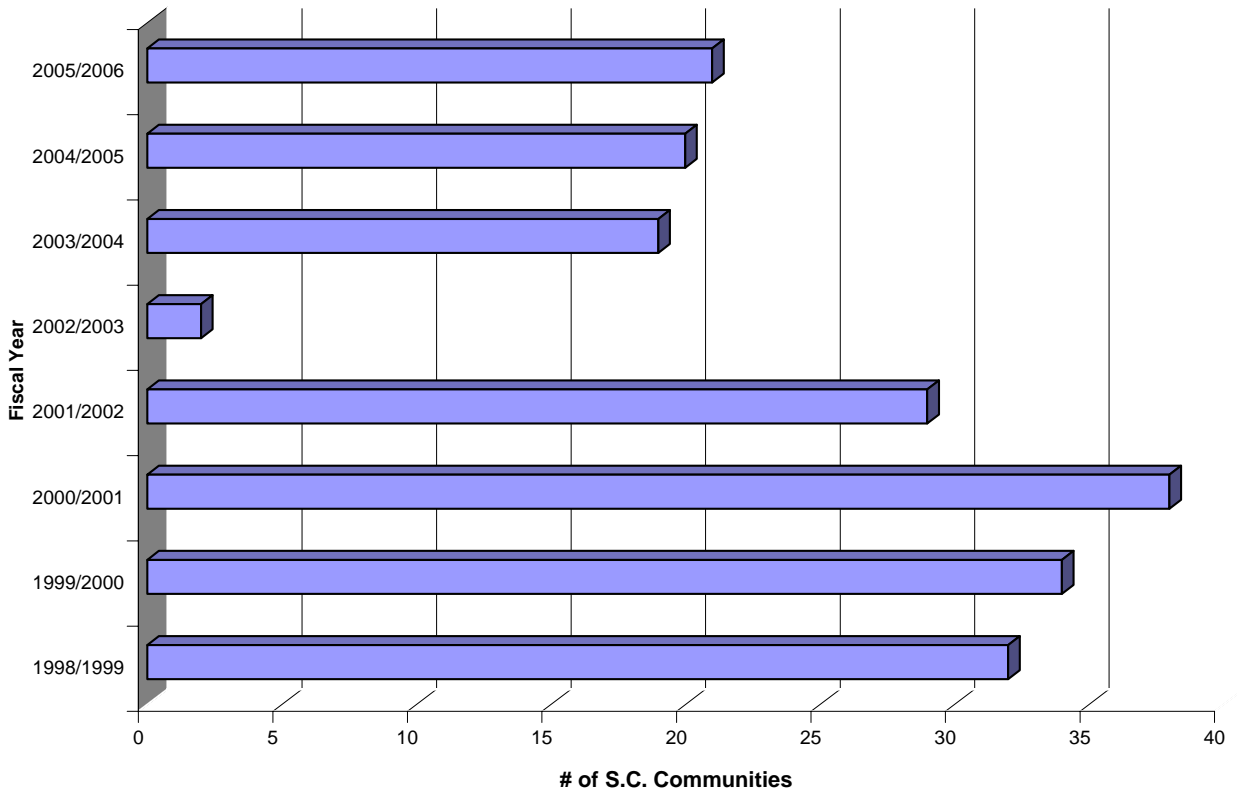
% of Plans Reviewed within 30 Days
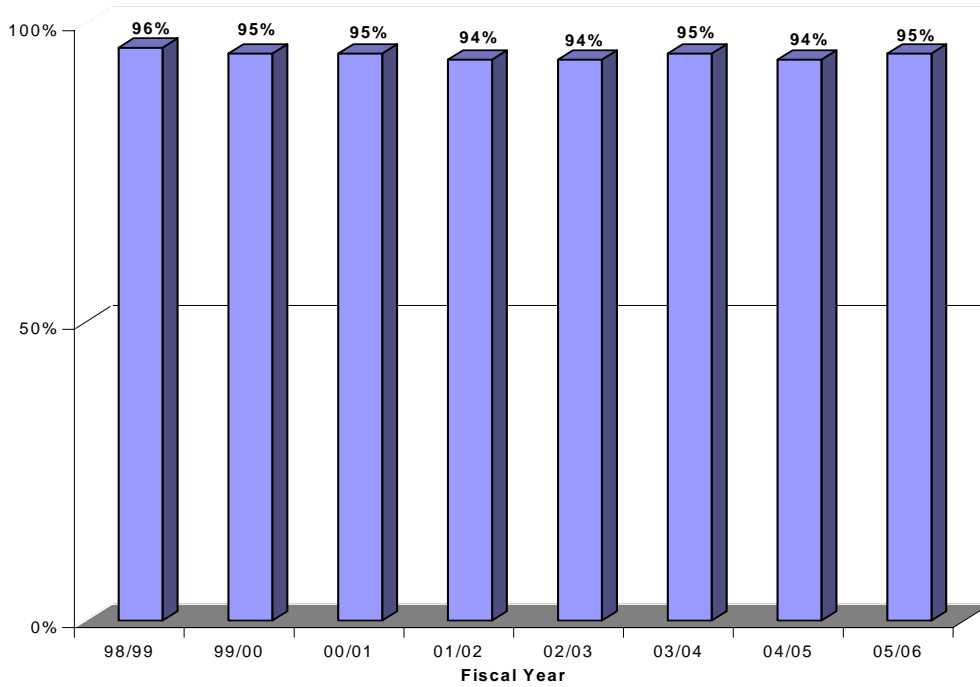
j. Measure Definition: We are responsible for reviewing and commenting on the impact of federally-assisted projects and SC DHEC-permitted projects on historic properties. Timely responses are critical to our customers.

