Accountability Report Transmittal Form

Agency Name: South Carolina Department of Archives and History

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South Carolina
Department of Archives & History

**Annual Accountability Report
Fiscal Year 2010-2011**

**The Honorable Nikki R. Haley, Governor
W. Eric Emerson, 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 FY2010/2011

The Archives and Records Management divisions continued their work following their long-range plan for FY2007-FY2011 and provided assistance to the SC State Historical Records Advisory Board (SC SHRAB) to implement its 2007-2012 state plan for historical records (http://shrab.palmettohistory.org/shrabstateplan07.htm).

Records Management Division
During the fiscal year, due to mid-year budget cuts, all employees took ten days of mandatory furlough. The division lost three FTEs through a Reduction-in-Force and one division staff member took advantage of the department's Voluntary Separation program. Despite the budget cuts, the division had a number of noteworthy program accomplishments, including:

➤ Closed out eight subgrants for nearly $50,000 to local governments and private historical records repositories under a federal grant awarded in FY 2009; http://shrab.palmettohistory.org.2009regrantawards.htm;
➤ Lacking the technical infrastructure and expertise to preserve state agency websites of historical significance, the State Archives continued with 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/. In all, crawled 2.1 million documents;

- Continued participation in a 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 Alabama, Florida, New Mexico, Wisconsin, and New York (http://arm.scdah.sc.gov/erp/grants.htm);
- Continued the upgrading of the State Records Center's GAIN software for better management and security of holdings data and with functionality to allow access via the Internet for state agency clients.

Among the most significant division statistics are the following:

Requests from state agencies and local governments in FY2011 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 FY 2011, the Records Management Division had 3,215 contacts with state and local government officials regarding records management.

In all, 550,000 pages of historically significant records were transferred to the Archives from state and local government offices for permanent retention, nearly 27 million pages of state agency and local government paper records were transferred to the State Records Center for security storage, over 122,000 pages were microfilmed, and 87.4 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 $705,324. The microfilming and Records Center storage services provided by the Records Management Division are about 41% lower than that in the private sector.

Partnerships with Other State Agencies and the Private Sector

- Continued participation in a Library of Congress-funded digital/electronic records preservation project with the state archives of Arizona, Alabama, Florida, New Mexico, Wisconsin, and New York, and worked with SC state agencies to indentify records for system ingest and testing.

Archives Division
Division accomplishments during the fiscal year included:

- Hosted 5,947 Research Room visits and answered 8,720 mail and telephone queries from patrons;
- Accessioned 154 cubic feet of records, 151 rolls of microfilm, 46 mb of electronic records and processed 434 cubic feet of records;
- With the support of a grant from the State Library scanned and posted 8,322 pages of historical records to our Online Records Index (http://www.archivesindex.sc.gov/). Grant funding for this project expired in August 2010.
- Continued our agreement with the Generations Network, Inc. to provide a free subscription to Ancestry.com for onsite users of our Research Room;
- Conducted 28 building tours and 17 speaking engagements for 972 members of the general public, school groups, and state and local officials.

Among the most significant division statistics are the following:

Response Time to Research Room Queries
Staff response time to mail and telephone queries received from researchers improved from an average 5.4 days to an average of 4.1 days. Number of queries received increased from 8,715 in FY 2010 to 8,720 in FY 2011.

Digitization of Holdings
Nearly 210,000 pages of historical records are now available on the Archives website via our Online Records Index (http://www.archivesindex.sc.gov/).

Partnerships with Other State Agencies and the Private Sector
➢ Continued working with the State Library in digitizing holdings for online public access. See: http://www.archivesindex.sc.gov/;
➢ Continued as a "key partner" with the Partnership Among South Carolina Academic Libraries (PASCAL) by contributing to the digital library of South Carolina history and culture (http://pascalsc.org/content/view/26/1/);
➢ Established partnership with Fold 3 Network to provide a free subscription to Footnote.com for onsite users of our Research Room.

Historic Preservation

The State Historic Preservation Office (SHPO) 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://shpo.sc.gov/prespl.htm.

Goal: Educate South Carolinians about our heritage and its value.
  ➢ Organized the statewide Preservation Conference in Columbia in partnership with the S.C. Archives and History Foundation. The two-day March event attracted 148 attendees and featured educational sessions, a State Review Board meeting, and opportunities for networking. See http://shpo.sc.gov/conf/landpconference/2011confpresentations.htm to view presentations from the conference.
  ➢ Hosted 25 attendees at the Historic Preservation 101 workshop in November. See http://shpo.sc.gov/conf/hpworkshops.htm to view presentations.
  ➢ Created a new website section on South Carolina's Native American Heritage http://www.shpo.sc.gov/nativeamericanheritage/.
  ➢ Created new "Success Stories" highlighting how individuals and organizations used SHPO programs. See http://shpo.sc.gov/why/successstories.htm.
  ➢ Helped produce and distribute the 2010 Archaeology Month poster – "Discover Technology in Archaeology" http://www.cas.sc.edu/sciaa/archmonth2010.html and the 2011 Historic Preservation Month Poster – "Celebrating America's Treasures" http://shpo.sc.gov/preservationmonthphoto.htm.
  ➢ Awarded a planning grant to the Town of Cheraw to research and inventory African American historic sites.
  ➢ Added to the extensive collection of online historic properties information with new survey reports and National Register of Historic Places listings. Over 119,000 unique visitors used the National Register section of the website. See http://shpo.sc.gov/properties/.
  ➢ Sent email newsletters to inform subscribers about a wide range of preservation-related topics: *News and Notes from the State Historic Preservation Office*   http://shpo.sc.gov/newsnotes/ and *News in Review* http://shpo.sc.gov/revcomp/newsinreview/.
  ➢ Spoke to wide range of audiences about South Carolina's historic resources and preservation programs, including the Humanities Council, Upcountry History Museum, S.C. Social Studies Supervisors, American Association of State and Local History, Archaeological Society of South Carolina, Professional Appraisers Coalition, SC National Heritage Corridor, Lake Murray Rotary Club, and the Society for Historical Archaeology.
  ➢ Presented to classes from the University of South Carolina, American College of the Building Arts, College of Charleston /Clemson University graduate historic preservation program, Dutch Fork High School, and Forest Heights Elementary.

Goal: Support private stewardship.
  ➢ Assisted building owners with the application process for historic rehabilitation income tax credits and provided workshops on tax credits in Newberry and Myrtle Beach. Approved plans for 13 historic buildings for the state income tax credit for owner-occupied residences, and four historic buildings for the federal income tax credit for income-producing buildings. See http://shpo.sc.gov/grants/.
  ➢ Made 31 site visits to historic buildings to provide preservation advice.

- Awarded federal subgrants to assist in the stewardship of historic buildings – Columbia Homeowners Workshops, Cheraw Town Hall Stabilization (Phase 2), Heyward House Stabilization (Bluffton), York Senior Center Stabilization (Phase 2), Downtown Florence Historic District Façade Rehabilitation Plans, The Big Apple Stabilization (Columbia), and Bennett Rice Mill Façade Planning (Charleston).
- Completed process to amend state regulations (12-120 thru 12 – 126) for the Rehabilitation of Designated Historic Buildings..

Goal: Integrate historic preservation into public policy and planning.
- Four new communities received Certified Local Government status: Town of McCormick, City of Greer, Town of Sullivan's Island, and City of Florence. A total of 32 local governments currently participate in the program. See http://shpo.sc.gov/programs/localgovt/certified.htm.
- Provided on-site training about historic preservation to local governments including Bennettsville, Abbeville, Dillon, Richland County, and Greenville County.   A total of 197 individuals received training about preservation ordinances and design review. We are certified by the SC Planning Education Advisory Committee to provide training that meets the annual training requirements for local planning boards required by state law.
- Hosted a workshop "Working with Section 106 in South Carolina" in October that attracted 35 participants from federal agencies and the private sector. See presentations online at http://shpo.sc.gov/conf/Review+and+Compliance+Workshops/. Staff participated in four workshops related to Section 106 hosted by federal agencies.
- Signed three programmatic agreements: S.C. Department of Natural Resources, USDA—Natural Resource Conservation Service, and S.C. Department of Commerce Site Certification. We also consulted with SCDOT and Federal Highways to update the existing programmatic agreement.
- Created guidance to assist applicants in the Section 106 process on the following topics: Traditional Cultural Properties, replacement windows for energy projects, rice fields, NEPA, and surveying WWII-era subdivisions. See http://shpo.sc.gov/revcomp/.

