Accountability Report Transmittal Form

Agency Name: South Carolina Department of Archives and History

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South Carolina
Department of Archives & History

THE

South Carolina Archives & History Center

HISTORY & HERITAGE
For All Generations
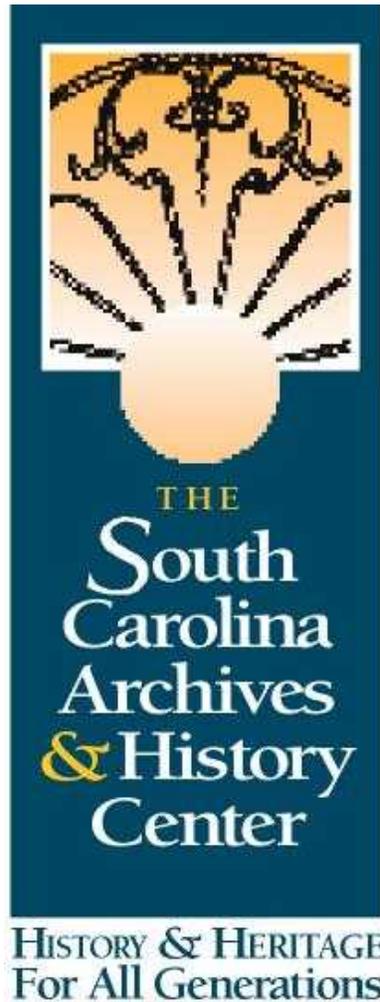
**Annual Accountability Report
Fiscal Year 2007-2008**

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

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I. Executive Summary

1. Mission/Values/Vision

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.

The SC Department of Archives and History will 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.

2. Major Achievements in FY2007/2008

Archives and Records Management

The Archives and Records Management (ARM) Division continued its work following its long-range plan for FY2007- FY2011 (http://www.state.sc.us/scdah/armfinalrpt.htm) and provided assistance to the SC State Historical Records Advisory Board to complete its 2007-2012 state plan for historical records (http://www.state.sc.us/scdah/shrab/stateplan.htm). In addition, the division had a number of noteworthy program accomplishments, including:

➢ Completed a web-accessible state agency records retention schedule for the SC Judicial Department (http://www.arm.scdah.sc.gov/specified/) employing the Archives' new streamlined proc*ess*

➢ Held three meetings of the SC State Historical Records Advisory Board (http://www.state.sc.us/scdah/shrab/shrabmin.htm)

➢ Awarded seventeen grants for nearly $100,00 to local government and private historical records repositories under a federal grant awarded in FY 2006: http://www.state.sc.us/scdah/shrab/20072009grantrecip.htm

➢ Applied for and received $70,000 of federal funding for an eighteen month project, January, 2009-June 2010, to support the training and other program activities of the SC SHRAB and to provide additional funds for regrants to local governments and repositories of non-government historical records: http://www.state.sc.us/scdah/shrab/snap/snapgrant.htm

➢ Published three issues of an online newsletter for SC state agencies and local governments (http://www.arm.scdah.sc.gov/otrol).

➢ Through the SC SHRAB, presented a Governor's Archives Award and Archives Award of Merit (http://www.state.sc.us/scdah/shrab/2007govarchivesaward.htm).

- ➢ Conducted a fourth annual day-long statewide records management conference for state and local government, including a track of sessions on disaster planning and recovery, attracting nearly 150 attendees (http://arm.scdah.sc.gov/training/conferenceday.htm).
- ➢ Lacking the technical infrastructure and expertise to preserve state agency websites of historical significance, the State Archives continued the services of the non-profit Internet Archive, Inc., to capture and provide access. Snapshots of web sites from most state agencies are now being made available via the Archives' website: http://arm.scdah.sc.gov/webarchives/
- ➢ Began participation in a two-year Library of Congress-funded multi-state project to select and preserve archival state agency digital/electronic records. Arizona is the project leader, with participation by Florida, Wisconsin, and New York:
  http://www.digitalpreservation.gov/news/2008/20080201news_article_az.html
- ➢ With the support of a grants from the State Library completed the conversion of an extensive catalog of holdings from a DOS program to an up to date Windows package and scanned and posted to the Archives' website more than 32,000 pages of historical records (http://www.archivesindex.sc.gov/)
- ➢ Concluded an agreement with The Generations Network, Inc. to scan State Archives microfilm and provision of a free subscription to Ancestry.com for use by onsite users of the Archives' Reference Room.
- ➢ Conducted nineteen workshops around the state on archival topics, especially disaster preparedness and recovery that attracted 343 attendees
- ➢ Held a meeting of the Local Government Records Advisory Council
  (http://arm.scdah.sc.gov/advisory/advisory+council+local.htm)

Among the most significant statistics on ARM activities during FY2008 are the following:

On-site Research Visits Continue to Decline
In April 2002 due to budget cuts, the Archives was forced to reduce the hours of public access to the Reference Room, eliminating evening and weekend hours. Thanks to an appropriation in FY 2007, the Archives was able to hire two archivists needed to open the Reference Room on Saturdays beginning January, 2007. During FY 2008, the Reference had a total of 1,174 visits on Saturdays (an average of 23 visitors per Saturday) and, despite the dramatic rise in the cost of gasoline, the overall visits to the Reference Room throughout the fiscal year remained steady relative to prior years at 7,992.

Reference Queries Inquiries Increase and Response Time Increases
Our reference queries (via mail, telephone, and e-mail) were comparable to FY 2007, at 9,980, which had reached levels not seen since FY 2001/2002. As noted last year, the increase may be attributable to rising gasoline prices, for those who otherwise would have visited the Reference Room. With the number of reference queries again exceeding those of previous years, our response time significantly increased from FY 2007's record-setting 7.0 days to 10.57 days. This is most likely attributable to the complexity of a number of the queries and that three of the six member Reference Room staff were recent hires and still becoming familiar with the Archives holdings.

Digitization of Holdings
Reached 100,000 pages of historical records available on the Archives' website, mostly via an online records index: http://www.archivesindex.sc.gov/

Records Management Services
Requests from state agencies and local governments in FY 2008 continued mixed in comparison with FY 2006 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). Though there has been a decline from FY 2001, the activity level is still significant despite the losses in staff in earlier years.

During FY2008 the Archives and Records Management Division had 8,263 contacts with state and local government officials regarding records management

In all, 13.4 million pages of historically significant records were transferred to the Archives from state and local government offices for permanent retention, nearly 47.3 million 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 400,000 pages were microfilmed, and more than 97.7 million 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 $814,000. The microfilming and records center storage services provided by the Archives and Records Management Division are about 72% 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 catalogs to Windows and to digitize holdings for online public access.
➢ Received many weeks of free technical support from CGM Computer Consulting of Columbia (CGMCC: http://www.cgmcc.com/) in upgrading the Archives' searchable online database on nearly one million pages of colonial, state, and local government records in the Archives holdings, making it much easier not only for the public to use the ORI, and also for Archives staff to update and add to it.
➢ Continued as 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 (http://pascalsc.org/content/view/14/29/).
➢ Continued participation on the Enterprise Applications Domain Subcommittee of the state's Architecture Oversight Committee (AOC) in developing and periodically updating the disciplines for geographic information systems (GIS), customer relationship management (CRM), enterprise resource planning (ERP), business intelligence (BI), web commerce, electronic document management systems (EDMS), and project management.
➢ Began a new partnership with The Generations Network, Inc. to expand the amount of Archives' holdings digitization
➢ Began participation in a Library of Congress-funded digital/electronic records preservation project with the state archives of Arizona, Florida, Wisconsin, and New York, and made arrangements with South Carolina's State Election Commission, Public Service Commission, and Department of Health and Environmental Control and Judicial Department) to include their records in the project

Historic Preservation

The State Historic Preservation Office organizes its annual work plan around the three broad goals outlined in ***Preserving Our Past to Build a Healthy Future: A Historic Preservation Plan for South Carolina 2007-2015***: http://www.state.sc.us/scdah/prezplan07w.pdf.

Educate South Carolinians about our heritage and its value
This year we launched our redesigned website: http://shpo.sc.gov. The new "Why Preserve" section highlights the benefits of historic preservation, and includes 12 "Success Stories" featuring individual and community projects: http://shpo.sc.gov/why/successstories.htm. The "Historic Properties" section makes information about thousands of historic properties available online, including dozens of reports on specific history topics and South Carolina communities: http://shpo.sc.gov/properties/register/historiccontexts.htm. We launched a monthly photo contest that asks participants to guess the name and location of a historic building: http://shpo.sc.gov/. To highlight Historic Preservation Month we held a contest for photographs of historic sites and created a poster featuring the winners: http://shpo.sc.gov/preservationmonthphoto.htm.

Our signature outreach event, the Landmark and Preservation Conference, was held in Greenville with 168 participants, including representatives of local governments, historical societies, preservation groups, and businesses. It featured a full slate of sessions, tours, receptions, and networking opportunities. We also organized or helped sponsor workshops and events on a wide range of topics:

- Commission Assistance Mentoring Program through the National Alliance of Preservation Commissions for local boards of architectural review
- Section 106 Archaeology Guidance Forum with the Advisory Council on Historic Preservation
- Make Your Dream a Reality Workshop about community preservation projects
- National Preservation Institute seminars on Section 106 and the National Environmental Policy Act
- S.C. Preserve America Initiative workshops
- Historic Preservation: Easements, Tax Incentives and Litigation
- Historic Properties and the Coastal Zone Management Act

Three email newsletters kept subscribers informed about a wide range of preservation related topics: News and Notes from the State Historic Preservation Office: http://shpo.sc.gov/newsnotes/, News in Review: http://shpo.sc.gov/revcomp/newsinreview/, and a digest of news focusing on African American heritage preservation.

Support private stewardship. We received a $150,000 Preserve America grant for the SC Preserve America Initiative. Preserve America is a federal program that recognizes and supports sustainable historic preservation projects through economic development and heritage tourism. Through the Initiative more South Carolina communities will participate in the Preserve America program, and we will award grants to support preservation projects: http://www.state.sc.us/scdah/saveamerica.htm. Our newest publication, *Making Your Dream a Reality: A Community Group Guide to a Historic Preservation Project*, provides practical advice to groups contemplating a project to save a historic building: http://shpo.sc.gov/forms/dream.htm. The State Library recognized it as one of the ten most notable state documents for 2007.

We promoted the South Carolina Rehabilitation Incentives Act at workshops in Greenville, Charleston, Sullivan's Island, and Spartanburg. In order for homeowners to be eligible for the credit, we must review and approve plans before work begins. During the fiscal year we approved work on 26 buildings. We also approved plans for the rehabilitation of 9 buildings through the federal rehabilitation tax credit program.

We awarded six federal grants to assist specific historic properties. One grant will help repair one of the oldest houses in Bennettsville, the Jennings-Brown House. The other grants will help prepare preservation plans for the Winnsboro Town Clock, Bishop's Memorial AME Church in Columbia, Ebenezer ARP Church in Fairfield County, Cross Keys House in Union County, and the Footlight Players at 20 Queen Street in Charleston. Through our program of general technical assistance, our staff historic architecture consultants made site visits to 53 historic buildings to provide rehabilitation advice.

