

RESTRUCTURING & SEVEN-YEAR PLAN

Department of Archives and History

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	W. Eric Emerson, Ph.D.	August 2009	eemerson@scdah.state.sc.us
Previous Agency Director	Rodger E. Stroup, Ph.D.	April 1997	histrycur@aol.com

	Name	Phone	Email
Primary Contact:	W. Eric Emerson, Ph.D.	803-896-6185	eemerson@scdah.state.sc.us
Secondary Contact:	Steve Tuttle	803-896-6204	tuttle@scdah.state.sc.usN

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date): Department of Archives and History

(Type/Print Name): W. Eric Emerson, Ph.D.

If applicable, Board/Commission Chair
(Sign/Date):

(Type/Print Name): A.V. Huff, Ph.D.

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the **Historical Perspective Chart**.
See Excel Chart.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**.
See Excel Chart.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

Mission Effectiveness

- During FY 2013-14, the Department of Archives and History had 12,847 patrons who visited, called, or corresponded with Research Room staff.
- In addition, the agency had over 78,000 unique visitors to its website (unique visitors constitute one party entering the main agency portal).

Mission Efficiency

- For FY 2013-14 the Department of Archives and History's State Historical Preservation Office (SHPO) added 916 properties (both architectural and archaeological) to the statewide inventory of historic sites.
- During the same period the SHPO provided a written opinion regarding the eligibility of 19 properties meeting the criteria for listing in the National Register of Historic Places.

Quality (Customer Satisfaction)

- During FY 2013-14, the SHPO completed reviews of state and federal projects within 30 days or less 98% of the time. The SHPO had an average completion time of 12 days for these reviews.
- During the same period the SHPO accounted for 625 findings of “No Properties” and/or “No Effect” during permit requests that required written opinions.

Workforce Engagement

- Prior to the significant budget reductions of 2010, the Department of Archives and History conducted a workforce planning program that gauged engagement, satisfaction, retention and development of the agency’s workforce.
- With the loss of more than half of the agency’s workforce as a result of the 2010 budget cuts (52 to 24 FTEs), the agency was forced to eliminate the program. As staff numbers have stabilized, the agency is reconstituting the program.

Operational/ Work System Performance

- During FY 2013-14, the Department of Archives and History’s average response time for reference research queries was 4 days.
- During the same period, the average time for processing and creating draft text for a state historic marker was 73 days.

ORGANIZATIONAL PROFILE

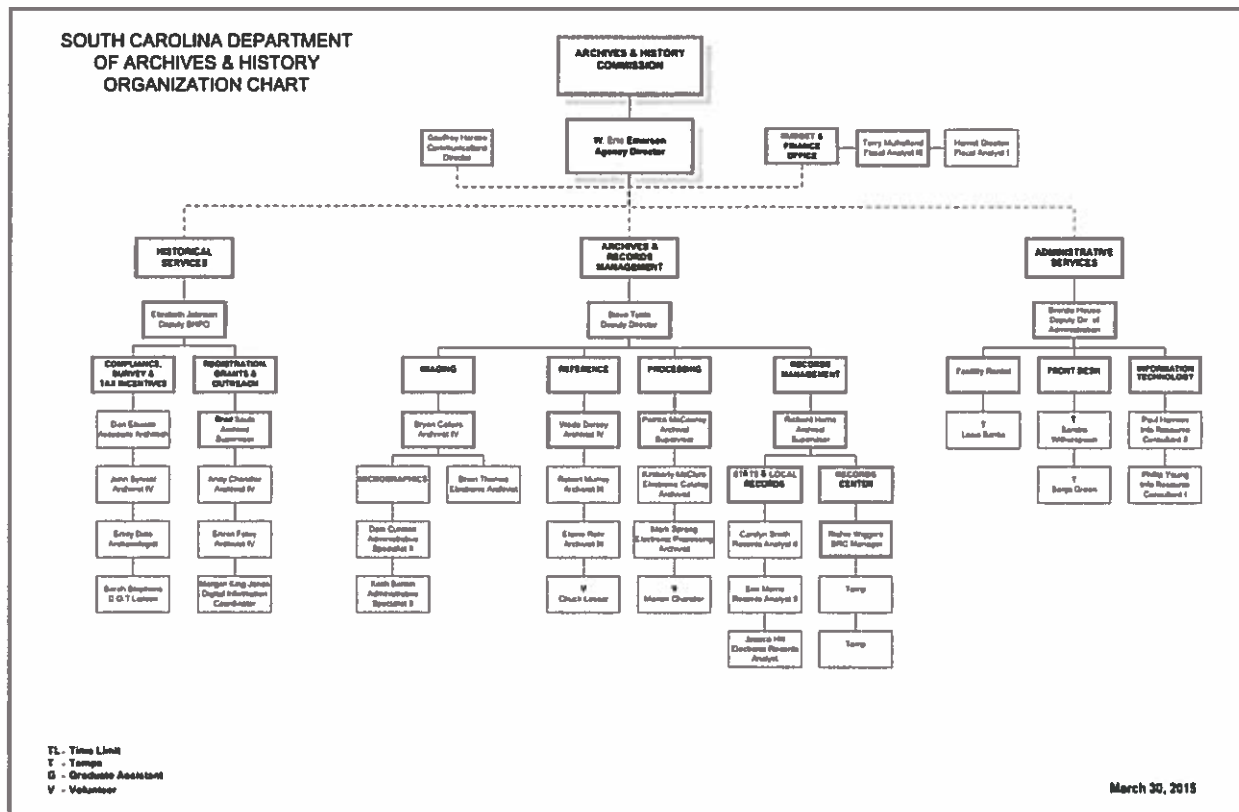
II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the **Key Deliverables Chart**.
See Excel Chart
2. The agency's key customers and their requirements and expectations;
 - a. Complete the **Key Customers Chart**.
See Excel Chart.
3. The agency's key stakeholders (other than customers);
 - a. Complete the **Key Stakeholders Chart**.
See Excel Chart.
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the **Key Partner Agency Chart**.
See Excel Chart.
5. The agency's performance improvement system(s);