In addition to the activities above, the following were carried out:
- 18 individual and one historic district National Register of Historic Places nominations approved by the State Board of Review at three public meetings in July, November and April
- 3,063 historic buildings and structures added to the Statewide Survey of Historic Properties, bringing the total recorded to 71,165
- 44 South Carolina Historical Markers approved, with 36% recognizing African American history
- 45 National Register plaques sold
- 459 sites added to the State Archaeological Site Files through projects requiring our review and comment
- 97% of 1,136 reviews of state and federal projects completed within 30 days, with an average review time of 15 days
- 49 site visits made to assist agencies and organizations with reviews under state and federal preservation laws
- 21 historic buildings, with a total private investment of $31.65 million, rehabilitated through the federal and state historic rehabilitation tax credit programs
- 2 buildings stabilized and protected from the weather with matching federal historic preservation grants (Verdier House in Beaufort and Cheraw Town Hall (Phase 1)

Partnerships with State and Federal Agencies and the Private Sector

➢ Provided grants to the S.C. Institute of Archaeology and Anthropology (SCIAA) to fund a part-time manager for ArchSite, the state's online GIS-based cultural resources information system http://archsite.cas.sc.edu/ArchSite. The ongoing maintenance and development of ArchSite is a partnership among SCDAH, SCIAA and the S.C. Department of Transportation (SCDOT). There are 1,438 registered users of the system including staff at federal agencies such as the US Army Corps of Engineers and USDA-Rural Development, state agencies such as DHEC and State Housing, seven of the regional COGs, city and county governments, universities, private consulting firms, and individual citizens.
➢ In partnership with the Palmetto Trust for Historic Preservation and the Governor's Office, sponsored the 17th annual statewide preservation awards program to honor individuals and organizations that made outstanding contributions to preserving the state's historic resources. See http://shpo.sc.gov/programs/awards/.
➢ Continued to work with the S.C. African American Heritage Commission, an advisory body to the Department, to support their efforts. See http://www.shpo.sc.gov/SCAAHC.htm.
➢ Partnerships with the S.C. Department of Transportation and Department of Energy continued to provide staff assistance to our mandated programs and result in expedited reviews.

Educational Outreach

National History Day: The Department assists the S.C. Archives and History Foundation with this program by providing a venue for the state contest. Many staff also serve as volunteers to help the contest run smoothly.   The National History Day program provides students in grades 6–12 with a chance to develop 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.   The state contest was held at the S.C. Archives and History Center on April 30 with 332 students. The top two entries in each category qualified to represent South Carolina at the national contest.   A total of 63 students participated in the national contest in College Park, Maryland in June.

Teaching American History in South Carolina: Funded by the U.S. Department of Education, this project was awarded $999,829 in June 2007. Grant activities were completed in June 2011. The project provided professional development for history and social studies teachers in the form of summer institutes and research assistance. While the grant project has ended, the website (http://www.teachingUShistory.org) developed by the program and hosted by SC ETV will continue to assist educators and students through its lesson plans and links to primary source documents.

3. Key Strategic Goals

The agency is in the first 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 has lost nearly two thirds 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.

> Determining 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.

5. Organizational Performance

The process of compiling information for the accountability report forces the agency to review the last year and compare results to previous years. 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 do not provide the funding for the markers, and we do not 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 a 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
➢ 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
➢ owners of historic buildings ➢ developers ➢ architects ➢ contractors	➢ promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings

Key Customers Segments (cont)	**Key Requirements/Expectations** (cont)
➢ 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 ➢ preservation professionals and advocates of historic preservation	➢ Administering the statewide survey and providing access to information about the location of historic properties through GIS layers ➢ 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

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. In addition, our **State Records Center** is located at **1942-A Laurel Street** and houses over 70,000 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	30	47
➢ TIME LIMITED	8	
➢ TEMPORARY	4	

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)

National Historical Publications and Records Commission: Grants and State Historical Records Advisory Boards, 36 CFR Part 1206, Subparts D, E, & F

Uniform Administrative Requirements for Grants and Cooperative Agreements with State and Local Governments, 36 CFR Part 1207

➢ 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

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

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

Archives Act and Civil War Sesquicentennial Advisory Board, SC Code of Laws, 60-11-10 through 180

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 Improvement Steering Committee, chaired by the director and composed of seven 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. Organizational Structure

AGENCY HEAD
WILLIAM E EMERSON
ADMINISTRATIVE COORDINATOR
CYNTHIA BANKS-SMITH
ARCHIVIST IV
BENJAMIN F HORNSBY (T)

RECORDS MANAGEMENT
ARCHIVAL SUPERVISOR
HERBERT R HARRIS
RECORDS ANALYST III
RICHIE E WIGGERS
RECORDS ANALYST II
ERIN LOWRY
RECORDS ANALYST II
CAROLYN P SMITH
PRESERVATION
ARCHIVIST IV
HEATHER SOUTH
RECORDS CENTER
RECORDS ANALYST I
BRADLEY E LYLES

ARCHIVES SERVICES
ARCHIVAL SUPERVISOR
STEVEN D TUTTLE
PROCESSING
ARCHIVAL SUPERVISOR
PATRICK MCCAWLEY
ARCHIVIST IV
GARRY E DAVIS

REFERENCE
ARCHIVIST IV
PAUL R BEGLEY
ARCHIVIST IV
WADE H DORSEY
ARCHIVIST III
ROBERT B MURRAY
ARCHIVIST III
CHARLOTTE E SHERRILL ROHR

DIGITIZATION
ARCHIVIST IV
   JOSEPH B COLLARS
ADMINISTRATIVE SPECIALIST
   KEITH L BARTON
ADMINISTRATIVE SPECIALIST
   MICHAEL J SEELEY
ADMINISTRATIVE SPECIALIST
   JAMES DALE CURETON

HISTORIC PRESERVATION
PROGRAM MANAGER I
   ELIZABETH M JOHNSON
COMPLIANCE, SURV & TAX
ARCHIVAL SUPERVISOR
   REBEKAH M DOBRASKO
 ARCHIVIST IV
   DAVID P KELLY
ARCHIVIST IV
   JOHN D SYLVEST
 ASSOC ARCHITECT
   DANIEL B ELSWICK
ARCHAEOLOGIST II
   JODI BARNES

REGISTRATION & GRANTS
ARCHIVAL SUPERVISOR
   BRADLEY S SAULS
ARCHIVIST IV
   JENNIFER SATTERTHWAITE
 ARCHIVIST IV
   JAMES T POWER
 ARCHIVIST IV
   ANDREW W CHANDLER

BUDGET & FINANCE
ACCOUNTING/FISCAL MANAGER I
   VIRGINIA E GOODMAN
ACCOUNTANT/FISCAL ANALYST I
   HARRIET D GLEATON

HUMAN RESOURCES DEPT
HUMAN RESOURCE MANAGER II
   BRENDA C HOUSE
LAW ENFORCEMENT OFFICER II
   EVERETTE SMITH
LAW ENFORCEMENT OFFICER II
   ALVIN HAZEWINKEL
LAW ENFORCEMENT OFFICER I
   RAYMOND RICHBURG
COMPUTER SERVICES
 INFO RESOURCE CONSULTANT II
   PAUL E HARMON

HUNLEY
ADMINISTRATIVE COORDINATOR I
  VICTORIA D RUSSO
\ADMINISTRATIVE COORDINATOR I
  KELLEN CORRE IA
ADMINISTRATIVE SPECIALIST II
  SHARON C HAMBRICK
ADMINISTRATIVE COORDINATOR I
  JOSEPHINE B STARNES
ADMINISTRATIVE SPECIALIST I
  LORI L DICKSON

10. Appropriations/Expenditures Chart
See attached chart.

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) Staff meetings bring all of the agency's employees together for updates on ongoing projects, and the director reports on issues of agency-wide interest and, if there is no outside speaker, a staff member 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. If Dr. Emerson is in the building, he insists on being called if he can assist patrons. 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 orientation, the agency's leaders convey our focus on customer satisfaction to employees. Our annual 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. The Archives, Records Management, and Historical Services divisions completed extensive planning exercises that included surveys, focus 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. Division 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

For a number of years, 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. The agency is attempting to reestablish the SAMS program in the near future, but continued loss of staff members due to budget cuts has made this process difficult.

1.7

The agency developed and implemented a workforce-planning program several years ago. With over 40% of the staff eligible to retire within the next five years, it is critical for the senior staff to evaluate staffing needs. 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. Current budgetary exigencies and ongoing staff reductions have forced the agency to make difficult decisions regarding future staffing needs. The agency director and division managers plan for reductions keeping in mind the agency's long-term effectiveness.

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 needed to form two other teams to address pertinent agency issues: a Revenue Team to investigate how to generate needed agency revenue; and an Energy Team to investigate how the agency could save energy.

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.

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 members mentor 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 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 national and local professional 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. The agency director, W. Eric Emerson, 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; SC Heritage Trust Advisory Board; SC Hall of Fame; Drayton Hall Site Council. He is chair of the SC Civil War Sesquicentennial Advisory Board and serves as the treasurer of the SC Historical Association. 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 105 individuals across the state in FY2011. Beyond this professional involvement, the department senior leaders and staff contribute to the wider community. The staff shows leadership within our key communities to include organizations such as the Red Cross, United Way, Community Health Charities, Harvest Hope Food Bank, and literacy groups.

2.0 Strategic Planning

2.1

The agency follows a continuing strategic plan that was created in 2010 and will be revised in 2013. 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 allow 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, and 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 developing 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 nearly 150,000 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 six other states will allow us to address one of our biggest challenges, the preservation of access to historically-significant state agency records. Budget cuts imposed in FY2010-11 had a devastating impact on the agency and its ability to fulfill the mandates of the agency's legislation.

2.1c

Shifts in technology are addressed in the 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. We have continued to work with agencies to develop agreements to streamline the review process for federally-funded projects.

2.1d
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 32% of our staff. In addition, over the next five years 40% of the staff, and most of our senior managers will be eligible to retire. 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.

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 six years, the agency is already minimally able to fulfill its legislative mandate. The new initiatives in the plan are modest, but they will require additional funding to insure they are completed on time. However, the current planning documents can be extended to complete the necessary goals if funding is not available.

Strategic Planning (chart attached).