Integrate historic preservation into public policy and planning
A reoriented and streamlined review process for Section 106 of the National Historic Preservation Act and the Coastal Zone Management Act launched on May 1, 2008. It includes new forms, instructions, letter templates, and website guidance to assist applicants and agencies with their responsibilities under federal and state laws: http://shpo.sc.gov/revcomp/. We met with representatives from FEMA and the Department of Natural Resources to discuss historic properties and flood insurance programs, and organized a meeting with local governments to discuss the programs.

ArchSite, the joint project to make our Geographic Information System (GIS) data available on the internet along with data from the Archaeological Site Files at the S.C. Institute of Archaeology and Anthropology (SCIAA) is now available: http://archsite.cas.sc.edu/ArchSite/. ArchSite helps developers, local governments, and state and federal agencies learn the location of historic properties early in the planning for development projects. The project was made possible through a partnership with the S.C. Department of Transportation.

We awarded three federal grants to assist communities with planning for historic resources: the City of Spartanburg Historic Resources Survey, City of Charleston Area Character Appraisals, and Conway National Register nominations.

Despite staff turnover and continuing budget shortages, we strive to maintain high standards of performance in our mandated programs. For example in this fiscal year:

- 18 individual National Register of Historic Places nominations and four historic district nominations (including 416 buildings, structures and sites) were approved by the State Board of Review.
- 169 historic buildings and structures were added to the Statewide Survey of Historic Properties, bringing the total recorded to 61,594.
- 81 South Carolina Historical Markers were approved, the most ever in a year. 22 recognize African American history.
- 579 sites were added to the State Archaeological Site Files through projects requiring our review and comment.
- 92% of 1,673 reviews of state and federal projects were completed within 30 days, up from 88% last fiscal year. Average review time also improved from 21 to 20 days.
- 9 historic buildings, with a total private investment of $30.3 million, were rehabilitated through the federal historic rehabilitation tax credit program.
- 18 historic homes, with a total private investment of $6.9 million, were rehabilitated through the state rehabilitation tax credit program.
- 2 buildings were stabilized and protected from the weather with matching federal historic preservation grants.
- 246 individuals representing 25 communities received training in preservation ordinances and design review.

Partnerships with State and Federal Agencies and the Private Sector

➢ We partnered with the Palmetto Trust for Historic Preservation and the Governor's Office to honor outstanding projects and individuals with the Historic Preservation Awards
http://shpo.sc.gov/programs/awards/

➢ Through the SC Preserve America Initiative, we are working with partners to promote the Preserve America program and improve coordination of assistance to communities. Partners include the National Trust for Historic Preservation, the Palmetto Trust, the SC Arts Commission, the SC Department of Parks, Recreation and Tourism, and the SC Design Arts Partnership. Currently, 14 South Carolina towns and counties are designated Preserve America Communities: http://www.preserveamerica.gov/index.html.

➢ We continued to strengthen our partnership with DHEC's Office of Coastal Resource Management. We met with their staff to better to define and clarify roles in the review permits and provided training on archaeology for OCRM staff. We also strengthened our partnership with DHEC's Division of Mining, and participated in the SC Mining Conference to provide information on the role of archaeology in the permitting process.

➢ Partnerships with the SC Department of Transportation and Department of Energy continue to provide staff assistance to our mandated programs and result in expedited reviews.

➢ We continued to work with the SC African American Heritage Commission, an advisory body to the Department, assisting with a statewide conference and awards program. We also continued to assist the Confederation of SC Local Historical Societies and partnered with them on the Landmark and Preservation conference.

Educational Outreach

Approximately 9,500 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 the research, 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 seventy-five students qualified through eight regional competitions to compete at the state contest at the Archives and History Center in April 2008. The top two entries in each category qualified to represent our state at the national contest. A junior group exhibit on the Santee Cooper Project received the award for best entry on the History of the Federal Government (sponsored by The Society for History in the Federal Government).

The African American History S.C.H.O.L.A.R.S. program was introduced in the fall of 2007 to promote African American historical scholarship in grades three through twelve in partnership with the South Carolina Department of Education. Three hundred and forty-two students achieved gold, silver, or bronze medals.

We are also in the second year of administering our third Teaching American History grant through the US Department of Education totaling $999,829 over a three-year period (July 2007-June 2010). For detail see comments under *Opportunities* on pages 8-9.

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. 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 FY2001.

➢ 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?

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 Groups	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 ➢ National Park Service	➢ 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	62	70
➢ TIME LIMITED	6	
➢ TEMPORARY	15	

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, SC Code of Laws

   Coastal Zone Management Act of 1976, as amended, 48-39-150, SC Code of Laws

   Protection of State Owned or Leased Historic Properties, 60-12-10, SC Code of Laws

   South Carolina Historic Rehabilitation Incentives Act, 12-6-3535, SC Code of Laws

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

   Special Property Tax Assessments for Rehabilitated Historic Buildings, 4-9-195 and 5-21-140,
       SC Code of Laws

8. Performance Improvement System

Archives and History initiated a continuous improvement program in the early 1990s, one of the first state agencies to move into this area. Despite the loss of our full-time 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.

9. Organization Chart (see next page)

SOUTH CAROLINA DEPARTMENT OF ARCHIVES & HISTORY

SEPTEMBER 2008

ARCHIVES & HISTORY COMMISSION

Rodger Stroup — Agency Director

Cynthia Banks-Smith — Admin. Assistant

T Alexia Helsley — Biographical Director

TL — Time Limit
T — Temps
G — Graduate Assistant

FY2007-08

HISTORICAL SERVICES

Elizabeth Johnson — Director

Deborah Jackson — Program Assistant

Compliance, Survey & Tax Incentives
Rebekah Dobrasko — Supervisor

VACANT — Rev & Comp. Coordinator
Chuck Cantley — Archaeologist/GIS Coord.
Dan Elswick — Hist. Arch. Cnsltnt.
Kim Robinson — Hist. Arch. Cnsltnt.
TL David Kelly — SCDOT Coordinator
TL John Sylvest — DOE Coordinator
Frances Knight — Archaeologist
G Liz Ainslie — Rev & Comp. Assistant

Registration, Grants & Outreach
Brad Sauls — Supervisor

Andy Chandler — Arch. Historian
Tracy Power — Historian
Jennifer Satterthwaite — Local Assistance & CLG
Leah Brown — African American Programs Coordinator

National History Day
Joel Walker — NHD Coordinator

TEACHING AMERICAN HISTORY PROJECT
TL Donald Stewart — Program Manager
TL Janet Obenshain — Assistant Prog. Mam.
G Trey Disheroe — Graduate Assistant
G Lauren Safranek — Graduate Assistant
G Ashley Stevens — Graduate Assistant

Graphics & Design
Tim Belshaw — Graphic Artist

BUDGET & FINANCE

Virginia Goodman — Director

Harriet Gleaton — Fiscal Technician
Loretta Dykes — Fiscal Technician

HUMAN RESOURCE SERVICES

Brenda House — Director

ACCESS SRVCS.

Steve Tuttle — Manager

PROCESSING
Patrick McCawley — Supervisor
Garry Davis — Archivist
Melanie Knight — Admin. Assist.
Pam White — Archivist
T Marion Chandler — Archivist

REFERENCE
Paul Begley — Supervisor
Mark Smith — Archivist
Wade Dorsey — Archivist
Robert Murray — Archivist

Sharon Mackintosh — Archivist
T Chuck Lesser — Senior Archivist
Aimee Bish — Administrative Specialist
Sheila Washington — Archivist
Elaine Rohr — Archivist
Michael Stauffer — Elec. Records Cnsltnt.

PRESERVATION
Heather South — Preservation Officer
Henry Peterson — Collections Archivist
T Red Betenbaugh — Doc. Conservator

ARCHIVES & RECORDS MANAGEMENT

Roy Tryon — State Archivist

SGRAC
LGRAC
SHRAB

Nancy Piester — Elec. Records Cnsltnt.
T Bill Henry — Elec. Records Cnsltnt.

RECORDS SRVCS.
Richard Harris — Manager
Donna Culbertson — Admin. Assistant
Matthew Gazzi — Elec. Records Cnsltnt.

RECRDS. CENTER
David McKeown — Supervisor
Bradley E. Lyles — Rcds. Cntr. Spec.
Sarah Pricleau — Admin. Assistant

STATE RECORDS
Erin Morris — State Rec. Analyst
Bryan McKown — State Rec. Analyst
Tom Legge — State Rec. Analyst

LOCAL RECORDS
John Mackintosh — Supervisor
Carolyn Smith — Local Rcds. Analyst
Richie Wiggers — Local Rcds. Analyst

MICRO. CERT.
T John Zierlo — Micrographics Cnsltnt.

COMPUTER SRVS
Elizabeth Smith — Supervisor
Paul Harmon — Network Technician

DIGITIZATION
Bryan Collars — Archivist

FACILITY MANAGEMENT

Sheila Clause — Facility Coordinator

Lori Cox — Admin. Serv. Coord.

T Richard Chance — Publications
T Everette Smith — Security Officer
T Alvin Horzewinkle — Security Officer

MICROGRAPHICS
James Barkley — Image Info. Manager

SECURITY VAULT
T Woodrow Ellisor — Records Analyst

MICROFILMING
Mary Smith — Manager

LAB TECHS
Dale Cureton — Admin. Spec.
Chris Bryson — Admin. Spec.
Keith Barton — Admin. Spec.
Michael Seeley — Admin. Spec.

PHOTOCOPY
Vangela Evans — Admin. Serv. Spec.

10. Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	06-07 Actual Expenditures		07-08 Actual Expenditures		08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$2,980,214	$2,124,266	$2,992,664	$2,206,585	$3,251,858	$2,227,116
Other Operating	$1,666,672	$1,043,503	$2,080,485	$1,390,643	$2,429,623	$876,257
Special Items	$150,000	$150,000	$920,000	$920,000	$170,500	$170,500
Permanent Improvements	$0	$0	$0	$0	$0	$0
Case Services	$0	$0	$0	$0	$0	$0
Distributions To Subdivisions	$148,810	$0	$90,884	$0	$350,000	$0
Fringe Benefits	$840,464	$609,187	$895,620	$675,033	$904,192	$644,454
Non-recurring	$0	$0	$0	$0	$0	$0
Total	**$5,786,160**	**$3,926,956**	**$6,979,653**	**$5,192,261**	**$7,106,173**	**$3,918,327**

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bills	$0	$0
Capital Reserve Funds	$0	$0
Bonds	$0	$0

11. Major Program Areas Chart

See attached chart.

III. Elements of
Malcolm Baldrige Criteria

1.0 Senior Leadership, Governance, and Social Responsibility

1.1
(a) Each employee's EPMS outlines expectations for the review period. During the planning stage 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 meetings to insure projects are on schedule. (c) Monthly staff meetings bring all of the agency's 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) 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. Both the Archives and Records Management and Historical Services programs in FY 2007 completed extensive planning exercises that included surveys, force groups, and one-on-one meetings. Informal feedback is also an important aspect of determining the effectiveness of our offerings.