Archives and History initiated a continuous improvement program in the early 1990s, making it one of the first state agencies to do so. Despite the loss of the agency's full-time quality coordinator in 2001 due to budget cuts, the agency still operated under this system until the budget reductions of 2010. The Quality Improvement Steering Committee, chaired by the director and composed of seven staff members, oversaw the employee recognition system and the chartering and monitoring of teams to address specific problems. The program was well ingrained throughout the agency and frequently teams were developed with the various divisions to handle specific division issues. With the loss of over half of the agency's personnel between 2010 and 2012, the Committee and its activities became dormant.

6. The agency's organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;

- Complete the **Overseeing Body Chart**.
See Excel Chart.

8. Please complete the **Major Programs Area Chart**.
See Excel Chart.

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

The rapid proliferation of electronic records being created by state and local governments nationwide will continue to create unique challenges for this agency. These challenges will be most apparent in the agency's ongoing efforts to schedule, retain, and process digital content and make it available to the public. The majority of the agency's resources in the Archives and Records Management Division will be devoted to addressing these challenges over the next five years.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the **Legal Standards Chart**.
See Excel Chart.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please complete the **Agency Reporting Requirements Chart**.
See Excel Chart.
2. Please complete the **Internal Audit Chart**.
See Excel Chart.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things)?

a. Perhaps the most important, and certainly the oldest, function of the Department of Archives and History is its ongoing operation of the Research Room at the Archives and History Center as a means of making the state's records available to the public. Two important indicators of mission effectiveness are 1) an accounting of the total number of patrons who visit, call, and write the Archives for information during the fiscal year, and 2) the total number of unique visitors to the agency's website. During FY 2013-14, the agency counted 12,847 patrons who physically visited, called, or wrote the Research Room. In addition, during FY 2013-14 the agency had over 78,000 unique visitors to its website.

i. This agency compared its total visitation with three organizations of much larger size and funding in the Southeast. These organizations include the state archives of Virginia (19,672 patrons), North Carolina (37,100 patrons) and Mississippi (79,223 patrons). These three agencies have the largest visitation figures among state archives in the region, and North Carolina and Mississippi count patrons visiting their buildings, which also house museums. Regarding the number of unique visitors to an agency's website, this agency compared itself to three significantly larger organizations throughout the Southeast. These include the state archives of Alabama (2,432,356 unique website visitors); Virginia (2,658,240 unique website visitors); and Florida (14,248,668 website visitors). These institutions have the highest benchmark of website visitation in the nation, but there are extenuating factors that explain the disparity in numbers. Each of these organizations counts individual page visitation as a unique visitor, and in the case of all three comparative state archives, many of the hits are

from unique visitors to associative bodies that share the website of the state archives in question.