2.2
The strategic plans developed by the agency and SHPO each address the challenges facing their specific areas. For example, the Archives and Records Management divisions partnered with several states, and supported by a federal grant, to build a system to house, preserve, and make accessible to the public archival digital/electronic records from state agencies. At this point, we are receiving such records from the Public Service Commission, the Secretary of State, and the Elections Commission. Other agencies will follow. Archives staff are playing a lead role on the project, heading two of the committees.

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. The heads of our three 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 division heads also explain how these plans align with our current strategic direction. The agency, 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 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 three major program area . 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 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:

http://palmettohistory.org/scdahstrategicplan/index.htm

State Historic Preservation Office—
http://shpo.sc.gov/prespl.htm

3.0 Customer Focus

3.1
As part of each strategic planning process, our agency identifies key customers and stakeholders. Utilizing a cross section of staff, we identify all customers, and proceed to connect them into larger groups by their natural relationships to each other. We then cluster smaller individual constituents into a broader category. For example we may have several state and federal agencies listed, but create a larger segment by simply stating, "State/Federal agencies." By having not only the individual listings of our constituents but broader categories as well, we can align needs of customers with strategies in our plan to ensure we meet the challenges for service delivery.

Our Archives and Records Management divisions 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.

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, and some international, 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 are declining, while email queries and hits on our website continue to grow. With the agency's focus on customer service, we receive 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 periodically use customer survey cards in our reference, conservation, and facility rental program. 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. In FY2009 we began participation in a federally-funded multi-state digital/electronic records project to develop the capacity to accept electronic records from state agencies. We continue to transfer from agencies and local governments.

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 contacts 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 customers and stakeholders, and we train to meet or exceed their expectations.

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 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 state's 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 we 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 it balances measures with 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, so we have a number of cycle time measures. Some of these measures are used internally and others are used for multiple external reports. Cycle time for reference requests, development of record retention schedules, and requests from the State Records Center are some examples of measures. Cost avoidance to state agencies for records storage and the number of children reached and instructed on primary document research are examples of measures that are 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 the number of customers served through workshops, seminars, and conferences. All measures, whether used internally or externally, relate to key services and program mandates presented in our business overview.

Administratively, we measure performance of areas key to our human resource goals and strategies. Some measures include tracking recruiting, 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 FTEs have continued to decline while our work volume has increased steadily. However, we have managed to maintain our commitment to customer service by employing new processes.

We have made efforts to streamline our work processes to compensate for staff reductions. 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 transferred 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, as records staff in state agencies have been eliminated and our state records analysts have been reduced from six to two individuals, the rate of transfer from state agencies has declined rather than increased. Staff reductions initially resulted in reduced number of records retention schedules produced and records covered for state agencies and local governments (7.1d), the number of pages of state and local government records authorized for disposal (7.1f), and the cost avoidance made possible through the records management program (7.3c), but as service requests from state agencies and local governments have increased, those numbers are stabilizing (see 7.1d & 7.1f and 7.3c).

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 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 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), the number of reference visits declined during the past few years. 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 Reference Room research 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, which is evident from the increase in queries received about our holdings (see 7.1c). It was evident from our statistics and the comments we received that the elimination of night and weekend Reference Room hours made access to our holdings more difficult and sometimes impossible for many citizens. As a result, we closed the Reference Room on Mondays and reopened on Saturdays to serve more South Carolinians. The high cost of gasoline also forces many to curtail travel.

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 public records.

4.4

Our agency uses comparative data regarding the cost of services to make decisions on services in our Microfilm Labs, Reference Room, Records Center, and Facility Rental programs. We compare the cost of these areas to the private sector and other public institutions to remain cost effective for 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 improve annually by looking at what our data tells us, and ensuring 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 heads oversees the implementation into our regular operating procedures. This might be as simple as assigning a specific task to an individual, or it could involve creating a team to evaluate the process and make recommendations to the senior management team. For example, when we started to put photos of National Register properties on our website, we realized that rather than a short synopsis of the historical information, we should put the whole nomination online. A staff team worked through the technical issues involved, recommended the direction, and senior staff approved the plan and allocated funding for graduate students to handle the majority of the work.

4.7

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

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

5.0 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 remain 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 work 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
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. We have staff lunches or retreats that are planned by interdepartmental teams.

5.3
Budget cuts have virtually stopped agency hiring. During previous years, our recruiting was accomplished entirely through the state's human resources website. All applications were received and processed electronically. If we were recruiting for a specific archival or preservation skill, we advertise in national professional publications. The supervisor of the position was 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 had the final approval. When budget circumstances change, retention of new employees will once again be a major goal of the agency.

5.4
The Department of Archives and History is currently woefully understaffed. In the late 1980s, the agency had over 120 FTEs. We have 30 FTEs supplemented with part-time employees, volunteers, 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.

Our department 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. For example, the State Historic Preservation Office has four workgroups organized around key work areas: Tax Incentives, Outreach, Survey, and Review and Compliance.

5.6

Our managers always seek 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 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 Commission on Archives & History, 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. The State Historic Preservation Office has partnered with the National Preservation Institute to offer several professional workshops. In exchange for providing meeting space, the agency receives three free registrations and reduced fees for additional staff. This has allowed us to offer professional development at significantly lower costs. 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 not ask employees to do highly technical work without providing them with the necessary training.

5.10

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 discontinued our Staff Assessment Management (SAMS) program due to ongoing budget cuts. 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. When employees leave the agency it is 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 have 75% fewer employees than we did in 1987, our state appropriated budget for FY11 is $2.3 million, less than the amount the agency received from the state general fund in 1987. What keeps our employees going is that they do really like what they do, and they 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 for staff to comment on issues during their EPMS meetings. In addition, the director encourages questions at staff meetings, and allows 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.

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. We try to promote a healthy environment. 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 addresses 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 oversees 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 divisions, 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 of 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 42.5 hours a week. Knowing how important access is to detailed collections information, we worked through the State Library to obtain a federal grant that enabled us to put our collections catalog online by mid-FY2009. Researchers are 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 1,400 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 to 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. 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 made steady progress in determining our key measures. We 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, Records Management, and Historic Preservation divisions have 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. Monthly reports provide senior staff with information regarding regular workflow. For example, an accessions report is completed 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. This group and affected 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. We have migrated to the new state accounting system. The agency transited to SCEIS on November 1, 2010. The SCEIS Accounts Receivable module has the capabilities to generate invoices, display customer master records, and display accounts receivable. A new general ledger system has been implemented which enables the agency to track items according to cost centers and functional areas.

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.
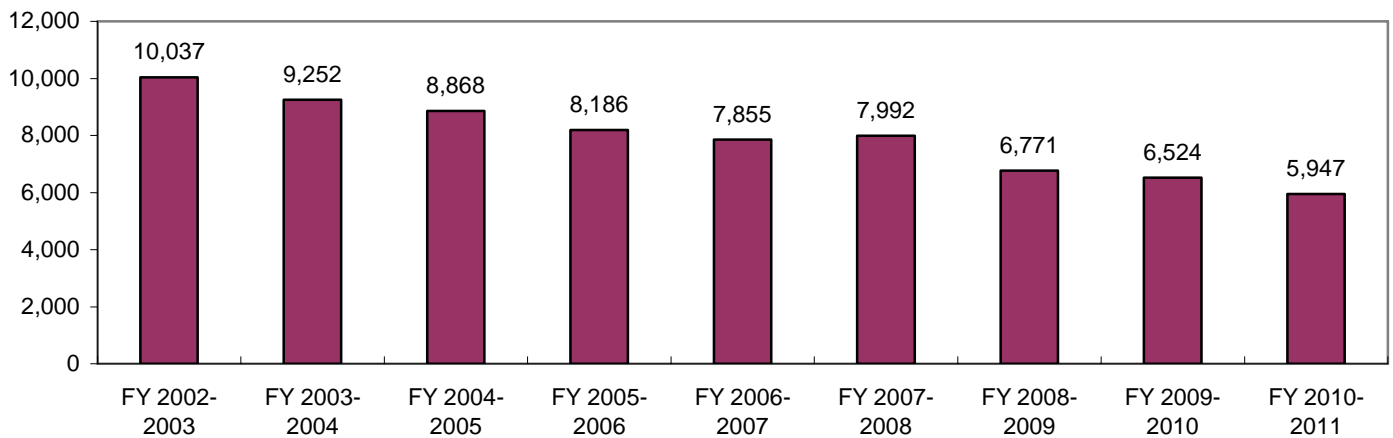
6.7
The agency's senior staff continually monitor advances in our field to insure that we are utilizing the most recent advances and technologies. We request funds during our yearly budget cycle, but usually have to seek funds from other sources. We have sought and successfully received grants from the National Historical Publications and 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.

7.1 Mission Accomplishment

a. Measure Definition: In April 2002 due to budget cuts, the Archives reduced the hours of public access to the Reference Room, eliminating evening and weekend hours. Thanks to an appropriation in FY2007, the Archives was able to hire two archivists needed to open the Reference Room on Saturdays beginning January 2008. During FY2008, 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. A mid-year budget cut in FY2009 resulted in laying off two Reference Room staff members and ending public access on Saturdays. The significant decline in FY2009 on-site visitation reflects not only the impact of recession but also that the Reference Room was open for fewer hours during the fiscal year. In FY2010, Research Room visits declined slightly, but we re-implemented Saturday hours on August 14, 2010. We believe that Research Room visits will increase significantly as a result.