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.

1.7

During the past year, the agency has developed and implemented a workforce-planning program. With over 33% of the staff eligible to retire within the next five 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. For example, when our deputy SHPO indicated she was going to retire in approximately nine months, the director immediately posted an in-house job announcement. He determined that he was going to promote from within the SHPO and over six months before the announced retirement announced the successor. This provided the new deputy SHPO with six months to work closely with her predecessor culminating in a seamless transition.

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

One of the primary roles of the Department of Archives and History is providing educational opportunities, not only to the public, but also for staff members. Monthly staff meetings include a segment (approximately 30 minutes) when a speaker provides information on a topic of interest. This could include a staff member presenting information concerning their job, or it might include a presentation on a recent trip from a staff member. Outside speakers are also invited to make presentations at staff meetings that contain information on South Carolina history, For example, last spring we invited a speaker who was completing research on Paul Redfern, an early aviator from Columbia who was lost while attempting a flight from the United States to Brazil in the early 1930s.

Senior leaders initiate the necessary steps to insure that staff members have the educational background they need to successfully complete their assigned tasks. For example, when a staff member is promoted into a supervisory position, the immediate supervisor insures that the individual is enrolled in a class teaching supervisory skills as soon as possible. In addition, senior staff mentors new supervisors during the initial year of their new responsibilities.

1.10

The agency's senior leaders all serve on the agency Quality Improvement Steering Committee. The QI Steering Committee supervises all quality initiatives, empowers QI teams tackling specific process questions and oversees the agency's internal recognition programs. Our recognition program requires that staff members nominate their colleagues for awards and recognition and senior staff both draft nominations and, more importantly, encourage their employees to identify worthy colleagues and submit nominations.

1.11

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; SC Hall of Fame; SC Executive Institute Alumni Board; and serves on the board of the Columbia Rotary Club. Dr. Stroup serves as the treasurer of the SC Historical Association and with the support of his administrative assistant also handles the association's membership records and the mailing of the Proceedings each year. The director 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.

Senior staff take seriously the department's leadership role in the state's archival and records management communities. Staff are encouraged to be involved with a number of state professional associations, notably the SC Archival Association and the Palmetto Archives, Library, and Museums Council on Preservation, and the SC Public Records Association. Moreover, the department provides meeting space for those organizations at the SC Archives and History Center. Training by staff for archival and records management professionals and volunteers in disaster preparedness and other subjects reached over 350 individuals across the state in FY2008. Beyond this professional involvement, the department senior leaders and staff contribute to the wider community, for example, in 2007 department staff ranked eighth among state agencies for the level of their participation in the United Way campaign by increasing the number of staff contributions by 45%. Also, the staff shows leadership within our key communities to include other organizations such as the Red Cross, Good Health Appeal, Harvest Hope Food Bank, and Literacy.

Our State Archivist, Roy Tryon, is active in several historical organizations, including the Council of State Archivists (CoSA) as co-chair of the CoSA-sponsored and federally-funded task force on the nation's local government archives, served as Commissioner on the National Historical Publications and Records Commission of the National Archives representing the National Association of Government Archives and Records Administrators, and is chairman of the SC State Historical Records Advisory Board. During FY2008, he made presentations before several professional groups on records matters. The State Archivist also serves on the board of directors of the Saluda River Chapter of Trout Unlimited, which has been active in environmental issues at they affect the Lower Saluda River. Our department's Deputy State Historic Preservation Officer, Elizabeth Johnson, is involved in the SC Hall of Fame, Palmetto Trust, and Historic Columbia Foundation.

2.0 Strategic Planning

2.1

The agency 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 continued to work from that plan, focusing on the major goals that still needed to be completed. The Archives and Records Management program completed a long-range plan, FY2007-2011 last FY, for division operations and assisted the SC State Historical Records Advisory Board in developing a plan for the state's historical records, 2007-2012. The State Historic Preservation Office developed the state historic preservation plan for the National Park Service that outlines major goals for 2007-2015. These two plans taken together outline the major goals of the agency for the coming years.

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, partnering with the SC State Library has provided us with federal funding that has allowed us to make our extensive catalog of holding available to the public and to make more than 100,000 pages of our historical records available online. Moreover, a recently concluded arrangement with The Generations Network, Inc. is making possible the scanning of additional historical records and the cost free access to the Ancestry.com subscription service for all Archives research patrons. Our participation in a federally-funded project with four other states will allow us to address one of our biggest challenges, the preservation of an access to historically-significant state agency records. Budget cuts imposed at the beginning of FY09 and those instituted by the Budget and Control Board in August 2008 will have devastating impact on the agency and its ability to fulfill the mandates of the agency's legislation.

2.1c

Both shifts in technology and our regulatory environment are addressed in the new strategic plans. 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 ten 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 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 agency has a detailed disaster plan that addresses a wide range of scenarios. Of primary importance to insure our organizational 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.

2.1f

The new strategic plans primarily address the ongoing role that the agency plays in insuring the gathering, processing and availability of the state's official records and the ongoing preservation of the state's historic resources. With budget reductions over the past five 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 documents can be extended to complete the necessary goals if funding is not available.

Strategic Planning (chart attached).

2.2

The new strategic plans developed by the ARM and SHPO each address the challenges facing their specific areas. For example, the ARM partnered with several states to develop guidelines for electronic records. We did not have the funds necessary to become an initial member, but because of the expertise of our staff and the progress we made in this area, we were invited to participate at no cost to the agency, and we are currently playing a leading role in the initiative.

2.3

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 Historical Records Advisory Board. Both our state historic preservation and State Historic Records Advisory Board plans are on our website.

2.4

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.

2.5
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.

2.6
Plans are reviewed annually by staff and reviewers at NHPRC and the National Park Service. Suggestions from both external and internal comments are incorporated in future planning exercises.

2.7
The agency's strategic plans are located at:

Archives and Records Management—
http://state.sc.us/scdah/armfinalrpt.htm

State Historic Preservation Office—
http://shop.sc.gov/NR/rdonlyres/947D9B9B-F0A5-41B3-BAFA-2384E30C55FC/0/prezplan07W.pdf

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 completed a long-range plan for FY2007-FY2011 based on focus group sessions, online surveys, and special studies.

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

The agency and our customers are becoming more and more dependent on our website to obtain the information they need. From the digitization of archival records to the GIS system developed by the SHPO, our customers depend on our website to provide them with timely and accurate information. As seen in Section 7, visits to the Reference Room continue to remain static, while email queries and hits on our website continue to grow. With the agency's focus on customer service, we received many more complimentary comments than negative ones. The few negative comments we receive usually are sent to the director by email. (His email address, along with other staff members, is on our website).

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

A major component of each strategic plan is input from customers/stakeholders 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, state agencies began requesting that we accept electronic records for archived storage. Since we did not have adequate computer storage space, our #1 budget request for FY2008 was for $218,000 in non-recurring funds for computer equipment.

3.6

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 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, for example: the Local Government Records Advisory Council and the SC Public Records Association. 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 Governor's Office give 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.

We 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 three 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 (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 7,992 even though the Reference Room is now open on Saturdays. Also, more documents are available online eliminating the need for a trip to the Reference Room (7.1a).

4.2

Our performance measures link to our agency strategic plan 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 resource 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 visits decline during the past few years. Researchers in South Carolina no longer need to visit the Archives and History Center to access 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. Nevertheless, communication with our archivists is important for researchers as is evident from the increase in queries received about our holdings (see 7.1b). It is, however, evident from our statistics and the comments we receive that the elimination of night and weekend Reference Room hours in FY2002 has made access to our holdings more difficult and some times impossible for many citizens. Compounding this situation has been the high cost of gasoline forcing many to curtail travel. The restoration of Saturday hours in FY2008, made possible by a budget increase, helped to stabilize what had been a continuing slide in on-site use.

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 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. During 2006-2007, all National Register nominations and photos are online. We are currently in the process of putting the information in the over 1,200 historical markers in the state on a searchable database on our website. Completion of this project is scheduled for this fall.

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. Due to current budget cuts and the retirements of several staff members we have managed to somewhat abate the loss of institutional knowledge by bringing retired members back on a temporary part-time basis.

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 Workforce Focus

5.1

Archives and History was one of the first state agencies 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.

As mentioned elsewhere, the agency develops annual works plans in each program. All staff members are involved in developing the plan for their area and are thereby empowered to have ownership in its successful completion. When plans involve more than one area, staff from each area work together across programmatic lines. One of the ways we encourage this is through our employee recognition program. One component of which is a "Saving History Award" given annually to the employee or employees whose work has best demonstrated the agency's goal of preserving the state's history.

5.2

At monthly staff meetings we frequently have a staff member share information about their job duties, highlighting interesting information and facts about the state's history or challenges they face in preserving historical resources. One of our primary goals is to place information online for our customers. Digitization and indexing of information from the SHPO requires a team that includes our IT staff, members of our archival staff as well as the SHPO staff. Working together, they solve both the technical and intellectual challenges of providing the material in a user-friendly manner. Several times a year, we have staff lunches or retreats that are planned by interdepartmental teams.

5.3

During the past fiscal year our recruiting is accomplished entirely through the state's human resources website. All applications are received and processed electronically. If we are recruiting for a specific archival or preservation skill, we advertise in national professional organizations. The supervisor of the position is responsible for reviewing applications, winnowing the list down to the top candidates, conducting phone interviews, scheduling onsite interviews and making the final selection with the assistance of additional staff. The director has the final approval. Retention of new employees is a major goal of the agency and also a major challenge. The primary problem we have with retaining employees is our inability to offer competitive salaries on a national scale. In both our archival and preservation professional positions, we are competing for highly qualified candidates and frequently our salaries are not competitive. Nevertheless, we are able to attract excellent staff members and we work hard to provide them with a pleasant and challenging work environment.

5.4

The Department of Archives and History is currently woefully understaffed. In the late 1980s the agency had over 120 FTEs. Today, we have 62 FTEs supplemented with part time employees and graduate assistants. While we have managed to replace some employees with new technologies, many of our work processes, such as processing archival records, still requires an individual to manually go through each folder, discard non-pertinent materials and write a finding aid. As a result we are falling behind in processing records and making them available to researchers.

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 managers are always seeking to attend training programs that will help them further develop their skills. Many state agencies, as well as other training programs, use the meeting facilities in the Archives & History Center. Frequently we will provide our facilities at a reduced rate in exchange for slots in the program for our staff members. We also take advantage of opportunities offered by our professional organizations, at both the state and national level. We encourage all of our staff, but especially our senior managers to accept leadership positions in professional organizations. Not only do they gain leadership skills, but they also stay abreast of the latest developments in their fields. Our senior managers attend all meetings of the Archives & History Commission, frequently providing comments and information during the meetings. Each program director is responsible for developing the annual work plan for their area and for monitoring progress during the year.

5.7
It is the responsibility of each program director to insure that their employees have the skills and training necessary to accomplish their jobs. With the current state of our budget and the continual decrease in travel funds it becomes more of a challenge to get staff to national professional conferences and technical training programs. We are able to obtain some training over the Internet, but other skills require out of state travel that we are not able to accomplish.