7.2 Customer Satisfaction Results

Focus Groups
At a March 24, 2006, focus group session researchers had an opportunity to provide input on the State Archives reference services. Many of the comments were quite complimentary not only about the facility but also about the staff and the services provided. Among the higher level concerns expressed are the following:

- Need improved website and forms/information available from it
- Copy fees too high, some film is poor, and readers old
- Staff stretched and not always available, and some will soon retire
- Need to provide more information about the Archives and orientation to Reference Room
- Rescue records from the counties, and microfilm more of them
- Digitize more
- Need weekend hours

In addition, we held focus groups with representatives of the following groups: archaeologists, local preservation organizations, and local historical societies to provide input in revising the state historic preservation plan. A total of 228 persons participated in the various public input activities, which identified obstacles to preservation, recommended actions to encourage preservation, and provided recommendations for the Department of Archives and History. The responses from the focus groups and the surveys described in the first paragraph below are being used to develop a revised state historic preservation plan and will guide our strategic planning and annual action plans.

Surveys
In October 2005 we began soliciting public comments to guide revision of the state historic preservation plan. We posting a general survey on the Archives and History website and mailing surveys to persons interested in African American heritage, mayors, and city and county planners. Between October and December, we also conducted targeted surveys of stakeholders of our review of federal and state projects, users of federal tax credits, and Certified Local Governments.

Additional information on researcher needs, often repeating or amplifying the above focus group session report is available in State Archives commissioned on-site users and users of its online reference services at
http://www.state.sc.us/scdah/researchsurvy.htm and http://www.state.sc.us/scdah/onlineindexsurvey.htm

State Agency Records Officers
Highlights from the online survey (http://www.state.sc.us/scdah/Surveys/AgencyRM.html):
 Many agencies are keeping their inactive records in their agency instead of sending them to the State Records Center for storage, but of those using the State Records Center 98% report good to excellent service.
Records officers look to the State Archives for their records management training through workshops and publications.
Electronic records and basic records management are the topics that are of most interest to state records officers.

7.3 Financial and Market Results

a. Measure Definition: Our one-person publications staff produces publications on topics in South Carolina history for sale to the public and desktop publishing support to all of the agency's programs.