Reference Room Visits

| FY	Visits
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
FY 2008-2009	6,771
FY 2009-2010	6,524
FY 2010-2011	5,947

b. Measure Definition: Our reference queries (via mail, telephone, and e-mail) held at a steady level since FY 2007, which had reached levels not seen since FY 2001/2002. This may reflect the impact of the recession on those who otherwise would have visited the Reference Room.

Reference Room Contact Information
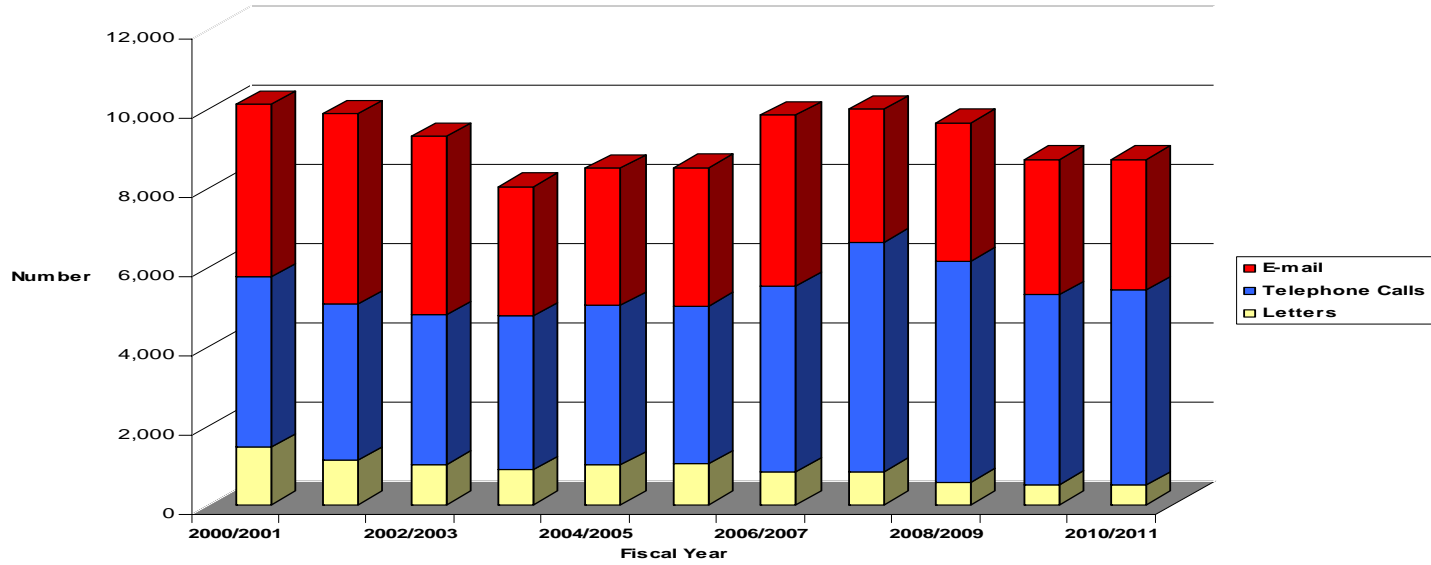
c. Measure Definition: The response time to reference queries is the best ever recorded (down to 4.1 days from the previous low of 5.4 days in FY2010), despite a continuing high level of requests. Two significant factors in the improvement in response times are the staff had fewer on-site patrons to deal with, and the staff has focused on generating revenue through its reference queries.

Reference Services: Response Time for Reference Queries

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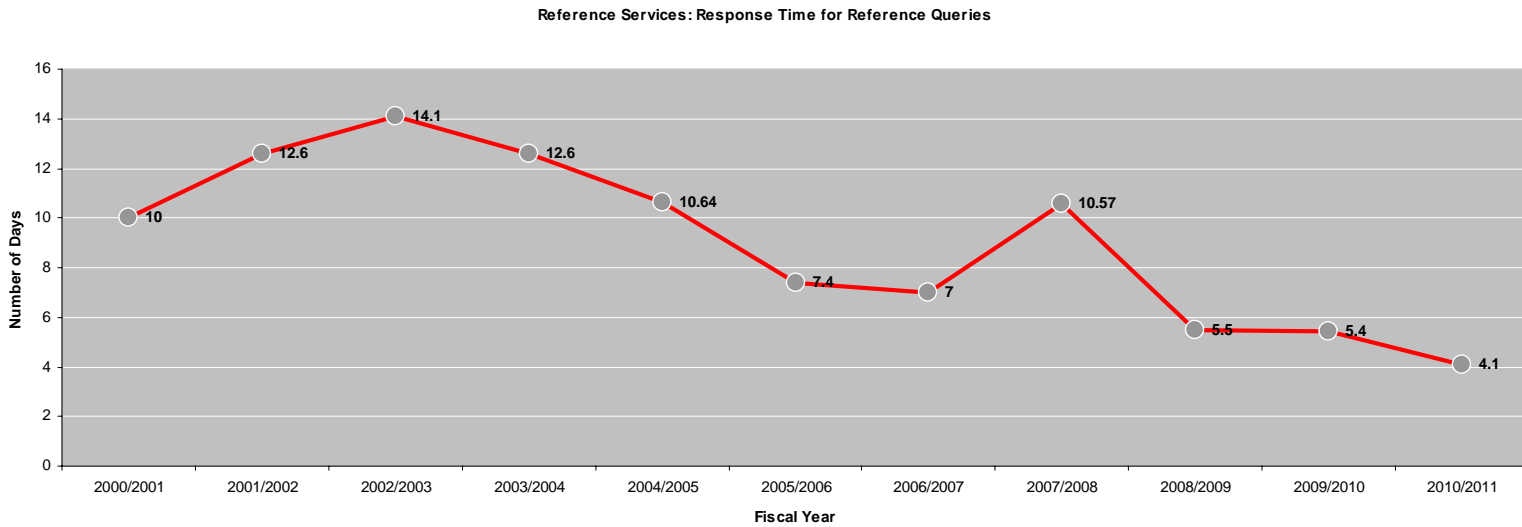
d. Measure Definition: Approving the disposition of state and local government records through records retention schedules is a mandated program of the SC Department of Archives and History. Over the past several years, the Archives' records analysis staff has been reduced by more than 50%, with a consequent decline in the number of records retention schedules developed and approved. In 2010/2011 this figure remained stable.

Records Retention Schedules Prepared for State Agencies and Local Governments
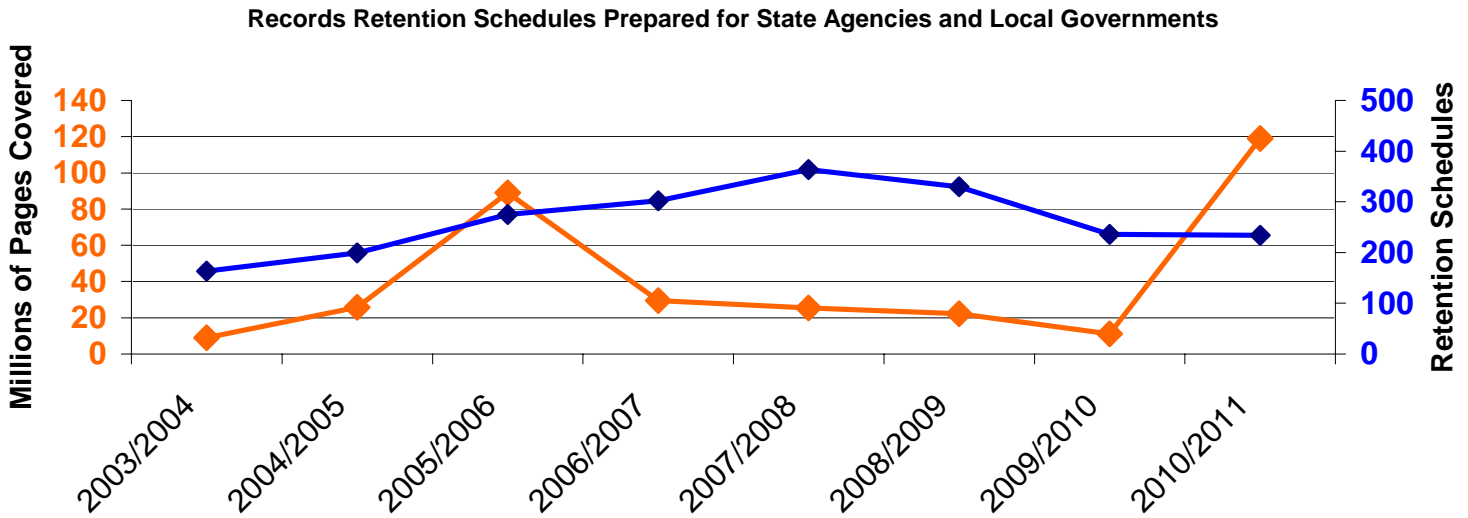
e. Measure Definition: The percentage of state agencies implementing records retention schedules had been over 70% until recently but began registering a decline in FY2006. The number of weeks it takes to approve a records retention schedule has remained constant since FY95/96. Since 1996, we tracked the percent completed within two weeks; FY2009 it was 99%.