5.8
When staff members obtain a new skill, we insure that they are using that skill in their job. Frequently staff members learn about a new way to accomplish something, find out about the opportunity for training, and then approach their supervisor for the resources to attend the training. Staff members are constantly seeking new ways to do their jobs and are highly motivated to put their learning to work.

5.9

Employee training is a must if we are to achieve our action plan. This is especially true in the area of electronic records, etc. We can't ask employees to do highly technical work without providing them with the necessary training.

5.10

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 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.

5.11

Motivating staff to achieve their full potential is an ongoing challenge. The vast majority of our staff really like what they do—they work at Archives & History because they like history, like the opportunity to work with historic documents and buildings and know that they can make a difference in helping preserve the state's heritage. The challenge comes because our resources are continually decreased. We hear from many in leadership positions in the state that we, state employees, are the problem, rather than seen as potential problem solvers. For example, staff members continually hear in the media that state government is growing out of control—yet we have 50% fewer employees than we did in 1987, our budget for FY09 is $3.7 million, the exact same dollar amount the agency received from the state general fund in 1987 (if we had the same purchasing power in FY09 our budget would need to be $6.7 million). What keeps our employees going is they do really like what they do and feel like they can make a difference.

5.12

The Quality Improvement Steering Committee is our instrument for gauging employee morale. Suggestions for improvements are made to the QI Steering Committee and if necessary, a team is chartered to study the suggestion and make recommendations. A variety of informal measurements are utilized, including an opportunity to staff to comment on issues during their EPMS meetings. In addition, the director encourages questions at staff meetings, and provides staff to ask questions in writing if they wish to remain anonymous. The agency's retention level is high and the only grievances during the past several years came after our RIF process—all of which were denied.

5.13

Most of the agency's staff have multiple sets of skills in their field and are always ready to share those with other staff members. Whenever possible we identify employees with the necessary skills to move into higher position within the agency and provide them with training so they will be ready when the opportunity comes. We prefer to promote from within whenever possible because we know that the individual already fits into the agency's culture. (See 1.7 for example of succession planning)

5.14

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, 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. Members of the staff are assigned specific duties depending on the type of disaster.

6.0 Process Management

6.1

The concept of competitive advantage in our market is not one that is applicable to the SC Department of Archives & History because we are the only entity that provides access to the state's public records and oversee preservation services in the state. Our core competencies focus on providing expertise to researchers and assistance to citizens seeking to take advantage of the provisions of the National Historic Preservation Act. Maintaining our high level of skills is key to our mission—providing information to our customers. The agency's action plans are developed annually focusing on improving our ability to provide information and services to our customers.

6.2

In the Archives and Records Management Program our primary core competencies consist of a detailed knowledge of the state's history, a thorough familiarity with the archival collection and the ability to relate these to solve research problems for our customers. In the SHPO core competencies include an understanding all of the provisions of the National Historic Preservation Act, knowledge of architectural history and related construction technologies, and the ability to apply these to solve customer problems. A primary consideration in the SHPO area is timeliness of action to insure a rapid reply to queries and applications.

6.3

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 website and providing access to descriptions of our collections. Because of the budget cuts, our collection is publicly accessible only 48 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 by mid-FY2009. Researchers will be able to determine online if the Archives contain records groups that might be useful in their research. The National Register of Historic Places contains over 1,300 individually-listed South Carolina properties and for each listing, we hold extensive research files and photographs. This wealth of information is 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 the 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, Outreach, 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.

6.4

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 with 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.

6.5

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.

6.6

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 staff, working with SC Interactive, began redesigning the agency website using a Content Management System (CMS). Two additional sites came on-line during the year: http://arm.scdah.sc.gov (Archives and Records Management) and http://shpo.sc.gov (State Historic Preservation Office). Several more are planned for the coming year. These web pages have a more consistent look, are in close conformance with the state homepage, and are more accessible than the old ones.

6.7

The agency's senior staff continually monitor advances in our field to insure that we are utilizing the most recent advances and technologies. We request funds during our yearly budget cycle, but usually have to seek funds from other sources. For example, only once have we actually received requested state funds to meet the challenges of the rapidly expanding field of electronic records and digitization. We have sought and successfully received grants from the National Historic Public Records Commission and the South Carolina State Library (federal grant funds) to acquire hardware and software. In another case, we have received funds from the SCDOT and the U. S. Department of Energy to provide staff members in the SHPO to focus on reviewing projects in their areas. However, all of these we consider stopgap measures and are not a replacement for ongoing state funds to meet an ongoing mandated program.

7.0 Results

7.1 Mission Accomplishment

a. Measure Definition: In April 2002 due to budget cuts, the Archives was forced to reduce the hours of public access to the Reference Room, eliminating evening and weekend hours. Thanks to an appropriation in FY 2007, the Archives was able to hire two archivists needed to open the Reference Room on Saturdays beginning January, 2007. During FY 2008, the Reference Room had a total of 1,174 visits on Saturdays (an average of 23 visitors per Saturday) and, despite the dramatic rise in the cost of gasoline, the overall visits to the Reference Room throughout the fiscal year remained steady relative to prior years.

Reference Room Visits

FY	Visits
FY 1999/2000	12,894
FY 2000/2001	13,475
FY 2001/2002	12,205
FY 2002/2003	10,037
FY 2003/2004	9,252
FY 2004/2005	8,868
FY 2005/2006	8,186
FY 2006-2007	7,855
FY 2007-2008	7,992
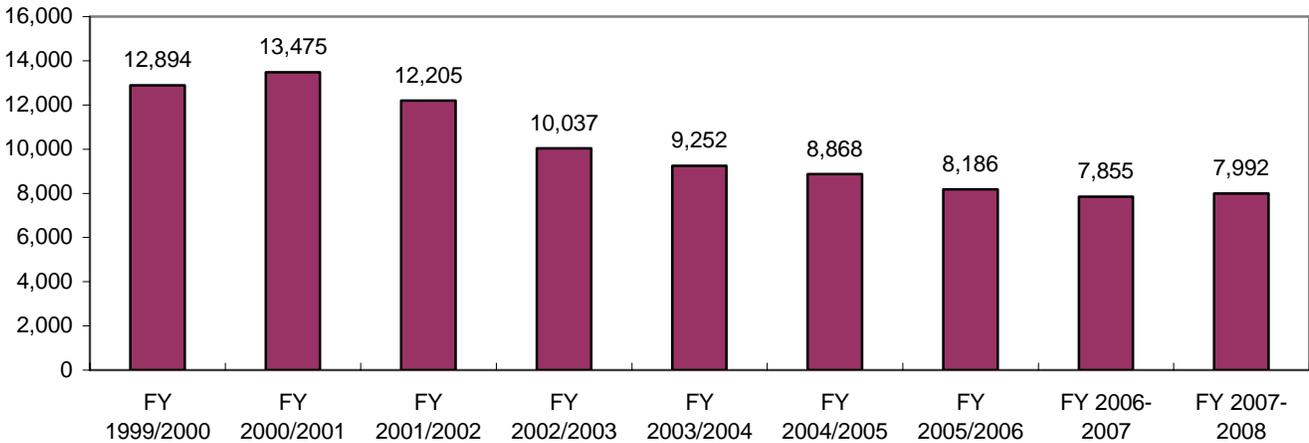
b. Measure Definition: Our reference queries (via mail, telephone, and e-mail) were comparable to FY 2007, which had reached levels not seen since FY 2001/2002. As noted last year, the increase may be attributable to rising gasoline prices, for those who otherwise would have visited the Reference Room.

Reference Room Contact Information

Number (vertical axis): 0, 2,000, 4,000, 6,000, 8,000, 10,000, 12,000

Fiscal Year (horizontal axis): 1997/1998, 1999/2000, 2001/2002, 2003/2004, 2005/2006, 2007/2008

Legend:
- E-mail
- Telephone Calls
- Letters
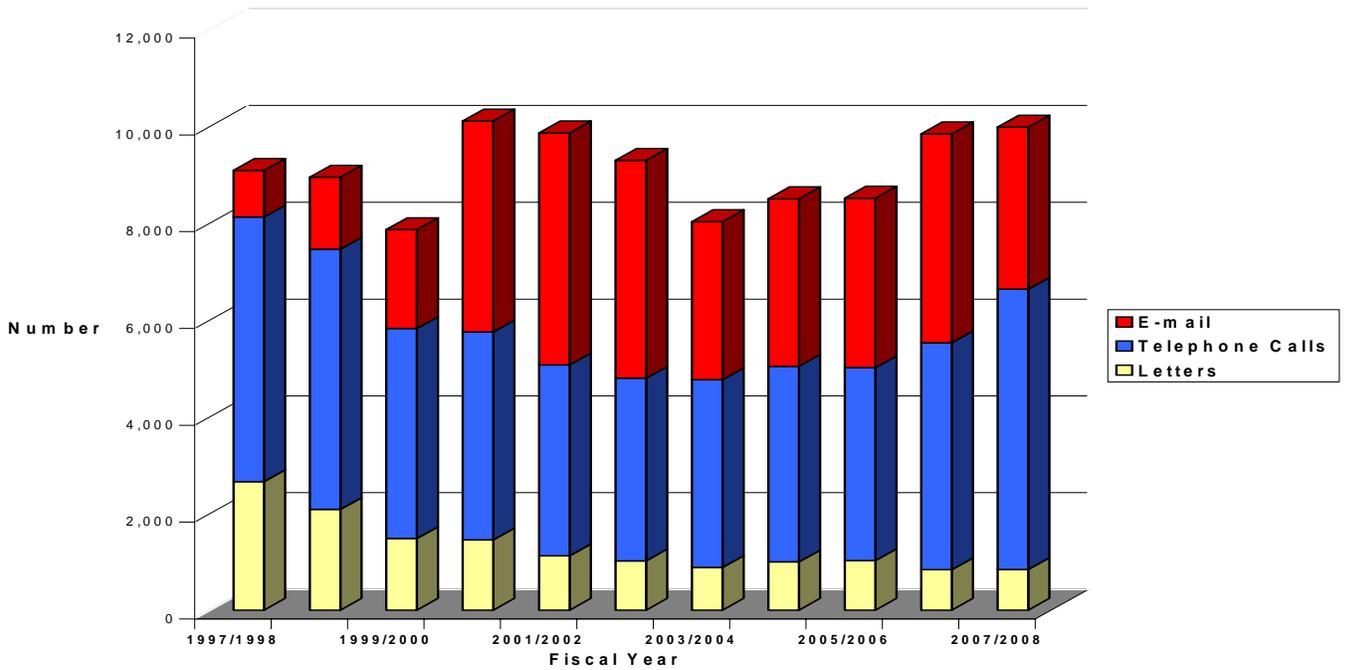
c. Measure Definition: With the number of reference queries again exceeding those of previous years, our response time significantly increased from FY 2007's record-setting 7.0 days to 10.57 days. This is most likely attributable to the complexity of a number of the queries and that three of the six member Reference Room staff were recent hires and still becoming familiar with the Archives holdings.