- ii. This agency uses these figures as a benchmark for comparative purposes.
 - iii. The person most familiar with visitation trends in southeastern archives is Roy H. Tryon, former State Archivist of South Carolina, South Stonehedge Drive, Columbia, SC 29210, 803-798-3463, (RTryon1055@aol.com).
- b. The Senior leaders who review this information on an annual basis are listed below:
- W. Eric Emerson, Ph.D., Director
 - Steve Tuttle, Deputy Director
- c. The figures for visitation, calls, and correspondence regarding research in most state archives have declined over the past decade as progressively more records are made available online through organizational websites and for-profit genealogical companies. This trend, especially as it relates to visitation for the purpose of research, will continue in the future. State Archives therefore expect decreased physical visitation, phone calls, and written correspondence in the future and increased virtual visitation through the use of digitized and born digital records available through an archives website.
- d. This agency has some degree of control over this result, since it controls the Research Room's hours of operation for physical visitation, and it can drive use of the agency's online records through its website and social media.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?) including measures of cost containment, as appropriate?
- a. Two of the ways that the agency manages efficiency is by tracking 1) the number of properties (both architectural and archaeological) that the State Historic Preservation Office (SHPO) adds to the state inventory; and by tracking 2) the number of properties for which the SHPO provides a written opinion regarding whether a property does or does not meet National Register criteria. For FY 2013-14 the SHPO added 916 properties to the statewide inventory and provided a written eligibility opinion for 19 properties meeting National Register Criteria.
 - i. The three foremost SHPOs with which to draw comparisons regarding the number of properties added to the statewide inventory in FY 2013-14 are North Carolina (1,342), Indiana

(7,220), and Tennessee (2,190). Regarding agencies providing a written eligibility opinion for National Register Criteria, the South Carolina SHPO drew comparisons with North Carolina (87), Indiana (38), and Tennessee (18). The State Historic Preservation Offices of these three states are national leaders in historic preservation and provide excellent benchmarks in each of these two categories.

- ii. The agency used these benchmarks for comparative purposes.
 - iii. An expert on these processes and National Register criteria is William G. MacRostie, Principal of MacRostie Historic Advisors LLC, 1400 16th Street, NW, Suite 420, Washington, D.C. 20036, (202) 483-2020 x7015 tel / (202) 483-2080 fax, bmacrostie@mac-ha.com
- b. The Senior leaders who review this information on an annual basis are listed below:
- W. Eric Emerson, Ph.D., Director
Elizabeth Johnson, Deputy SHPO
- c. The figures for these two performance measurements are affected greatly by the strength of the economy, since the addition of properties to the statewide inventory and determinations of National Register eligibility often are the first steps in a building owner or developer seeking Historic Preservation Tax Credits.
- d. The agency has some level of control over these results due to its limited ability to devote more staff time to undertake these tasks.

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
- a. Two of the important measurements for the quality of service being provided to our customers are 1) SHPO assessments and written opinions of undertakings with a determination of "No Properties" and/or "No Effect," and 2) the percentage of state and federal project reviews completed in 30 days or less. Both of these are services provided to homeowners and developers under circumstances when delay can result in financial cost to the customer. During FY 2013-14, this agency's SHPO accounted for 625 findings of "No Properties" and/or "No Effect" on which written opinions were required; and the percentage of state and federal project reviews completed within 30 days or less was 98% with an average completion time of 12 days
 - i. The SHPO compared these figures regarding "No Properties" and/or "No Effect" with those of the SHPOs in North Carolina

(2,898), Indiana (628), and Tennessee (1,250). Regarding the percentage of state and federal reviews completed in 30 days or less, this agency made comparisons with the same three states: North Carolina (97% with an average of 12 days); Indiana (100% with an average of 25 days); and Tennessee (100% with an average of 14 days). Each of these state SHPOs has a large staff and considerable resources to devote to issuing such opinions and reviewing state and federal projects.