Percent of State Agencies Implementing Records Retention Schedules
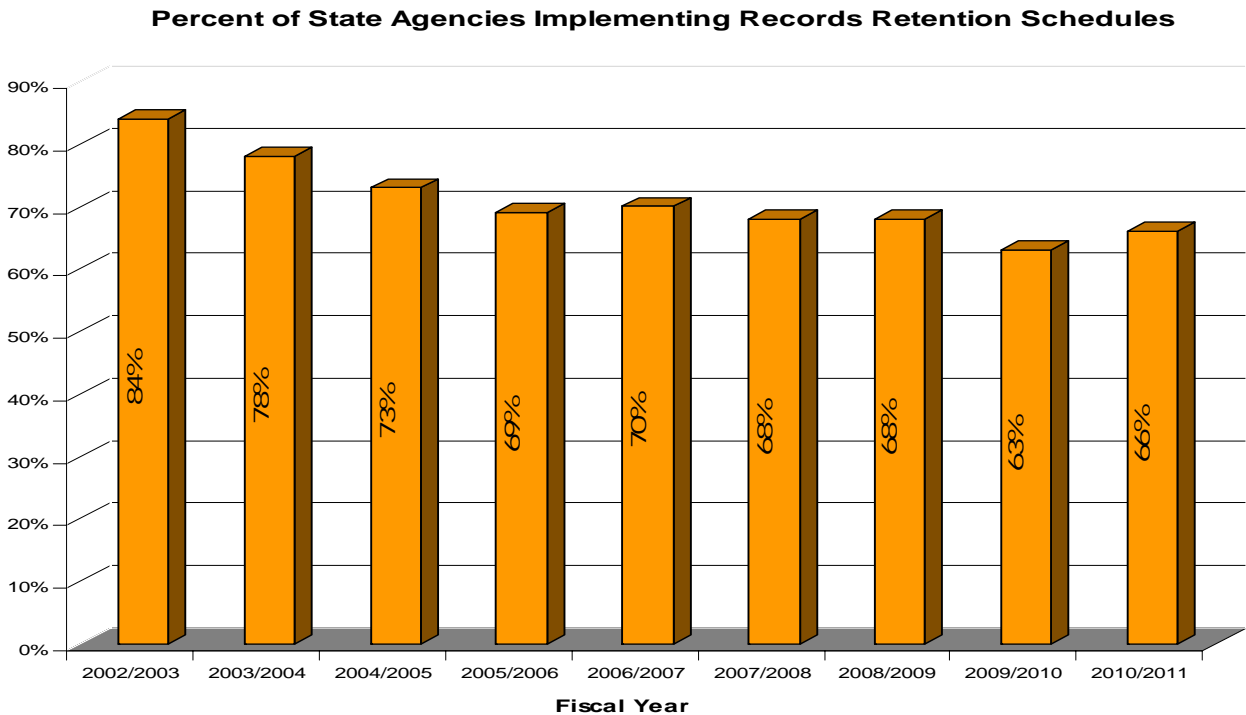
f. Measure Definition: 66% of state agencies destroyed records in compliance with the Public Records Act. FY 2009 marks the first time that so many records of no further value were destroyed in conformance with the Archives' authorized records retention/disposition schedules. Due to a major disposal at the Department of Revenue, the disposal total rose dramatically to 267 million pages. 171 million pages of that total was from the Department of Revenue. (These DOR records had already been scanned over a number of years.) The 87.4 million pages destroyed in FY2010-2011 bring this figure back in line with previous years.

Pages of State and Local Government Records Authorized for Disposal
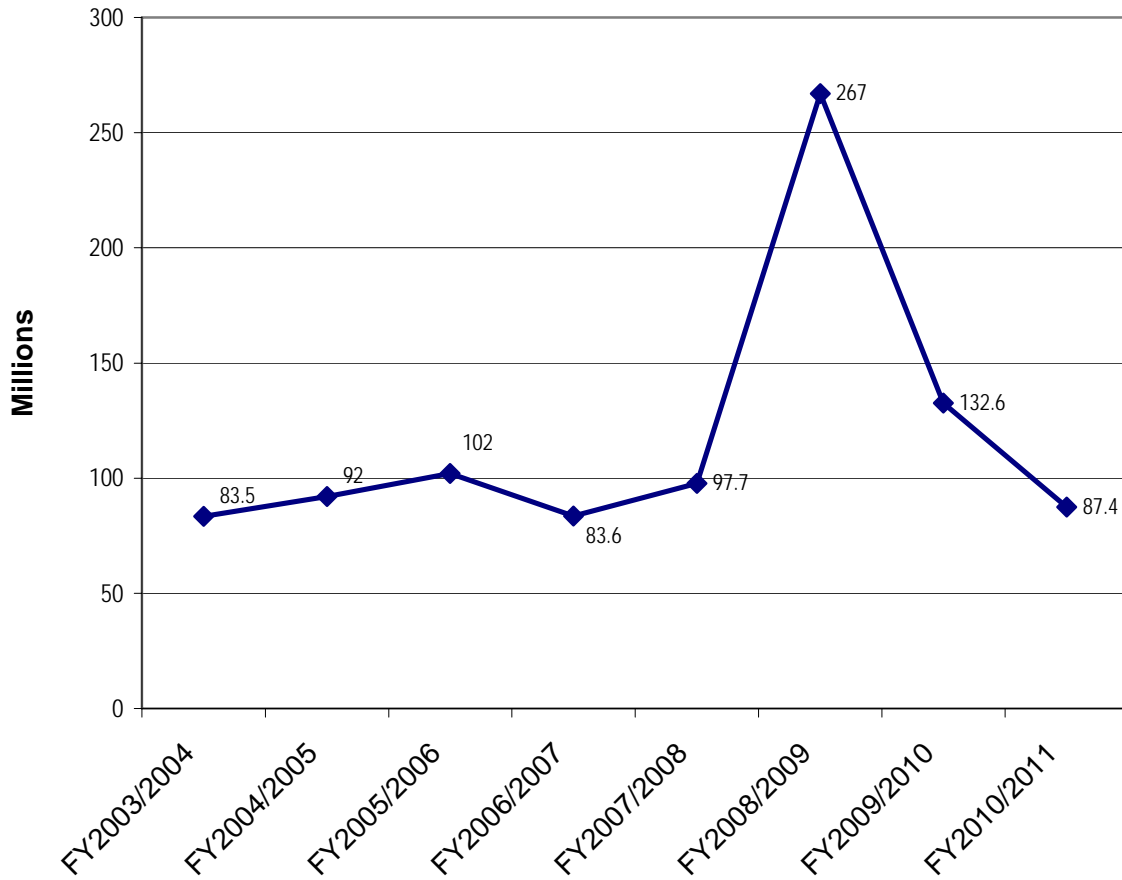
g. Measure Definition: We are mandated to preserve the documentary heritage of our state through archival programs. As is evident from the graph below, the number of documents microfilmed/conserved continues at several hundred thousands of pages fewer than in earlier years. This is primarily attributable 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
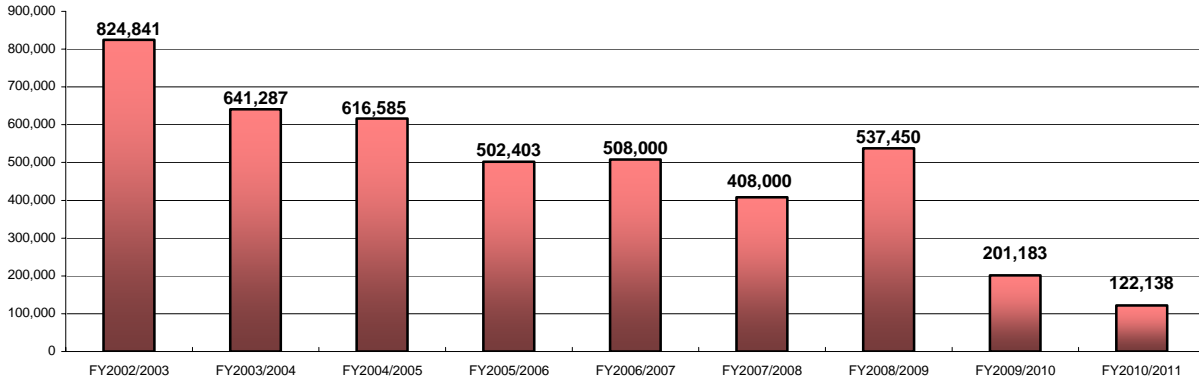
**Records Management Outreach in FY2010-2011**
3,215 state and local officials and the general public reached through technical assistance responses, conferences, workshops, tours, newsletters, and other publications.

h. Measure Definition: As part of our mission, we must educate and provide technical training to communities statewide on historic preservation design review ordinances.