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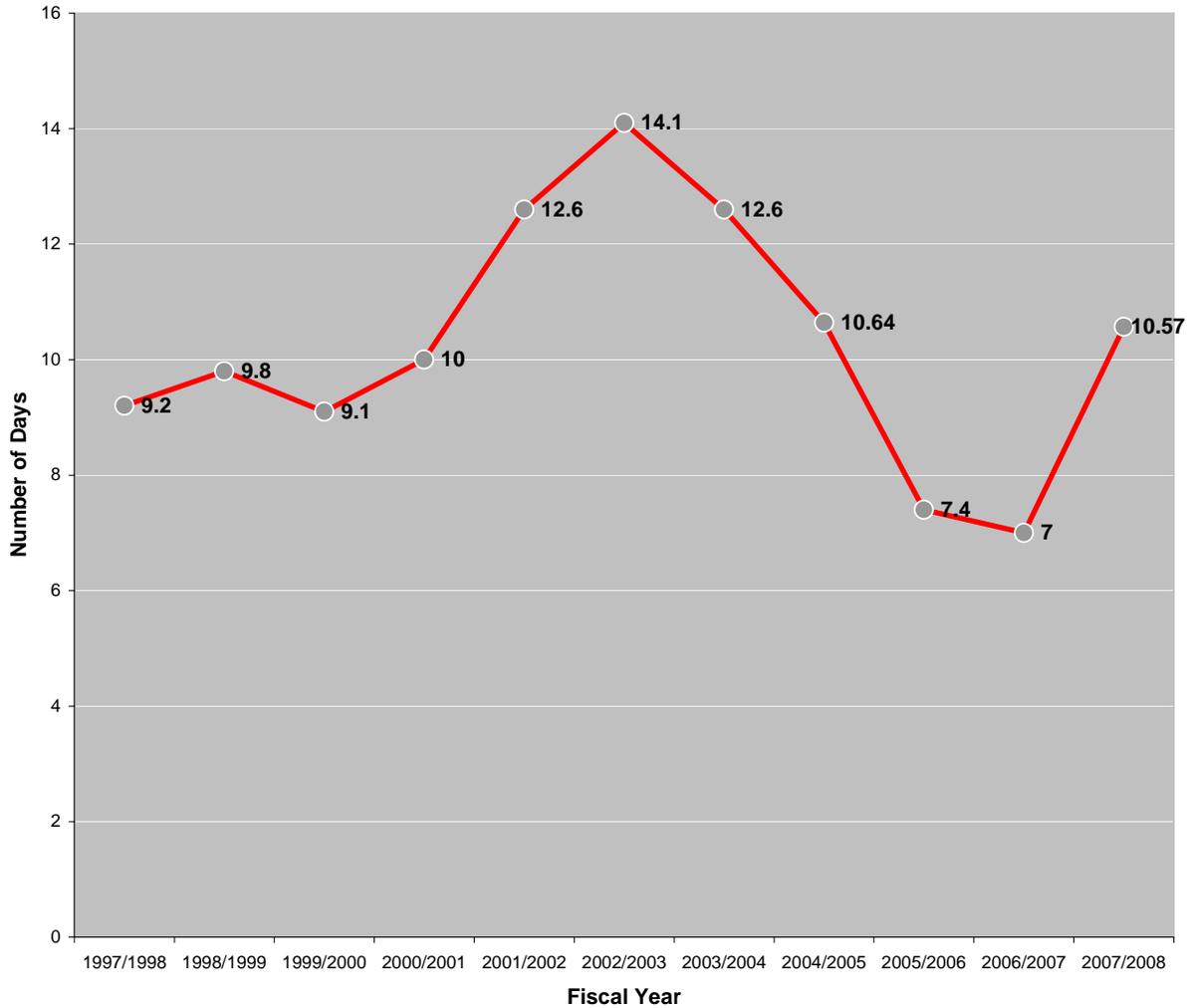
e. Measure Definition: Approving the disposition of state and local government records through records retention schedules is a mandated program of the SC Department of Archives and History. Over the past several years, the Archives' records analysis staff has been reduced by more than 50%, with a consequent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

Records Retention Schedules Prepared for State Agencies and Local Governments
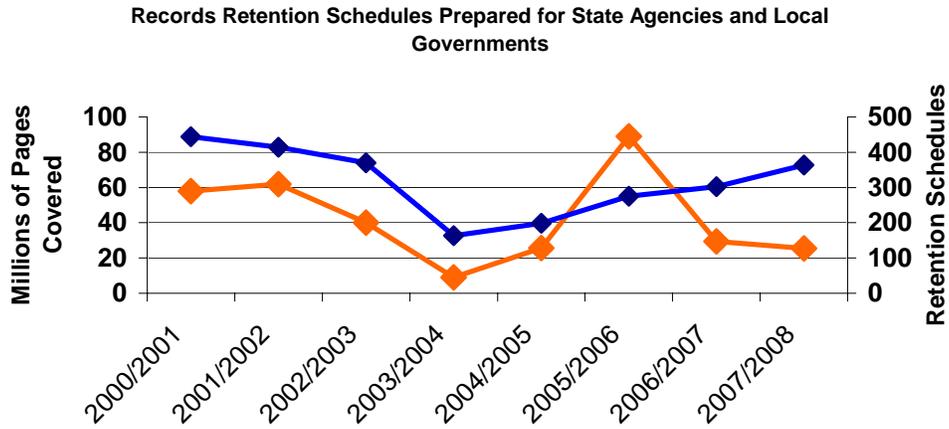
f. Measure Definition: The number of weeks it takes to approve a records retention schedule has remained constant since FY 95/96. Since 1996, we tracked the percent completed within two weeks; FY2008 it was 96%. The percentage of state agencies implementing records retention schedules had been over 70% until recently but began registering a decline in FY 2006.

Percent of State Agencies Implementing Records Retention Schedules
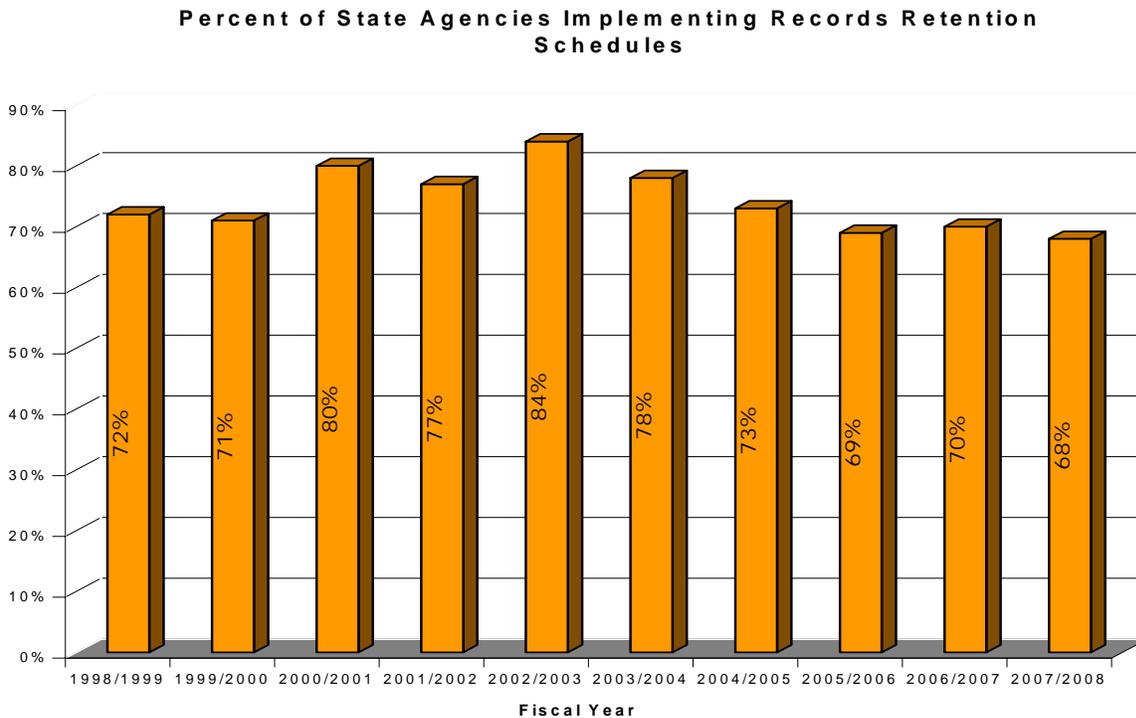
g. Measure Definition: 68% of state agencies have destroyed records in compliance with the Public Records Act. 97.7 million pages of state and local government records of no further value were destroyed in conformance with Archives' authorized records retention/disposition schedules, thereby freeing up government office and storage space.

Pages of State and Local Government Records Authorized for Disposal
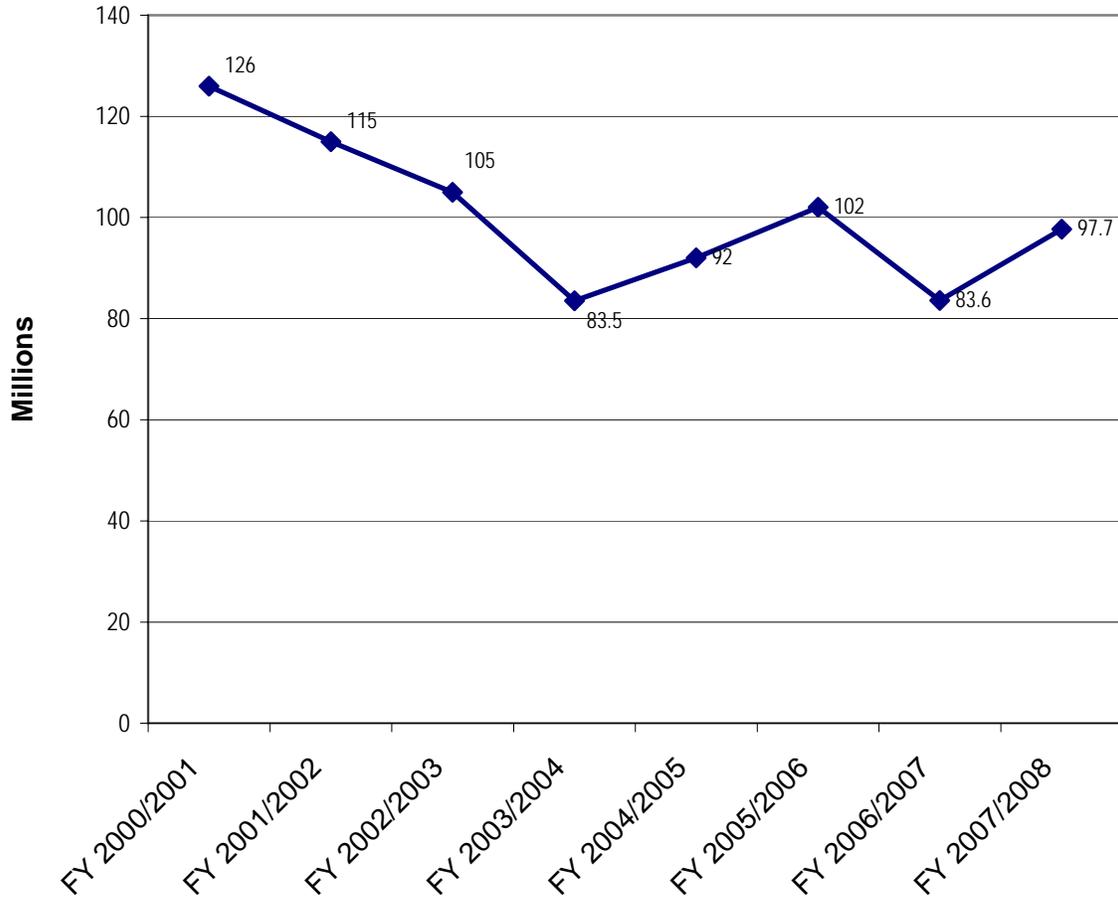
h. Measure Definition: We are mandated to preserve the documentary heritage of our state through archival programs. As is evident from the graph below, the number of documents microfilmed/conserved continues at several hundred thousands of pages fewer than in earlier years. This is primarily attributable to the shift in our microfilming program to revenue generation. Almost all of the microfilming was for voluminous modern records performed for a fee. We are unable to perform cost-free preservation of older at-risk local government records (of which there are millions of pages identified: http://www.state.sc.us/scdah/mfmcnty/countymfm.htm).