In-House Publications Cost-Savings
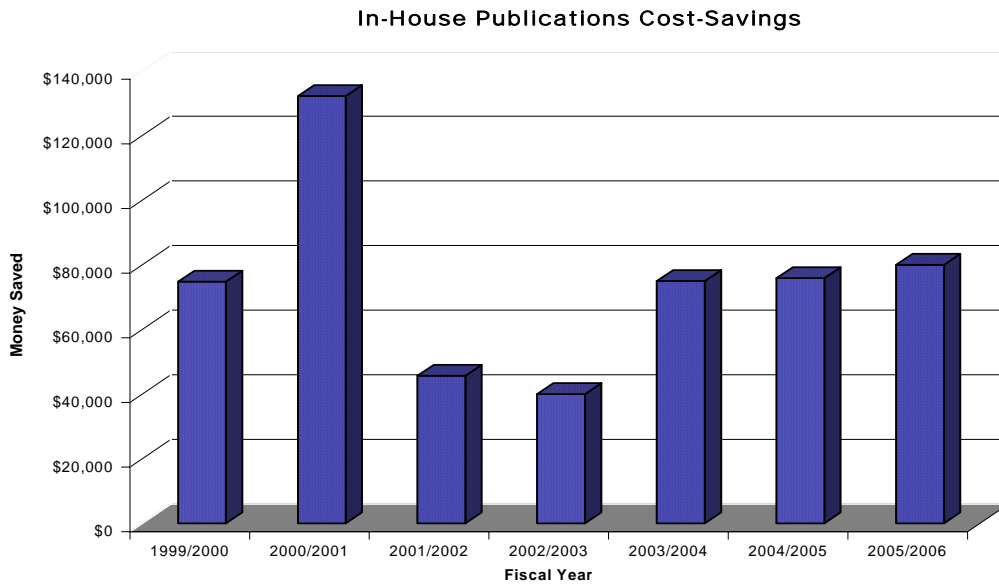
We realize cost-savings from publishing and design work done in-house rather than outsourcing to private publications firms.

Facility Usage

b. Measure Definition: This illustration tracks revenue from the Facility Rental.

Facility Rental Revenue by Fiscal Year
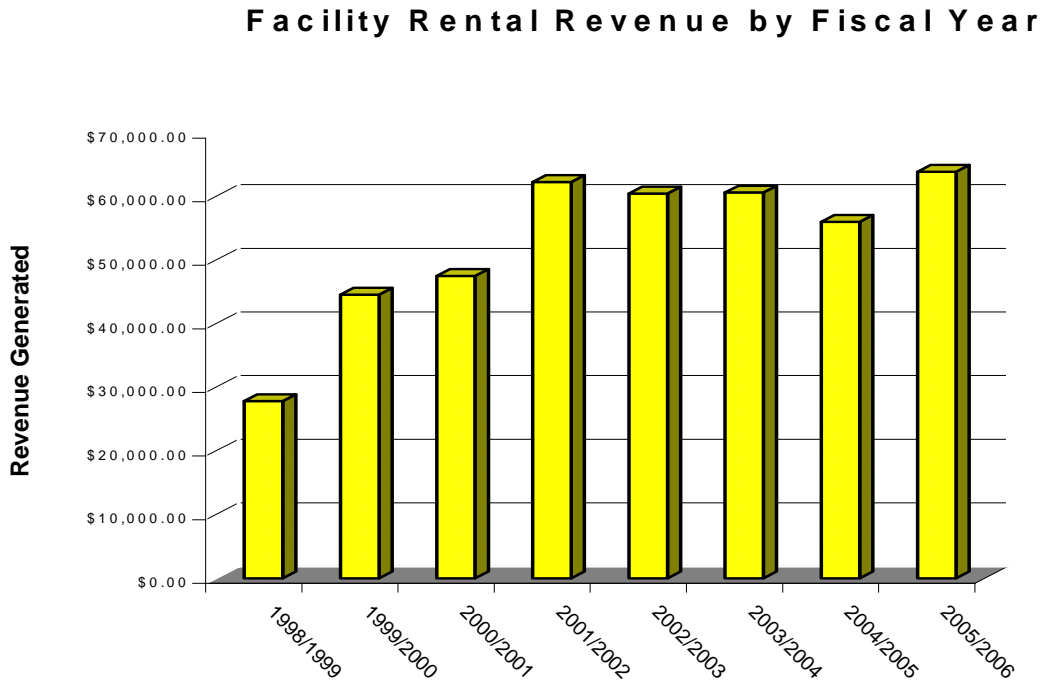
c. Measure Definition: We view our Facility Rental program, as not only a source of income, but also as an opportunity to have people visit the Archives and History Center. While here, visitors have an opportunity to learn about our programs and visit the exhibitions in our gallery. In 2001/2002 the increase in external visitors while the number of groups declined reflects our strategy to attract larger groups. This means our facility rental coordinator has fewer contracts to complete while increasing both visitors and income.