Communities Receiving Technical Training
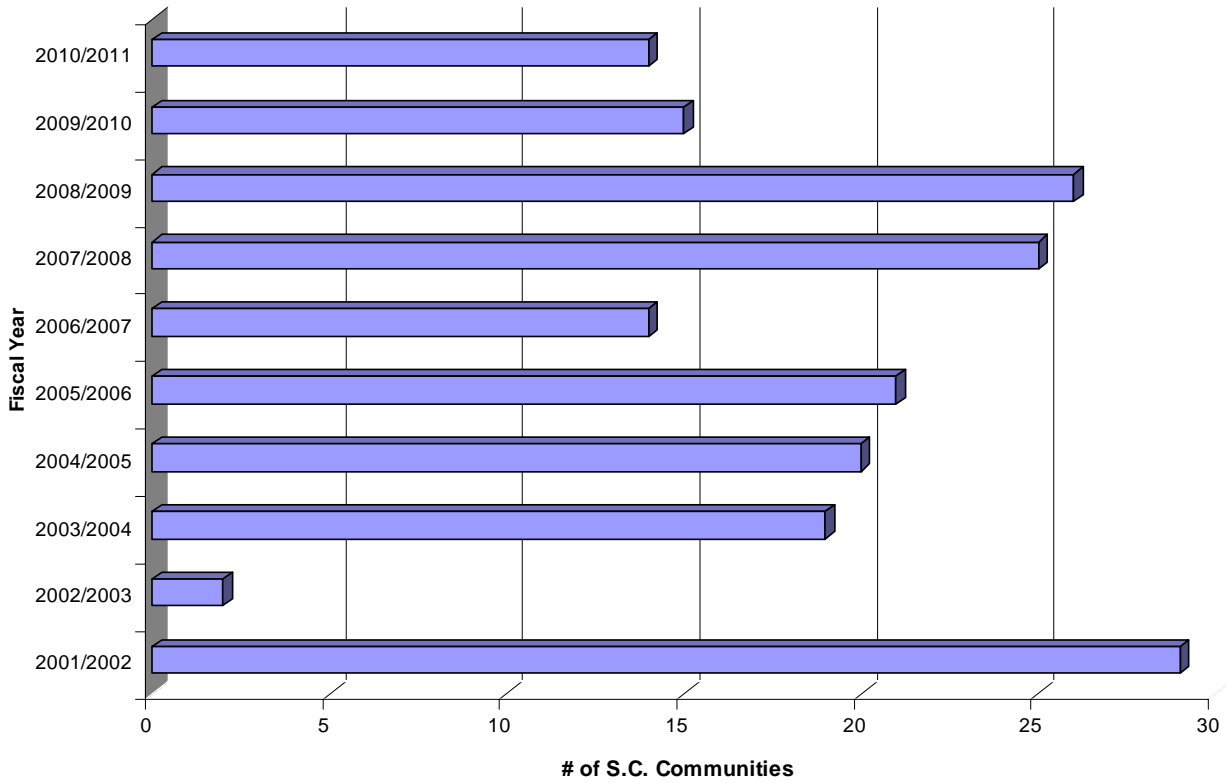
i. Measure Definition: We are responsible for reviewing and commenting on the impact of federally-assisted projects and SC DHEC-permitted projects on historic properties. Timely responses are critical to our customers.

% of Plans Reviewed within 30 Days
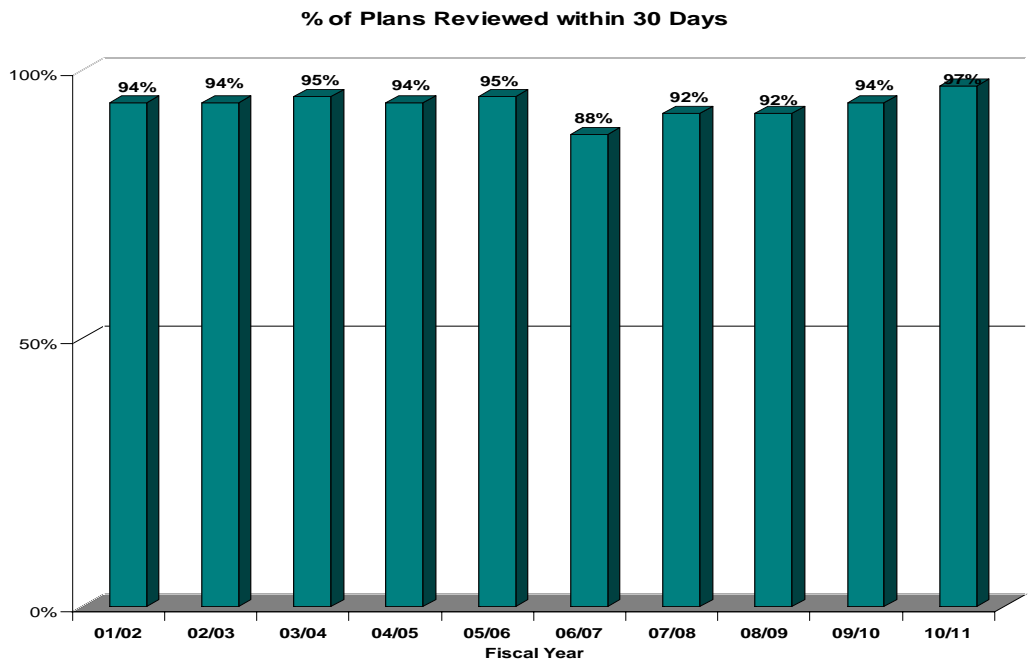
7.2 Customer Satisfaction Results

Statewide Historical Records Plan
The Records Management Division provided support to the SC Historical Records Advisory Board in monitoring and acting on the Board's statewide plan for historical records developed in early FY2008. An action conference on the plan, assessing progress and identifying adjustments needed, and possible future ARM and SC SHRAB activities, was held December 3, 2008. It included facilitated focus groups.

Records Management Education and Training Services
Archives and Records Management Task Force on Education and Training reviewed our services to state and local government and employed SurveyMonkey in an online survey. The positive ratings of our education and training activities elicited 75% and more ratings from the 145 respondents, with many good recommendations for building on the successful conferences and workshop offered.

7.3 Financial and Market Results

Facility Usage

a. Measure Definition: This illustration tracks revenue from the Facility Rental. The economy and specifically state budget cuts have had a direct result on our rental income. An increase in rental income is derived from targeting different group types.

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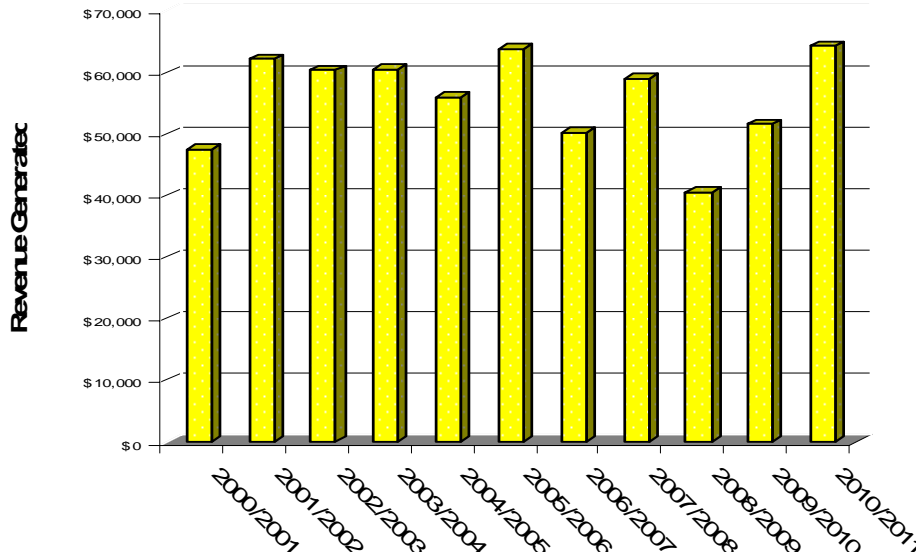
b. Measure Definition: We view our Facility Rental program, as not only a source of income but also as an opportunity to have people visit the Archives and History Center. While here, visitors have an opportunity to learn about our programs and visit the exhibitions in our gallery.

# of Groups Using Facility
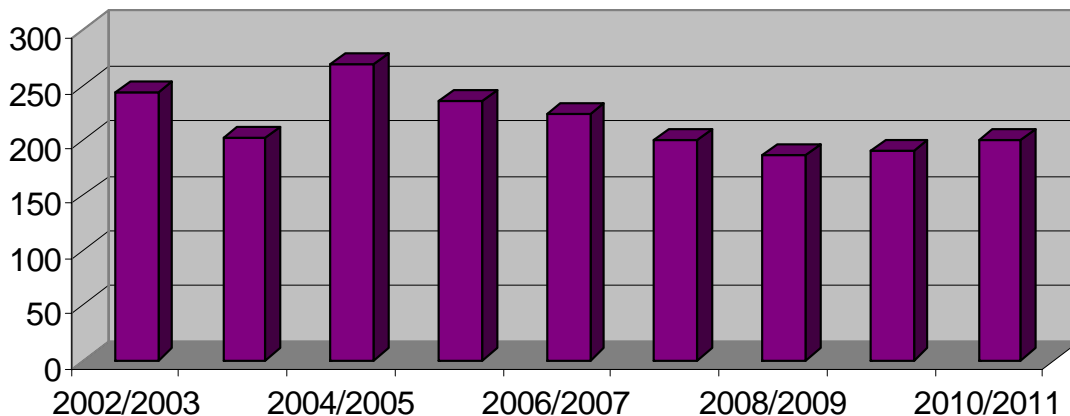
Records Management

c. Measure Definition: Through our records management program in FY2010-11 **27 million pages** of records in paper and microfilm were transferred by state agencies and local governments to security storage. **550 thousand pages** of historically valuable state and local government records in paper and microfilm were transferred to the Archives for permanent retention. The FY2011 cost avoidance for state agencies and local governments through the Archives' records retention scheduling program and for state agencies using the State Records Center was $705,324. Of the total, **$472,904** is attributable to the records retention scheduling program and **$232,420** to the savings realized through storage of state agency records at the State Records Center versus office or commercial storage facility.

41% lower cost for State Records Center storage of paper records than is charged by local commercial records storage facilities.