Historical Documents Microfilmed and Conserved
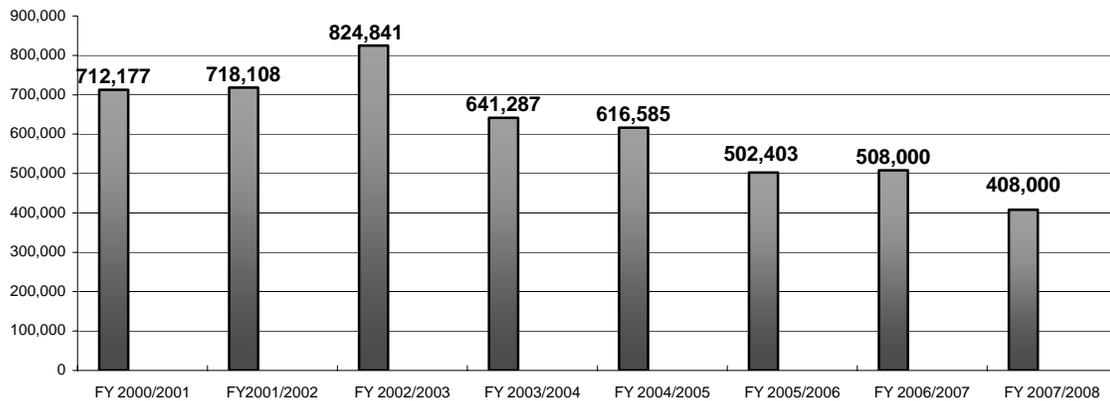
Archives and Records Management Outreach in FY07/08
8,263* state and local officials and the general public reached through technical assistance responses, conferences, workshops, tours, newsletters, and other publications.

*Reduced as new portal website (http://arm.scdah.sc.gov) does not collect statistics on Acrobat PDF document downloads.

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.

Communities Receiving Technical Training

# of S.C. Communities
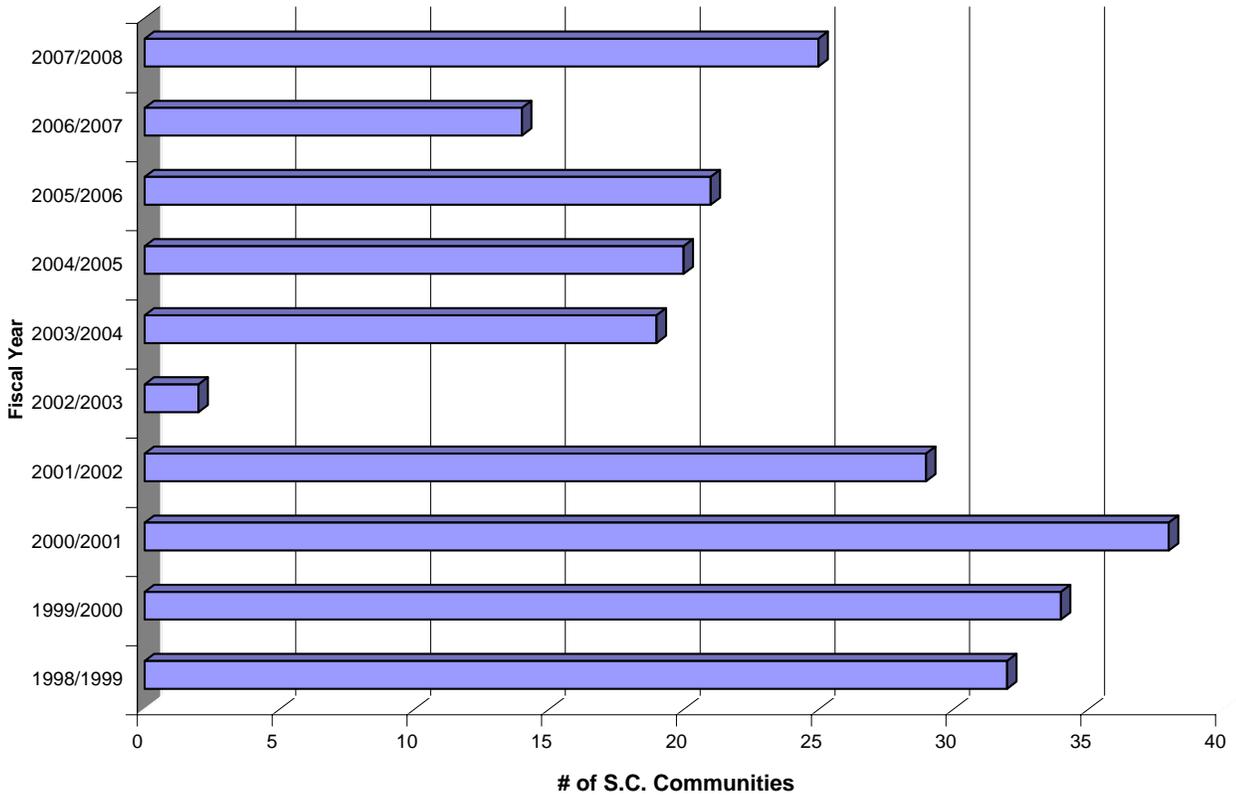
j. Measure Definition: We are responsible for reviewing and commenting on the impact of federally-assisted projects and SC DHEC-permitted projects on historic properties. Timely responses are critical to our customers. Staff turnover and increasing numbers of requests slowed our response time slightly in FY2006-2007.

% of Plans Reviewed within 30 Days
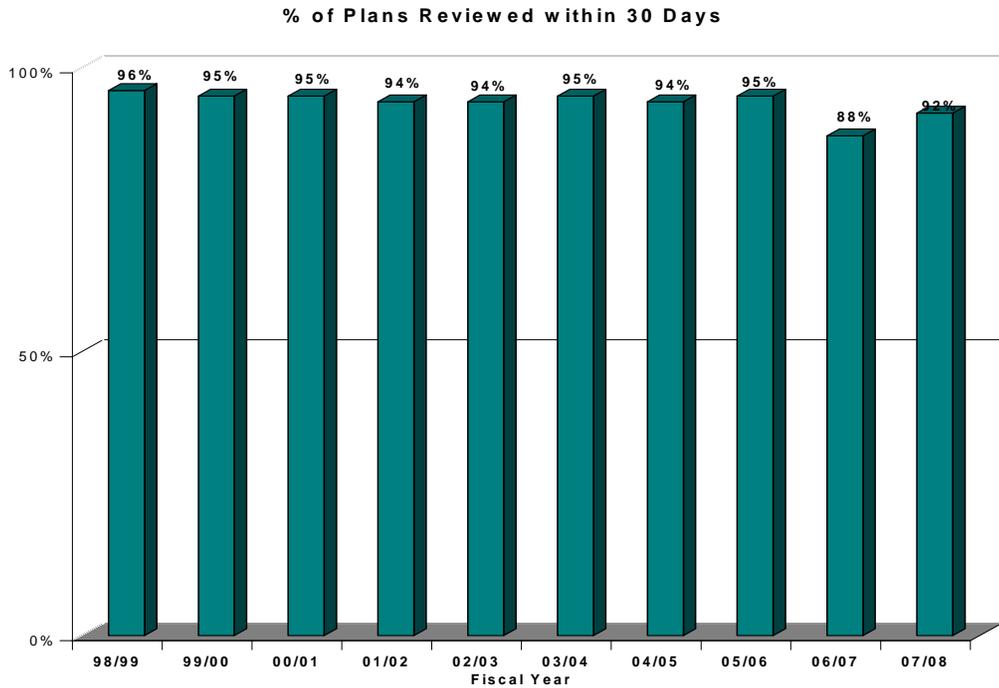
7.2 Customer Satisfaction Results

The Archives and Records Management Division followed up on the surveys and focus groups conducted in FY 2006 to develop a long range plan for services to state and local government and the public: http://www.state.sc.us/scdah/armfinalrpt.htm.

The Archives and Records Management Division also provided staff support to the SC State Historical Records Advisory Board in completing a state plan for improving the preservation and management of South Carolina's historical records that included focus group activity in FY 2007: http://scarchivesmonth.palmettohistory.org/stateplan.htm

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 provides desktop publishing support to all of the agency's programs.

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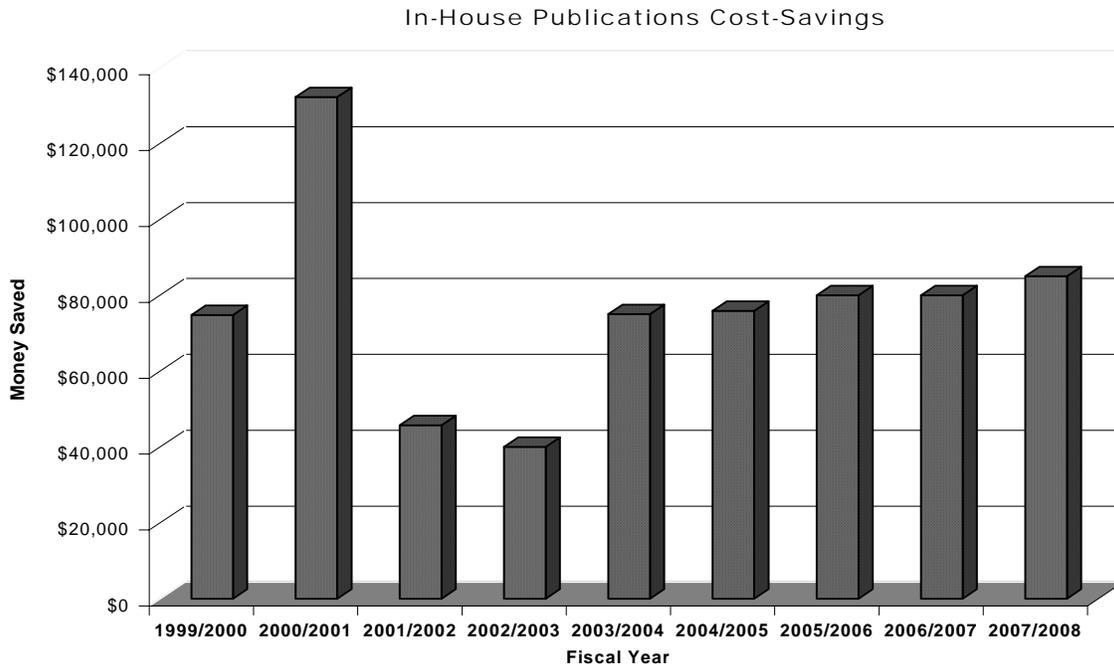
We realize cost-savings from publishing and design work done in-house rather than outsourcing to private publications firms.