External Visitors
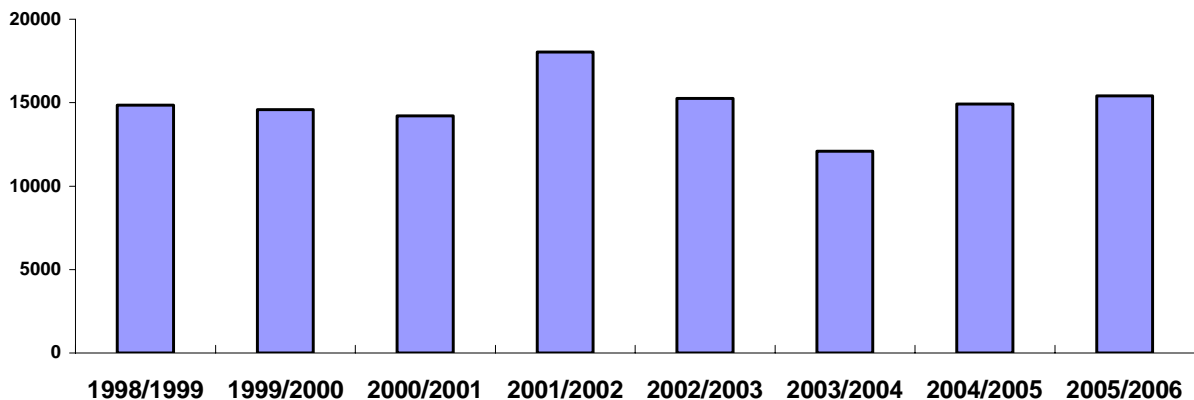
of Groups Using Facility
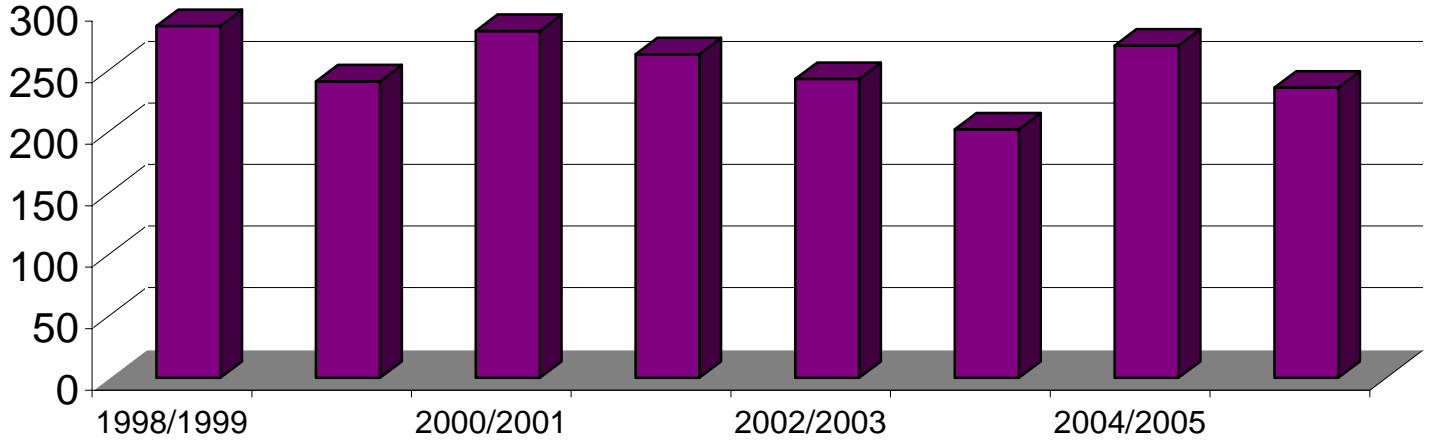
Records Management

d. Measure Definition: Working with our government partners we provide safe and environmentally controlled storage for records. Through our Records Management Division in FY 05/06, **44.9 million pages** of records in paper and microfilm were transferred by state agencies and local governments for security storage. **17.8 million pages** of historically valuable state and local government records in paper and microfilm were transferred to the Archives for permanent retention. The cost avoidance for state agencies and local governments by utilizing the Archives' Records Retention Scheduling Program and for state agencies using the State Records Center storage was $829,970. Authorized disposals of records through our records retention program freed up space in state and local government estimated at nearly $440,987. Records stored in the State Records Center for state agencies saved the state over $388,983 verses storage in office or in a commercial facility.