- ii. The agency used these benchmarks to compare data.
 - iii. An expert on these matters is William G. MacRostie, Principal of MacRostie Historic Advisors LLC, 1400 16th Street, NW, Suite 420, Washington, D.C. 20036, (202) 483-2020 x7015 tel / (202) 483-2080 fax, bmacrostie@mac-ha.com
- b. The Senior leaders who review this information are listed below:
- W. Eric Emerson, Ph.D., Director
 - Elizabeth Johnson, Deputy SHPO
- c. Assessments for undertakings and project reviews are affected by economic conditions, the number of projects, being undertaken, and the total number of staff being dedicated to assessments and project reviews. Regarding the impact of economic conditions, strong economic conditions result in more projects being presented to the SHPO for assessment and review.
- d. This agency has limited control of these results for the reasons listed above. For this agency the primary factor in conducting assessments and reviews is the amount of staff time that can be devoted to each assessment or review.

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
- a. Prior to the significant budget reductions of 2010, the Department of Archives and History created and conducted a workforce planning program that gauged the engagement, satisfaction, retention and development of the agency's workforce. With the loss of more than half of the agency's workforce as a result of the 2010 budget cuts (52 to 24 FTEs), the agency was forced to eliminate the program. As staff numbers have stabilized, the agency is in the process of reconstituting the workforce planning program.
 - i. The agency can not compare itself to other agencies nationwide for benchmarking, since, with the exception of the state archives in Georgia, no other state has experienced the loss of a larger percentage of its staff over the same period of time. In essence, due to the loss of such a considerable portion of its staff, this agency is an

- outlier and comparisons with other state archives regarding workforce planning serve little purpose.
- ii. This agency does not evaluate its performance concerning workforce engagement versus other states due to the reasons outlined in the previous response.
 - iii. An expert in this field is listed below:
David Zinger
Founder, Employee Engagement Network
Twitter: [@davidzinger](#)
Website/Blog: <http://www.davidzinger.com>
- b. The following leaders review performance measures on an annual basis:
W. Eric Emerson, Ph.D., Agency Director
Steve Tuttle, Deputy Director
Brenda House, Deputy Director for Administration
Elizabeth Johnson, Deputy SHPO
 - c. Agency leaders have ascertained that senior staff members (more than 20 years of service), especially those with more than thirty years of employment in the state system, are remaining at the agency with no concrete plans for retirement. The agency views this as a sign of satisfaction with their employment at the agency.
 - d. The agency has little control over retention of the most senior staff members, but the agency is working to ensure that new staff members are assimilated into the organization in a manner that ensures their workplace satisfaction. This includes a program of mentoring by senior staff members.

Operational/Work System Performance

- 5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
 - a. As one of performance measures for operational efficiency, the agency tracks, among other things, 1) the average total response time to reference queries by the public, and 2) the average response time from the receipt of a state historical marker application until the creation of draft text for the marker. The agency's average performance benchmark for response time to a research query is 4 days, which includes having a staff member receive the request, research the information requested, and contact the customer with the information requested. The total staff time for the processing and creation draft text for a state historic marker is 73 days.

- i. Regarding the total response time to reference queries, this agency compared its response time with the state archives of Rhode Island (10 days), Maine (1 day), and Delaware (1 day). Based upon these samples, this agency has a median response time when compared to other benchmark state archives. The benchmark states were chosen due to their agency's willingness to take and respond to researcher queries. An agency's response time can be affected by a number of factors including the size of the research or reference staff, the number of total requests, and time limits established by the respective agency or state legislation. Regarding the average time to process an application for a state historic marker, the agency compared its average response time with Virginia (90 days), North Carolina (180 days), and West Virginia (7) days. Again, this state's average response time is below the median time for the state's evaluated. For benchmarking for both reference queries and state historic markers, the agency used the examples of large organizations that are known as leaders in the field.
 - ii. This agency relied on the benchmarks provided by the organizations listed above.
 - iii. Roy H. Tryon, Retired State Archivist of South Carolina, is an expert in archival endeavors, and has a thorough understanding of reference query response times. His contact information is 346 South Stonehedge Drive, Columbia, SC 29210, 803-798-3463, (RTryon1055@aol.com). An expert on historic preservation markers is William G. MacRostie, Principal of MacRostie Historic Advisors LLC, 1400 16th Street, NW, Suite 420, Washington, D.C. 20036, (202) 483-2020 x7015 tel / (202) 483-2080 fax, bmacrostie@mac-ha.com
- b. The senior leaders who review performance measures for these two measurable processes are listed below:
- Reference queries
W. Eric Emerson, Ph.D., Agency Director
Steve Tuttle, Deputy Director
- State Historic Markers
W. Eric Emerson, Ph.D., Agency Director
Elizabeth Johnson, Deputy SHPO
- c. Trends regarding the response time to reference queries include the rapid proliferation of electronic records, which, with the proliferation of digital content, will eventually speed the response times for research queries. Trends for the processing times for State Historic Markers include staffing levels, which dictate how quickly a marker can be processed.
- d. The agency has some degree of control over the results of reference query response times due to the staffing requirements for conducting research. As long as the agency has experienced staff members dedicated to conducting