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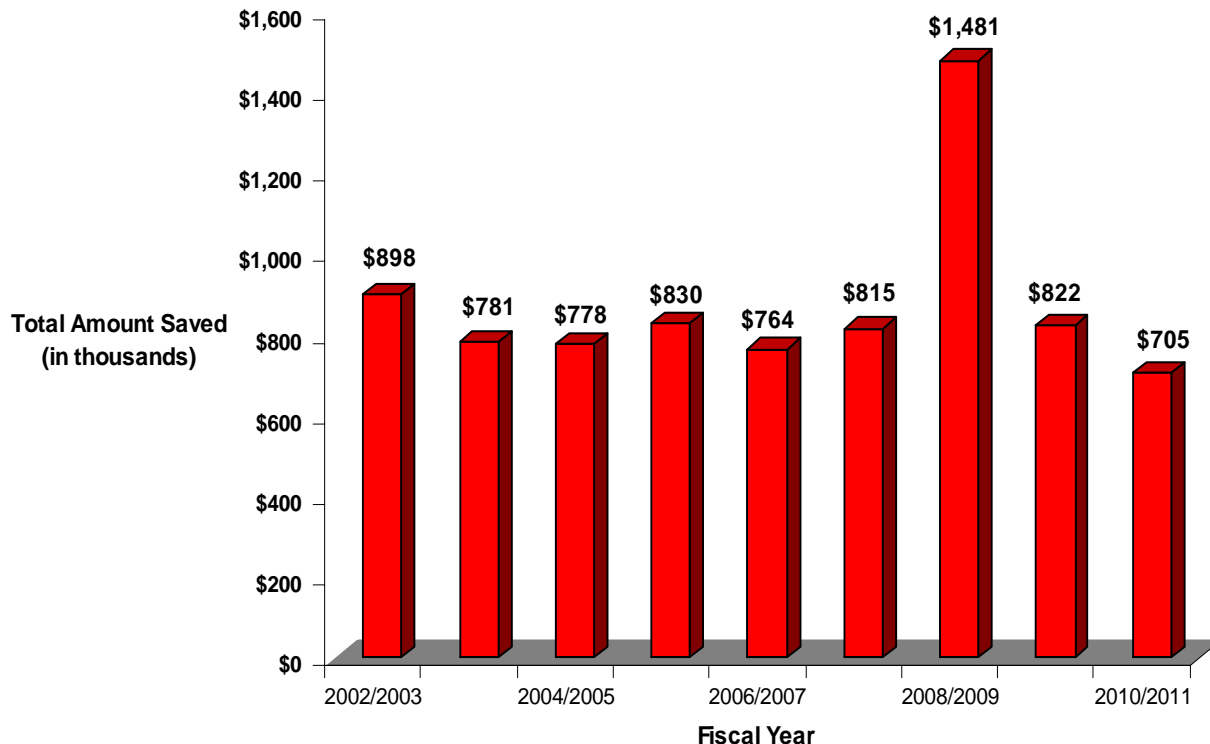
7.4 Human Resources Results

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, again, staff members stepped forward by assuming additional responsibilities that were assigned to staff members whose positions were lost because of budget reductions. Employee reviews for FY11 included 47% earning an "exceptional" job requirement, 53% earning a "successful," reflecting the staff's commitment to the agency's mission.

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.

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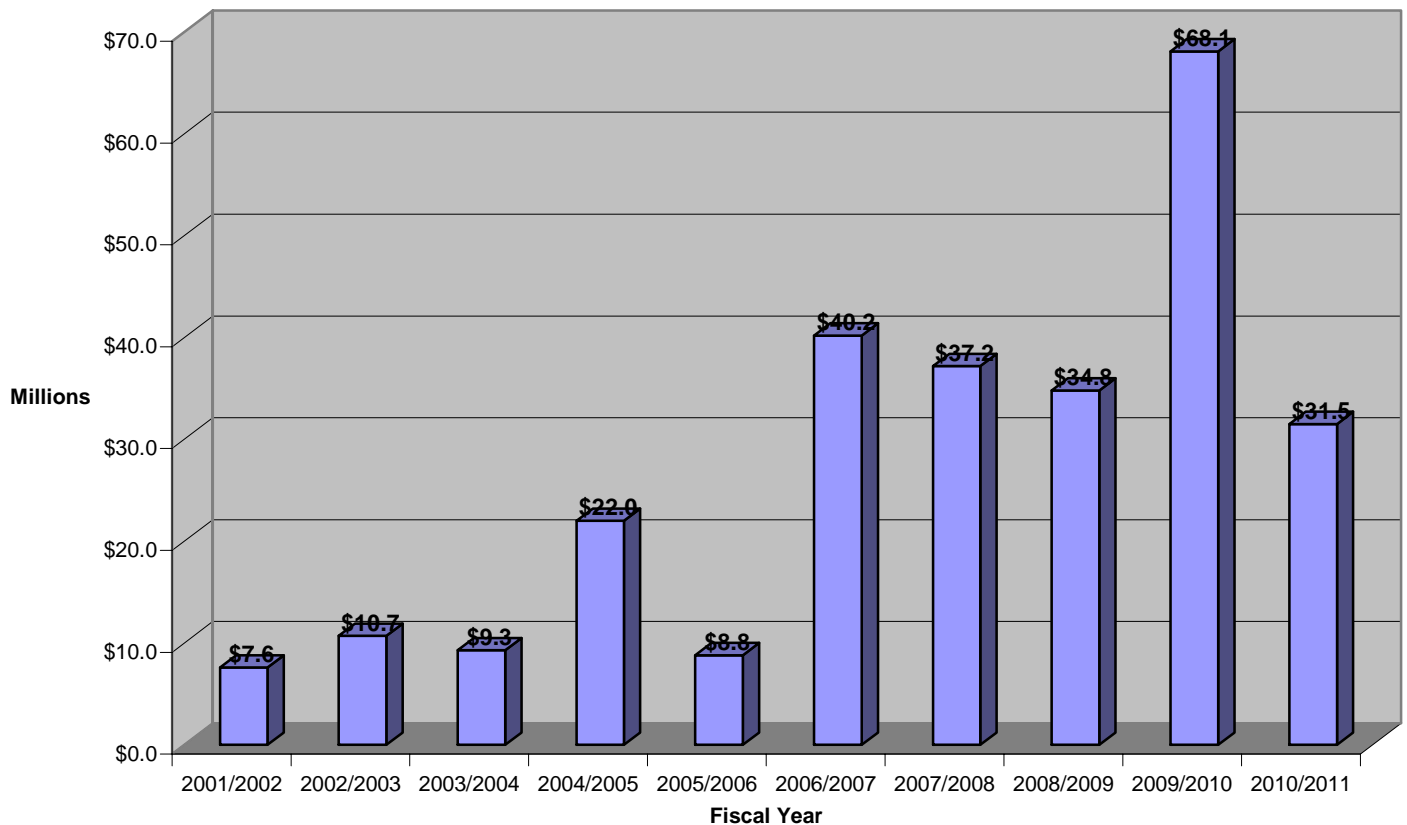
b. Measure Definition: In partnership with our public, private and home schooling communities, we work with educators to more effectively teach the use of primary and secondary resources for historical research. Through this effort we work with students to become involved in a national program called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

Schools Participating in NHD/SC activities
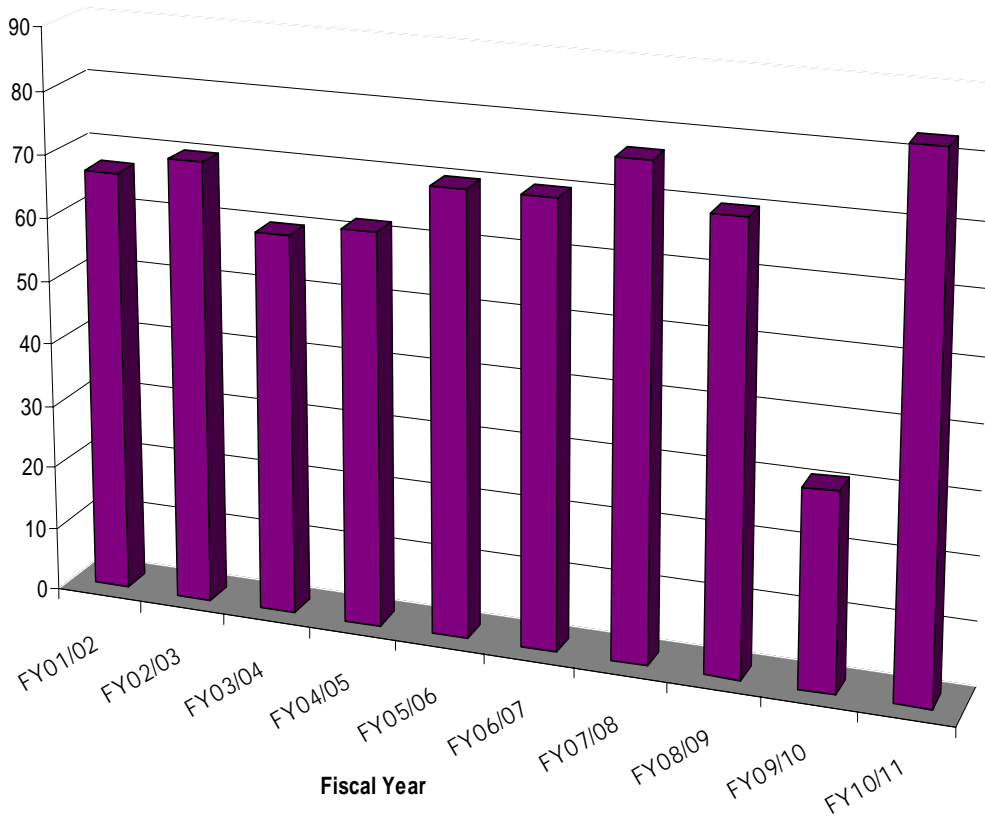
c. Measure Definition: We review and approve the text for historical markers erected by communities and organizations across the state.