70% Lower Cost for Records Center storage of paper records and microfilm than is charged for local commercial storage facilities.

Cost Avoidance: What Archives Saves State and Local Government Through Records Management
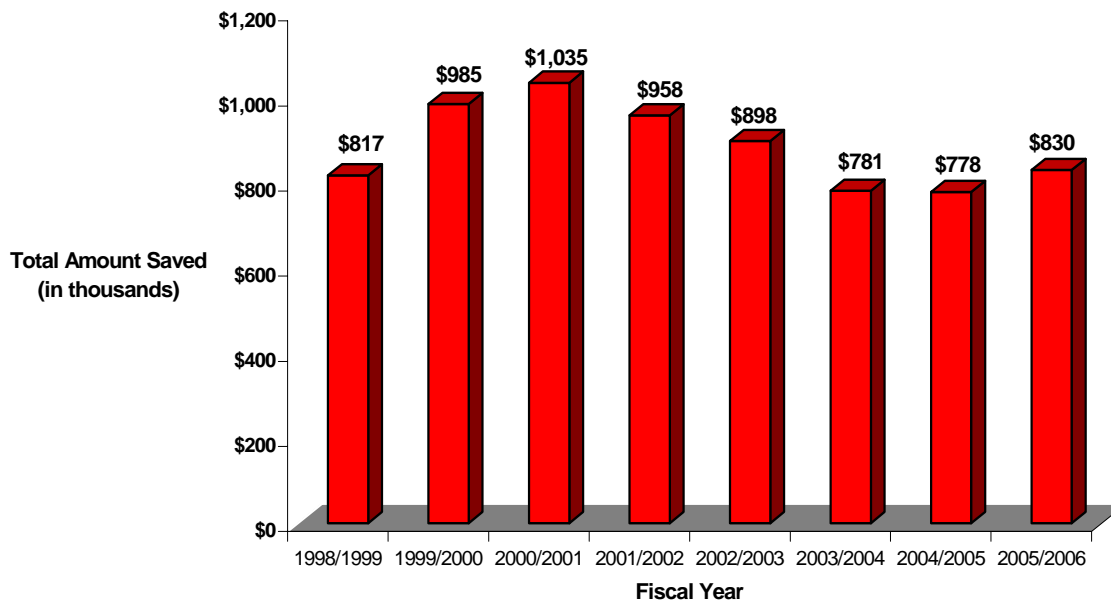
7.4 Human Resource Results

a. Measure Definition: This year, we did not have a formal suggestion process but rather encouraged staff to make suggested improvements to appropriate workgroups.

Archives and History is an agency that strives to insure that our employees have a healthy work environment that encourages productivity while providing opportunities for job satisfaction. During the past year staff members have stepped forward by assuming additional responsibilities that were assigned to staff members whose positions were lost because of budget reductions. Employee reviews for FY04 included 5% earning a "meets" job requirements, 64% earning an "exceeds," and 31% with a "substantially exceeds," reflecting the staff's commitment to the agency's mission. Also in FY04 the agency met 100% (one of only three agencies to do so) of its Equal Employment Opportunities as identified in our affirmative action plan monitored by the South Carolina Human Affairs Commission. Finally, Archives and History's retention rate for FY04 was 96.83% with 61 of 63 of our employees remaining with the agency throughout the year.

As mentioned in 5.6 the agency encourages staff members to take an active role in organizations focused on community improvement and community and individual wellness activities. The agency actively promotes participation in blood drives, health walks, etc. The staff wellness coordinator communicates wellness opportunities to staff members and encourages participation.

## 7.5 Community/Government Partner Results

a. Measure Definition: We are responsible for reviewing plans and helping owners meet the standards for the federal and state tax credits, which stimulate private investment in historic buildings.