research, the response rate can be moderated. Similarly, the agency has a degree of control over the processing times for state historic markers through staffing levels.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - 1) Total numbers of patrons who visit, call, or correspond with the Department of Archives and History in search of information concerning the state's public records.
 - 2) The total number of unique visitors who visit the Archives website.
 - 3) The total number of properties (both architectural and archaeological) newly added to the statewide inventory of historic properties.

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

State Systems

SCEIS

Information Systems/Databases

Online Records Index (ORI) – Online index of SC public records that SCDAH has digitized.

Visual Rediscovery – archival collections management system.

Proficio – library collections management system.

GainRM – records management system.

ArcGIS – used to manage and analyze state historical preservation sites.

Preservica – digital preservation system (future system).

Database Management System

Microsoft SQL Server

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

- a. If yes, please provide the agency's suggestions.

No

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

Yes

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

The most significant challenge facing the Department of Archives and History is the rapid and ever-growing proliferation of electronic records in state and local agencies throughout South Carolina. As agencies rely more heavily upon electronic records, they are faced with issues regarding the scheduling, retention, and transmittal of those records to the Department of Archives and History for permanent preservation. This process will only intensify over the next seven years.

To cope with this eventuality, this agency created and implemented its Digital Access and Storage Initiative in FY 2013-14. Through this initiative the agency has the South Carolina Electronic Records Archive (SCERA). As part of the creation of this initiative the agency has purchased the digital infrastructure to ingest, house, and make electronic records available to the public through its website and through the use of Preservica, a digital archiving system.

After the full implementation of SCERA, more South Carolinians will be able to conduct research from their home PCs by using the Department of Archive and History's website as a portal to the state's electronic records. In addition this agency is undertaking

increased digitization of its holdings so that more of the agency's records may be accessed in a form other than manuscript or microfilm. The key personnel involved in this process are Bryan Collars, Electronic Records and Micrographics Manager; Brian Thomas, Electronic Records Archivist; Mark Sprang, Electronic Records Processing Archivist; Kimberly McClure, Electronic Records Cataloging Archivist; and Jessica Hills, Electronic Records Analyst.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

Significant cost savings should result from the creation of the South Carolina Electronic Records Archive. Eventually there will be a reduced need for the research room to be open five days per week, since the majority of future research will be conducted remotely by patrons from their personal electronic devices. In the near future the cost of static shelving, an ongoing expense for the agency since its origins, will be offset by the need for digital infrastructure. Due to the rapidly decreasing need for paper storage space, the current Archives and History Center should remain the agency's home for far longer than any other building in the agency's history. Foregoing the need for a newer, larger building will result in significant cost savings in the future. Future record storage space also should be less expensive, since the need for physical supplies (acid-free folders and boxes, shelving, conservation supplies) will diminish as the use of paper diminishes in state government. These savings will be offset to some degree for the need for digital infrastructure, licensing, and upgrades.

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

No.

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

N/A.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

The agency has hired electronic records archivists and analysts who can assist the Department of Archives and History with its progression to an institution that can focus more effectively on electronic records. The agency also has installed the digital infrastructure at the Archives and History Center at 8301 Parklane Road in Columbia. The agency currently is negotiating with a state university to serve as a remote digital storage site to ensure that there is sufficient backup for the agency's electronic records.

Once digital infrastructure is installed at that remote site, the agency will begin the installation of its electronic records preservation system.