Historical Markers Approved
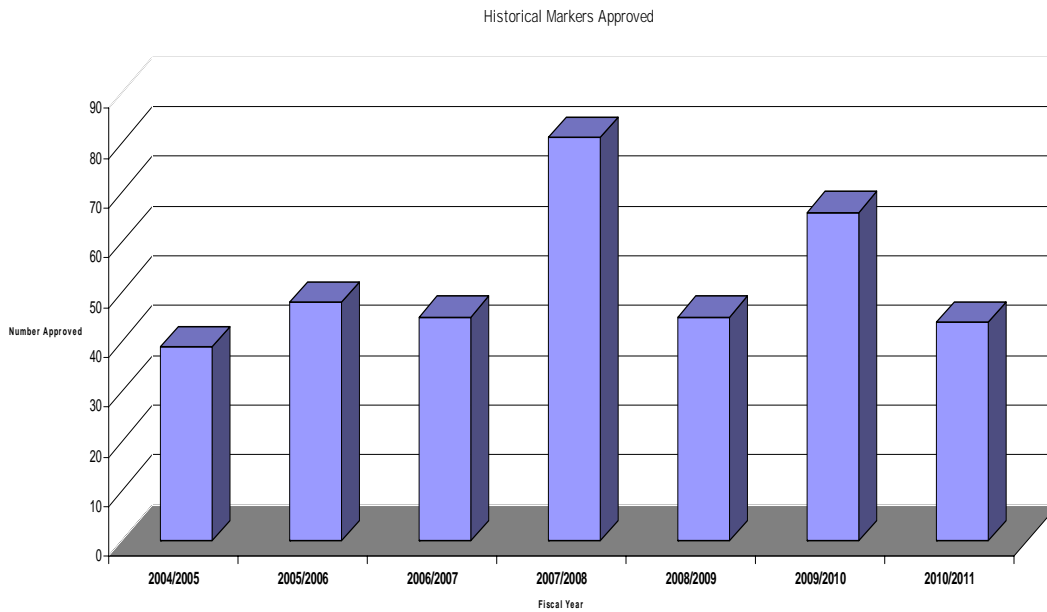
7.6 Regulatory Compliance/Citizenship

a. Measure Definition: The agency meets OSHA and safety requirements through compliance regulation and by providing staff-mandated training in these areas.

Strategic Planning *

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 and beyond Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)	Key Cross References for Performance Measures*
15000000 Records Management	Goal I: To promote and encourage an understanding, appreciation, and preservation of the state's history and heritage.	SC State Historical Records Advisory Board (SC SHRAB) funded by the National Archives and staffed by the SCDAH closed out eight grants for nearly $50,000 to local government and private historical records repositories under a federal grant originally awarded in late FY2008.	
15000000 Records Management		Coordinated South Carolina's Archives Month celebration for historical repositories throughout the state.	
23010000 Historical Services		Awarded 98,500 federal grants to eight projects to assist the identification and preservation of historic buildings and sites. (September 2010)	
23010000 Historical Services		Provided training on historic preservation ordinances and design review to 197 individuals representing 14 communities through workshop and on-site training sessions. (Annually)	
23010000 Historical Services		Organized the Preservation Conference in Columbia attracting 148 participants. (Annually)	
23010000 Historical Services		Organized online photo contests and created fourth Preservation Month Poster. (Annually) Hosted Preservation Month 101 workshop.	
23010000 Historical Services		Updated database of historical markers to make texts of more than 1,300 markers available online. (Ongoing-maintenance)	

		Strategic Planning *		
Program Number and Title	**Supported Agency Strategic Planning Goal/Objective**	**Related FY 10-11 and beyond Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)**	**Key Cross References for Performance Measures***
23010000 Historical Services		Approved texts for 44 historical markers. (Annually-ongoing)	7.5c
15000000 Archives	Goal II: To increase awareness, understanding, and use of the programs of the SC Department of Archives and History.	Continued digitizing historical records, making nearly 200,000 images available via the Internet. (Completed-ongoing)	
23010000 Historical Services		Distributed two email newsletters to inform constituents of general preservation issues (12/year), and the review and compliance program (4 or more/year). (Annually-ongoing)	
23010000 Historical Services		Organized and participated in workshops on preservation programs including: Historic Preservation 101 (25 attendees), Section 106 process (35 attendees); tax credits (Newberry, Myrtle Beach), and grants (75).	
15000000 Records Management	Goal III: To assess needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History	Continued State & National Archival Partnership grant to support Board activities and new subgrants. (Ongoing)	
15000000 Records Management		Continued participation in a 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 Alabama, Florida, New Mexico, Wisconsin, and New York. (Ongoing)	

	Strategic Planning *		
Program Number and Title	**Supported Agency Strategic Planning Goal/Objective**	**<u>Related FY 10-11 and beyond</u> Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)**	**Key Cross References for Performance Measures***
23010000 Historical Services	Goal IV: To recruit, hire, retain, and develop the human resources necessary to fulfill the mission of the agency.	Recruited an archaeologist (required by Historic preservation Fund) with Ph.D., provide intensive training on Section 106 and GIS.	
15000000 Archives & Records Management	Goal V: To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.	Assessed progress on the FY2007-FY2011 ARM Long-range Plan and made adjustments based on reduced staffing and other resources. (Ongoing)	
15000000 Records Management	Goal VI: To increase and enhance preservation of and access to SC state and local government records.	Microfilmed 122,138 historical documents. (Completed)	7.1g
15000000 Records Management		Continued using the services of the non-profit Internet Archive, Inc. to capture and provide access. Crawled 2,063,875 documents on state agency websites during FY2010-2011.	
15000000 Records Management		22 million pages of state and local government paper records transferred to the State Records Center for temporary security storage. (Ongoing)	7.3c

Strategic Planning *

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 and beyond Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)	Key Cross References for Performance Measures*
15000000 Records Management		550 thousand pages of historical state and local government records (paper/microfilm) transferred to the Archives and History Center for permanent retention. (Ongoing)	7.3c
15000000 Archives		Handled 6,524 onsite Reference Room visits and 8,715 telephone, email, regular mail requests for assistance, responding to requests within 5.4 days. (Ongoing)	7.1 a, b, c
15000000 Records Management		Approved 234 records retention schedules from state and local government covering 119 million pages of records, and authorized the destruction of 87.4 million pages of state and local government records. (Ongoing)	7.1 d, f
15000000 Records Management		Realized $705,324 in cost savings through the Archives' records management program for state agencies and local governments, including records scheduling and State Records Center storage. (Ongoing)	7.3c

10. Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 2,546,094	$ 1,463,277	$ 2,129,557	$ 1,209,225	$ 1,672,806	$ 1,019,234
Other Operating	$ 1,337,861	$ 968,815	$ 1,360,193	$ 704,635	$ 2,198,101	$ 613,488
Special Items	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Permanent Improvements						
Case Services						
Distributions to Subdivisions	$ 194,847		$ 210,918		$ 350,000	
Fringe Benefits	$ 795,101	$ 520,251	$ 720,740	$ 408,110	$ 907,674	$ 520,675
Non-recurring	$ 500,000					
Total	$ 5,398,903	$ 2,977,343	$ 4,446,409	$ 2,346,970	$ 5,153,581	$ 2,178,397

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

11. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures		FY 10-11 Budget Expenditures		Key Cross References for Financial Results*
15000000 ARCHIVES & RECORDS MNGT	Preserves and provides access to SC's permanently valuable colonial, state, and local government records, 1671-2000	State: Federal: Other: Total: % of Total Budget:	715,609.97 213,703.88 16,075.00 945,388.85 18%	State: Federal: Other: Total: % of Total Budget:	708,000.00 30,478.85 9,007.48 747,486.33 17%	
07000000 PUBLIC PROGRAMS	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	State: Federal: Other: Total: % of Total Budget:	565,231.97 90,440.22 123,167.55 778,839.74 14%	State: Federal: Other: Total: % of Total Budget:	472,703.32 279,494.47 5,496.48 757,694.27 17%	
15000000 ARCHIVES & RECORDS MNGT	Provides microfilm services to the department, other public entities, and businesses.	State: Federal: Other: Total: % of Total Budget:	214,107.60 100,252.13 193,956.01 508,315.74 9%	State: Federal: Other: Total: % of Total Budget:	91,501.71 125,625.80 217,127.51 5%	
23010000 HISTORICAL SERVICES	The program provides leadership, technical, and financial ssistance to individuals, organizations, local governments, and state and federal agencies about historic properties.	State: Federal: Other: Total: % of Total Budget:	235,957.40 460,893.25 297,211.53 994,062.18 18%	State: Federal: Other: Total: % of Total Budget:	8,409.66 785,412.83 372,511.17 1,166,333.66 26%	
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	State: Federal: Other: Total: % of Total Budget:	1,221,436.37 589,876.18 336,043.99 2,147,356.54 40%	State: Federal: Other: Total: % of Total Budget:	1,066,355.19 481,433.84 1,532,766.42 34%	

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

Remainder of Expenditures:		State: Federal: Other: Total: % of Total Budget:	25,000.00	State: Federal: Other: Total: % of Total Budget:	25,000.00 1%	

* 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.