**Private Investment Stimulated By Tax Programs**
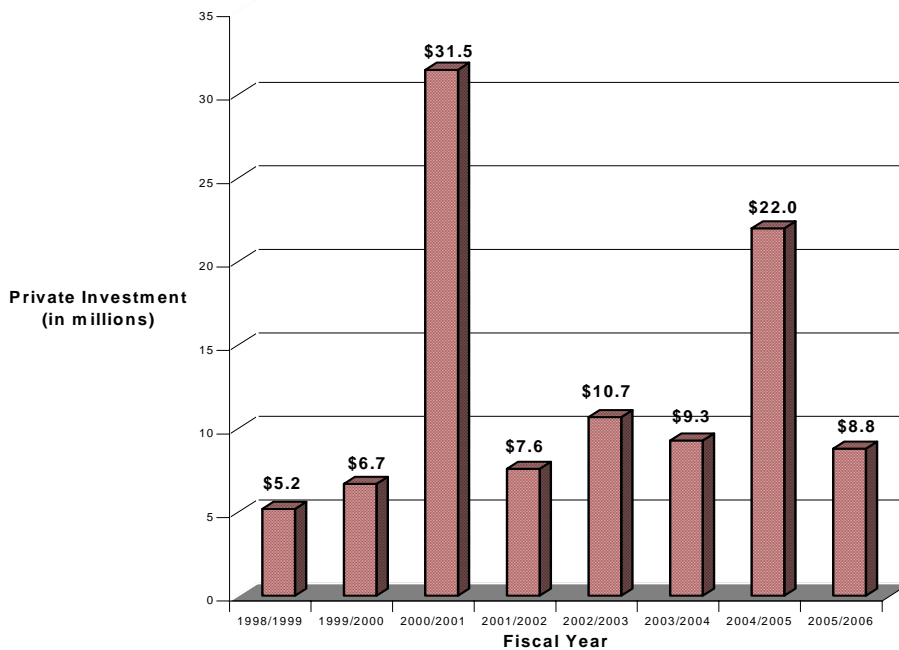
b. Measure Definition: In partnership with our public, private and home schooling communities we work with educators to more effectively teach the use of primary and secondary resources for historical research. Through this effort we work with students to become involved in a national program called National History Day.