Facility Usage

b. Measure Definition: This illustration tracks revenue from the Facility Rental. We believe there are two reasons for a decrease in rental income. First, there are new facilities in NE Columbia. Second, we have received several requests for wireless Internet connections for training programs. We will install wireless Internet availability in Autumn 2008.

Facility Rental Revenue by Fiscal Year
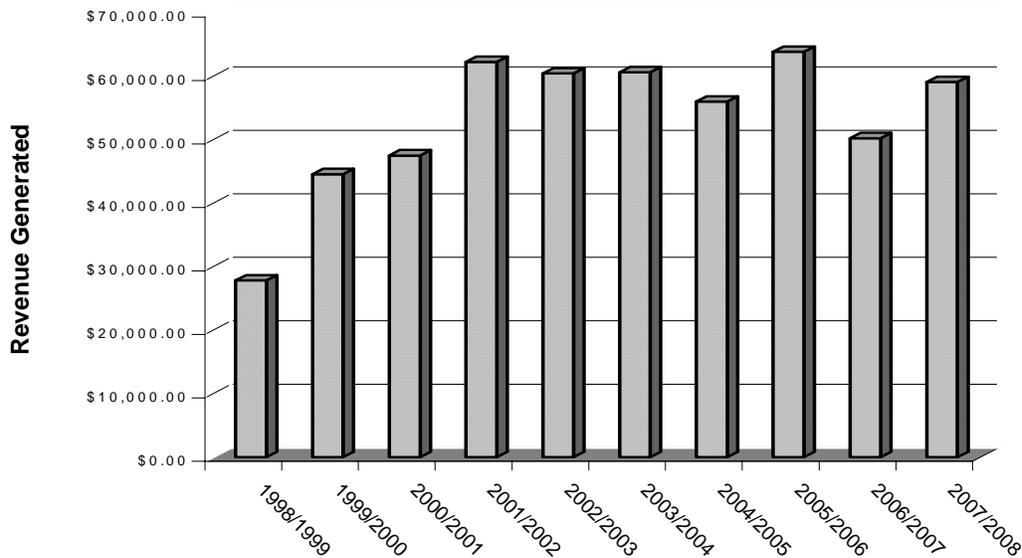
c. Measure Definition: We view our Facility Rental program, as not only a source of income, but also as an opportunity to have people visit the Archives and History Center. While here, visitors have an opportunity to learn about our programs and visit the exhibitions in our gallery. In 2001/2002, the 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
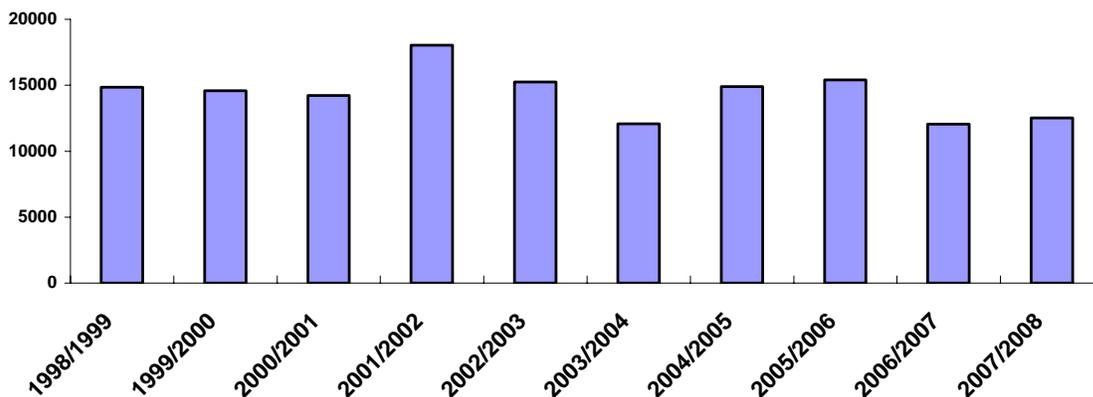
of Groups Using Facility
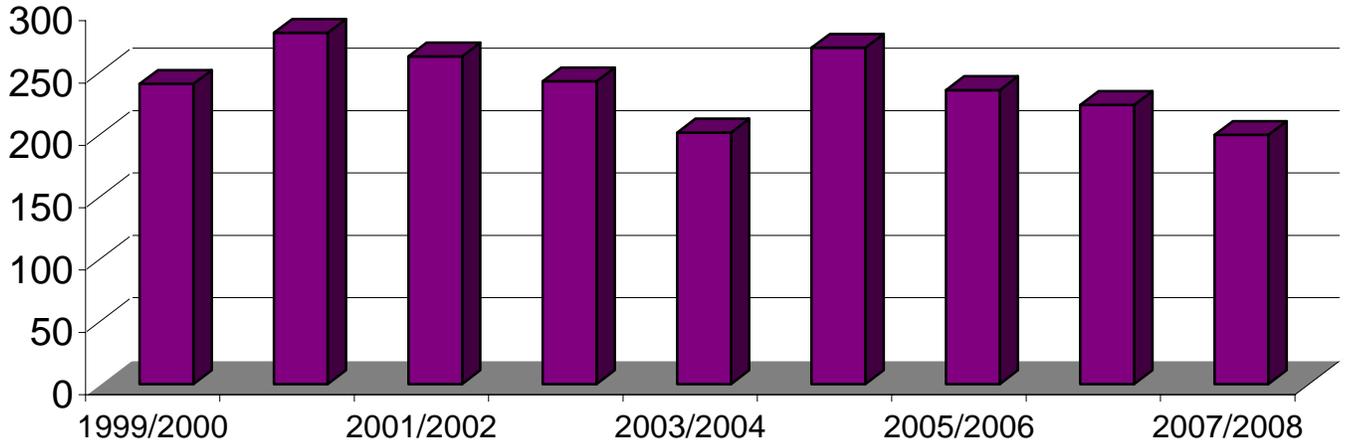
Records Management

d. Measure Definition: Working with our government partners we provide safe and environmentally controlled storage for records. Through our Records Management Division in FY 07/08, **47.3 million pages** of records in paper and microfilm were transferred by state agencies and local governments for security storage. **13.4 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 $814,645. Authorized disposals of records through our records retention program freed up space in state and local government estimated at nearly $450,167. Records stored in the State Records Center for state agencies saved the state over $364,478 verses storage in office or in a commercial facility.

68% 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
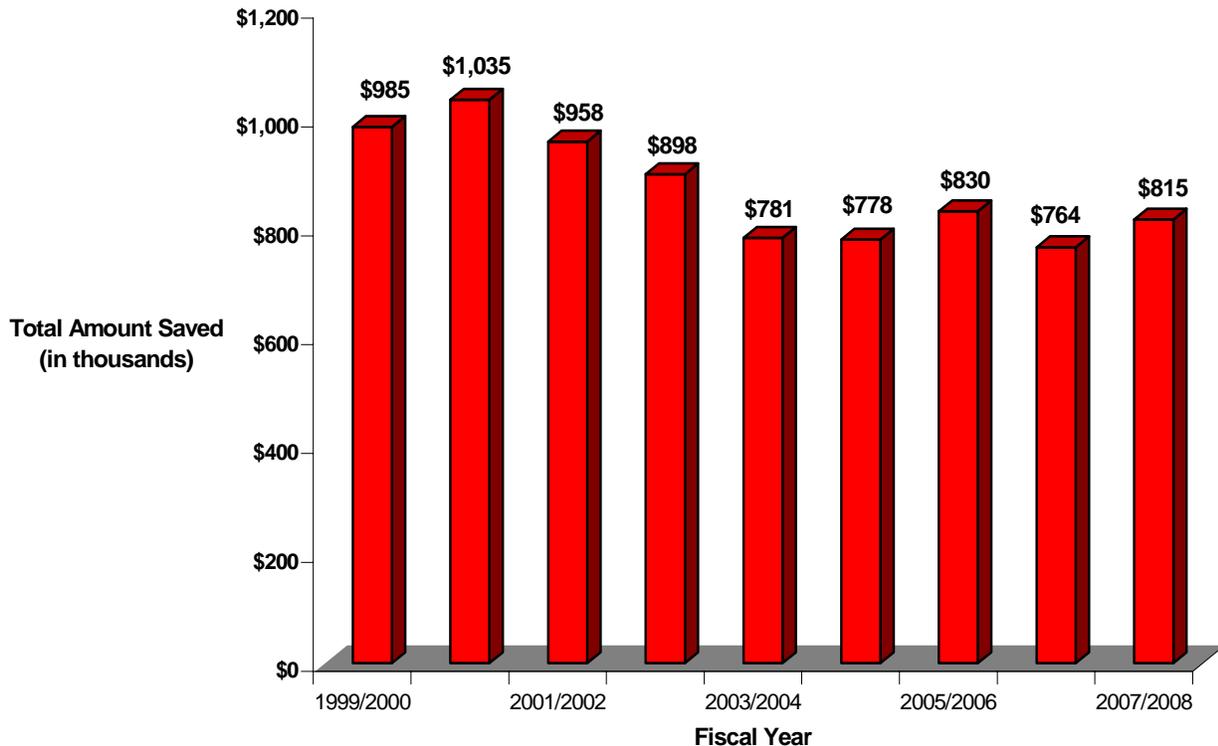
7.4 Human Resource Results

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 FY08 included 10.52% earning a "meets" job requirements, 71.92% earning an "exceeds," and 17.54% with a "substantially exceeds," reflecting the staff's commitment to the agency's mission. Finally, Archives and History's retention rate for FY08 was 90%. Fifty-seven (57) of our employees remained with the agency throughout the year.