### Students Participating In National History Day in S.C. Schools
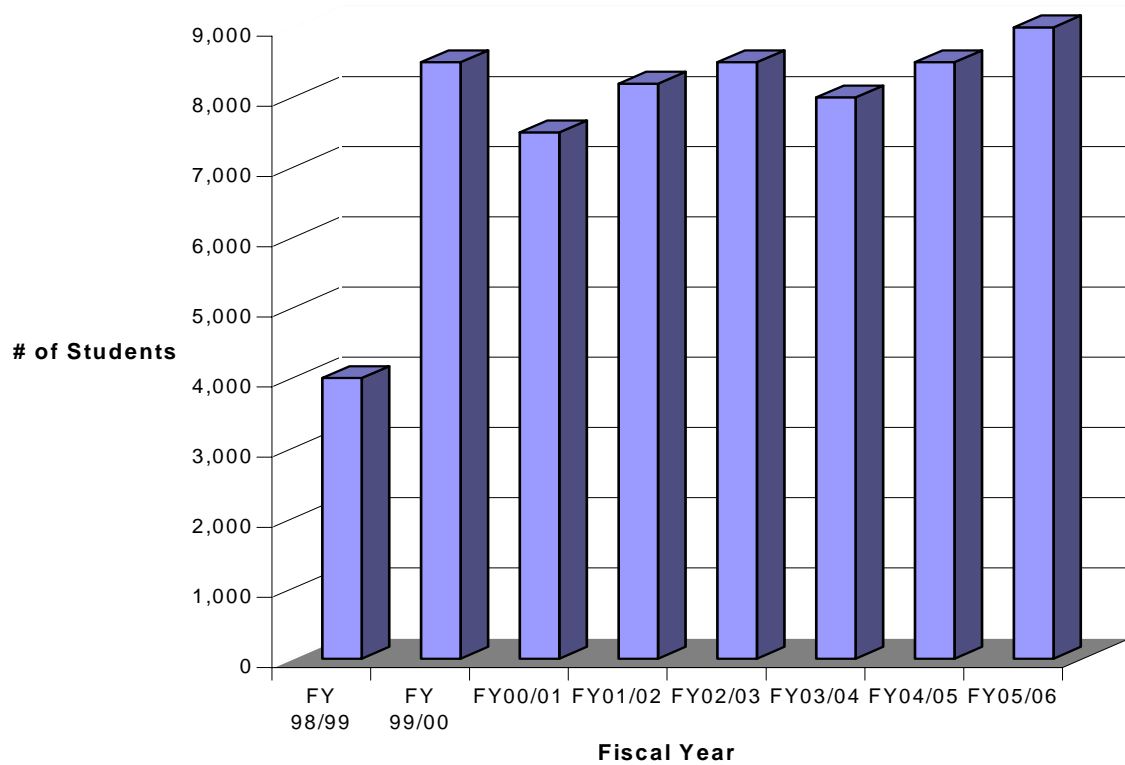
Schools Participating in NHD/SC activities
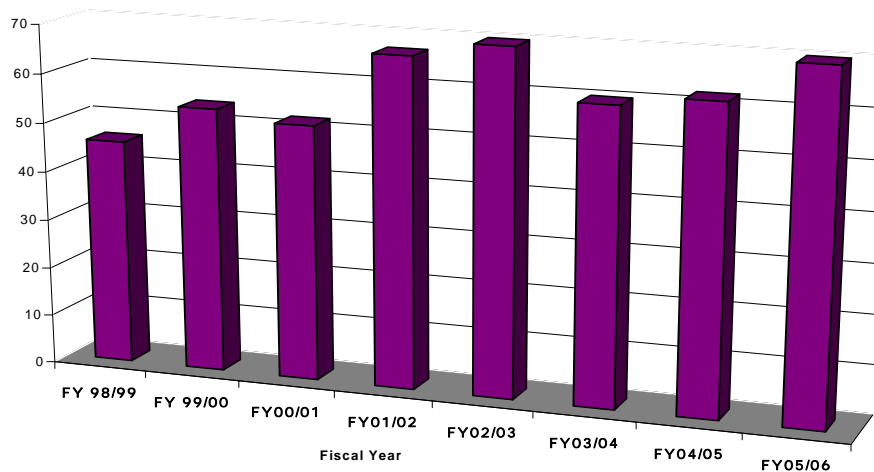
c. Measure Definition: We review and approve the text for historical markers erected by communities and organizations across the state. (In 2000/2001 we evaluated and improved the process and eliminated a backlog.) This fiscal year we increased the number of markers approved while reducing our review time.

Historical Markers Approved
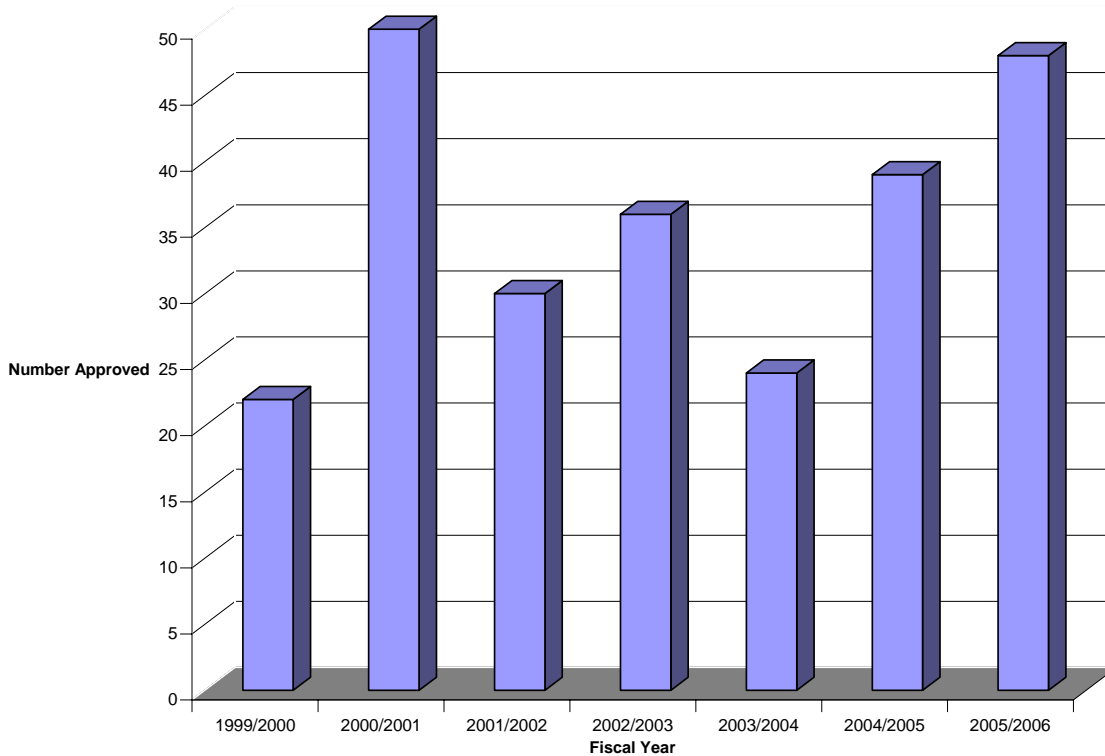
Regulatory Compliance/Citizenship