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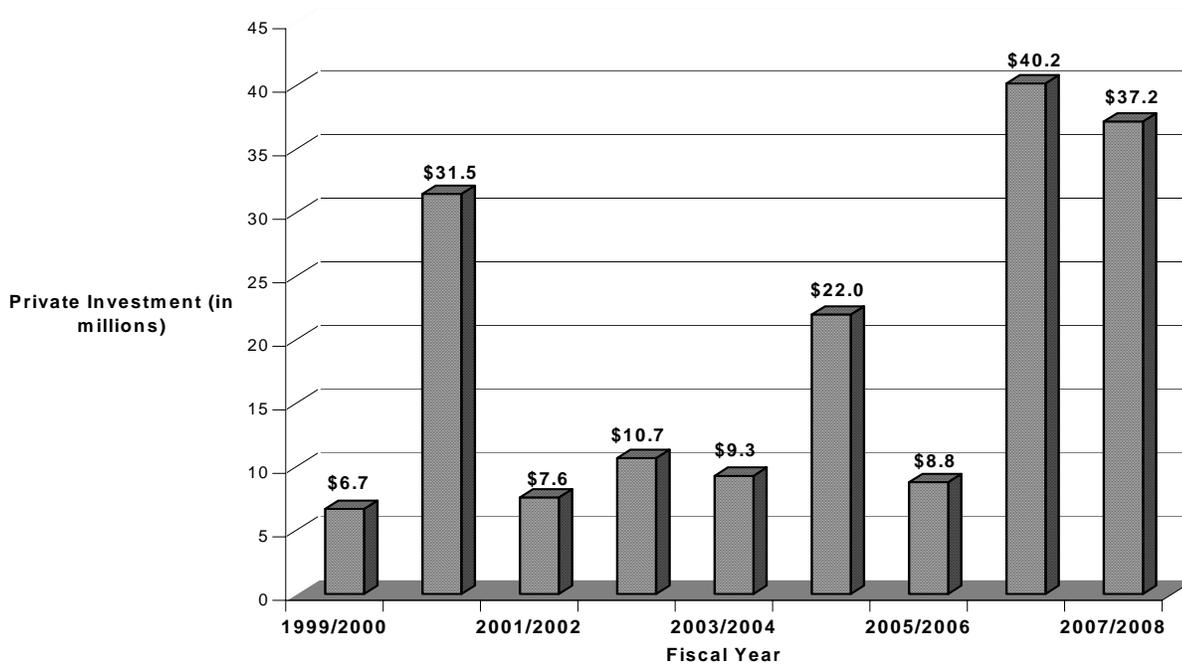
b. Measure Definition: In partnership with our public, private and home schooling communities, we work with educators to more effectively teach the use of primary and secondary resources for historical research. Through this effort we work with students to become involved in a national program called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

Students Participating In National History Day in S.C. Schools
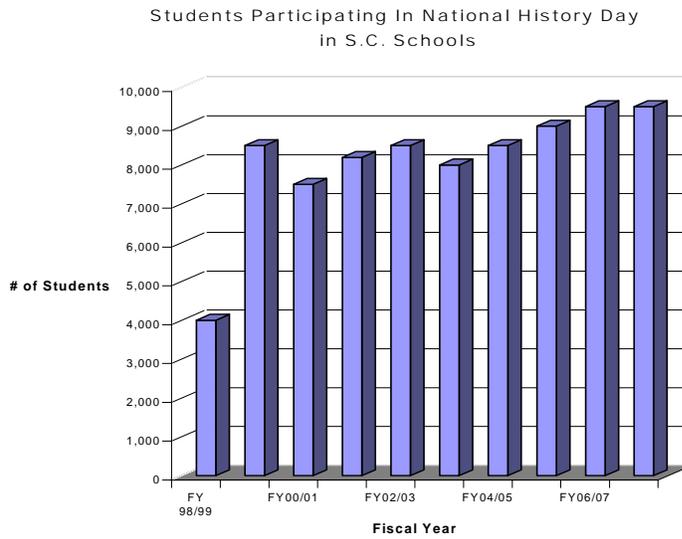
Schools Participating in NHD/SC activities
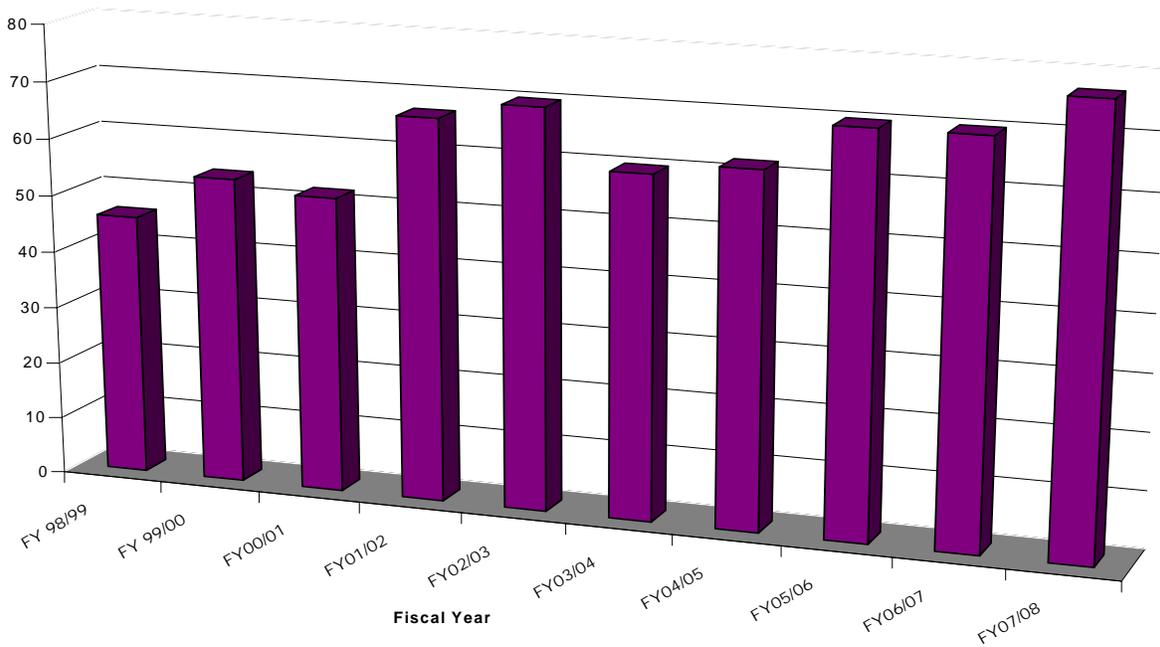
c. Measure Definition: We review and approve the text for historical markers erected by communities and organizations across the state.

Historical Markers Approved
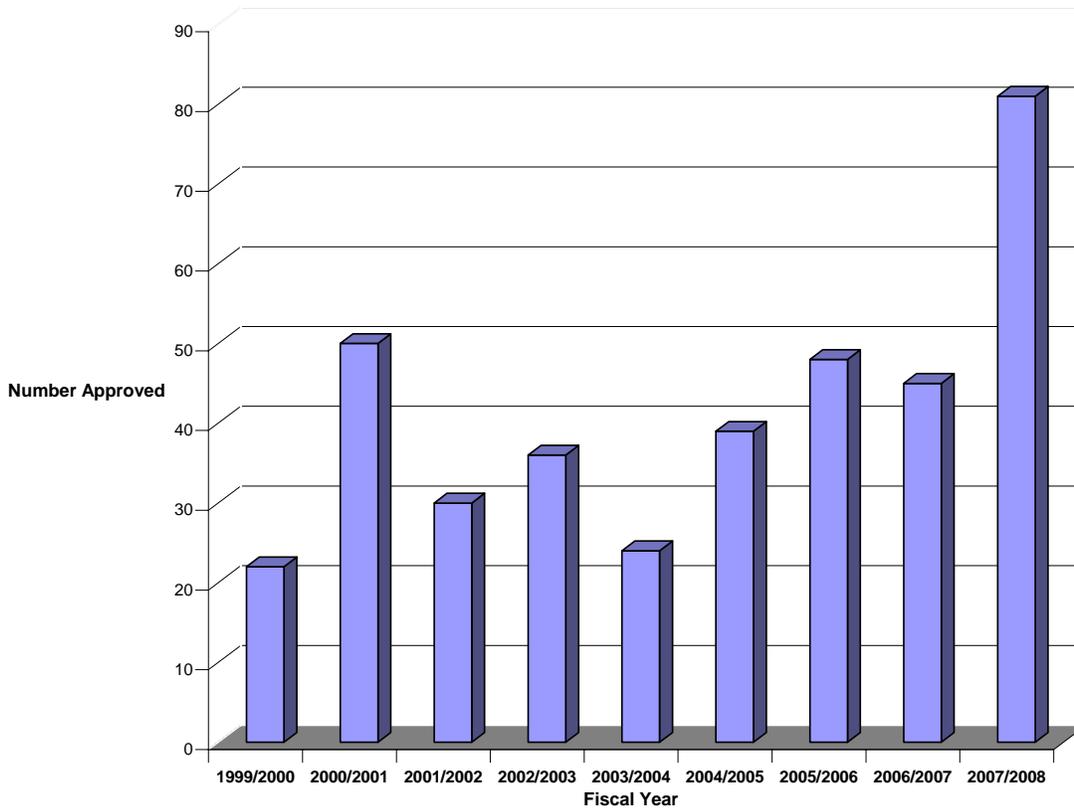
Regulatory Compliance/Citizenship

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.

11. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures		FY 07-08 Budget Expenditures		Key Cross References for Financial Results*
15000000 Archival Services	Preserves and provides access to SC's permanently valuable colonial, state, and local goernment records, 1671-2000.	State: Federal: Other: Total: % of Total Budget:	1,119,889.27 0.00 31,385.00 1,151,274.27 18%	State: Federal: Other: Total: % of Total Budget:	1,121,465.00 0.00 29,150.00 1,150,615.00 16%	7.1 a, b, c
15000000 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: Federal: Other: Total: % of Total Budget:	784,800.19 61,204.59 232,470.04 1,078,474.82 17%	State: Federal: Other: Total: % of Total Budget:	789,625.00 62,039.00 223,425.00 1,075,089.00 15%	7.1 e, f, g 7.3 d
15000000 Micrographics & Photocopy Services	Provides microfilm and copy services to the department, public, and businesses.	State: Federal: Other: Total: % of Total Budget:	302,307.46 0.00 231,292.83 533,600.29 8%	State: Federal: Other: Total: % of Total Budget:	303,680.00 0.00 233,731.93 537,411.93 8%	7.1 h 7.3 d
23010000 State Historic Preservation Program	The program provides leadership, technical, and financial assistance to individuals, organizations, local governments, and state and federal agencies.	State: Federal: Other: Total: % of Total Budget:	230,273.61 140,754.08 654,428.30 1,025,455.99 16%	State: Federal: Other: Total: % of Total Budget:	239,124.08 118,585.19 647,577.22 1,005,286.49 14%	7.1 i, 7.1 j, 7.5 a, 7.5 c
01000000 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: Federal: Other: Total: % of Total Budget:	1,378,714.66 0.00 213,061.29 1,591,775.95 24%	State: Federal: Other: Total: % of Total Budget:	1,702,092.91 0.00 233,351.12 1,935,444.03 28%	

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: Federal: Other: Total: % of Total Budget:	126,954.58 357,380.42 347,965.80 832,300.80 13%	State: Federal: Other: Total: % of Total Budget:	1,036,274.18 279,532.53 0.00 1,315,806.71 19%

* 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.