d. Measure Definition: Our agency is presently working on this area to begin tracking data. We are currently meeting to decide how we will begin tracking this information. As explained throughout the report, we are highly involve in community activities, meet OSHA and safety requirements through compliance to regulation and by providing staff mandated training in these areas.

12. Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures		FY 05-06 Budget Expenditures		Key Cross References for Financial Results*
Archival Services	Preserves and provides access to SC's permanently valuable colonial, state, and local government records, 1671-2000.	State:	810,749.59	State:	995,627.49	
		Federal:	0.00	Federal:	0.00	
		Other:	4,790.29	Other:	31,024.30	
		Total:	815,539.88	Total:	1,026,651.79	
		% of Total Budget:	13%	% of Total Budget:	15%	
Records Management Services	Assists state and local government to efficiently and economically manage their public paper and electronic records, to include retention schedule development for timely destruction or transfer to the department for archival processing.	State:	1,009,122.00	State:	836,335.98	
		Federal:	54,343.65	Federal:	110,752.98	
		Other:	28,378.41	Other:	127,206.89	
		Total:	1,091,844.06	Total:	1,074,295.85	
		% of Total Budget:	17%	% of Total Budget:	16%	
Micrographics and Photocopy Services	Provides microfilm services to the department, other public entities, and businesses.	State:	239,860.31	State:	240,791.50	
		Federal:	0.00	Federal:	0.00	
		Other:	241,961.53	Other:	223,626.93	
		Total:	481,821.84	Total:	464,418.43	
		% of Total Budget:	8%	% of Total Budget:	8%	
State Historic Preservation Program	The program provides leadership, technical, and financial ssistance to individuals, organizations, local governments, and state and federal agencies.	State:	215,913.68	State:	226,023.75	7.1d, l, j
		Federal:	119,000.39	Federal:	177,745.78	
		Other:	521,691.23	Other:	545,836.88	
		Total:	856,605.30	Total:	949,606.41	
		% of Total Budget:	14%	% of Total Budget:	14%	
Administration	Includes the director's office, budget and finance, personnel, building services, and information technology. The areas provide support services for all the activity related components of the agency.	State:	856,136.21	State:	1,103,635.82	
		Federal:	0.00	Federal:	0.00	
		Other:	473,392.68	Other:	262,172.16	
		Total:	1,329,528.89	Total:	1,365,807.98	
		% of Total Budget:	21%	% of Total Budget:	20%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

State Historical Marker; National History Day; Teaching American History Grant; Publications; Hunley Submarine Project; African American Heritage Commission; and Flow Through Funds for the Old Exchange Building

Remainder of Expenditures:	State:	126,954.58	State:	305,645.67
	Federal:	357,380.52	Federal:	376,492.44
	Other:	347,965.80	Other:	1,122,931.13
	Total:	832,300.90	Total:	1,805,069.24
	% of Total Budget:	13%	% of Total Budget:	27%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.