After investigating various electronic record preservation systems, this agency has chosen Preservica, which is the most widely-used system, and the only out-of-the-box solution, to serve as the platform for ingesting the large quantity of electronic records being created in state and local governments. This agency has tested Preservica for the past three months, and we will purchase the software and begin the process of retrieving and ingesting the electronic records of selected agencies at the beginning of the next fiscal year. Once that process is completed, we anticipate increasing the rate at which agency's convey electronic records to this agency.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

All of the actions listed above, with the exception of the last step, will be completed by the end of this fiscal year. Beginning in FY 2015-16, this agency will start to ingest the electronic records of select agencies into Preservica, and those records will be made available to the public through this agency's website as quickly as possible. This process will be the agency's test case, whereby we gauge the amount of time between the conveyance of the records and their appearance on our website. By the end of FY 2015-16, we hope to have a timely process whereby any state agency can submit their electronic records to this agency for accession, processing, preservation, and use by the public. Cost savings related to this agency's ongoing focus on electronic records will continue and accelerate over the next ten years.

Now go to Additional Questions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - a. To promote and encourage understanding, appreciation, and preservation of the state's history and heritage
 - b. To increase awareness, understanding, and use of the programs of SCDAH
 - c. To assess needs and identify and secure funding and resources to support the mission of SCDAH

2. What are the fundamentals required to accomplish the objectives?

The most important attribute needed to accomplish the above-listed strategic objectives is organizational focus. In a small agency, where staff members are compelled to perform a number of divergent tasks, it is incumbent upon organizational leadership to maintain mission focus for its staff.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

<http://scdah.sc.gov/Pages/default.aspx>
<http://archives.sc.gov/Pages/default.aspx>
<http://shpo.sc.gov/Pages/default.aspx>
<http://rm.sc.gov/Pages/default.aspx>

4. Is there any additional information the agency would like to provide the Committee or public?

No.

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process. 20 hours
 - b. Complete this Report. 40 hours

6. Please complete the **Personnel Involved Chart**.
See Excel Chart.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

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Key Customers Chart _____	25
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Major Program Areas Chart _____	30
Legal Standards Chart _____	31
Agency Reporting Requirements Chart _____	32
Internal Audits Chart _____	33
Personnel Involved Chart _____	34

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required.
NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Department of Archives and History	III, 1 (Legal Standards Chart)	Senate Oversight Restructuring Report and Cost Savings Plan	State and/or federal statutory authority for this activity	Office of Senate Oversight	Annually
Department of Archives and History	VI, B	Senate Oversight Restructuring Report and Cost Savings Plan	Cost Savings and Increased Efficiencies	Office of Senate Oversight	Annually

Agency Name: Department of Archives and History
Agency Code: H79
Agency Section: 26

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
N/A	N/A	N/A	N/A

Agency Name: Department of Archives and History
Agency Code: H79
Agency Section: 26

Purpose, Mission Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parentheses. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Department of Archives and History	29-MAR-05 (1905)	To preserve the state's history and document the rights of its citizens.	To preserve and promote the documentary and cultural heritage of the state through professional records, historic preservation, and education programs.	To be a leader in preserving and advocating on behalf of the state's documentary and cultural heritage and to serve as a model for the nation's other state historical institutions and organizations.	Purpose: SC Code 60-11; 54 U.S.C. § 302301 Mission: SC Code 60-11; 54 U.S.C. § 302301 Vision: SC Code 60-11; 54 U.S.C. § 302301

Key Partner Agency Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Department of Archives and History	South Carolina Institute of Archaeology and Anthropology (SCIAA)	SCIAA was established in 1963 and has coordinated with SCDAH since the establishment of this agency's State Historic Preservation Office. SCIAA advises the State Historic Preservation Officer, oversees state archaeological site files, which the SHPO uses as part of Section 106 of the National Preservation Act. Since 2007 SCIAA and SCDAH have operated ArchSite, the state's online cultural resources GIS.	Annually SCIAA provides the agency with the number of sites to add to the archaeological site files and reports to the agency on activities carried out related to ArchSite (number of sites added, digitized, users, etc.)	III. Historical Services
Department of Archives and History	Department of Transportation	SCDOT carries out federally-funded projects, which require consultation with the SHPO. SCDOT has provided three grants to support development of the state's cultural resources GIS and digitization of the state's National Register of Historic Places information.	SCDAH provides quarterly reports on ArchSite activities, (number of sites added, digitized, users, etc.) For service agreements, SCDAH reports on the number of projects reviewed, review times, site visits made to projects, and review outcomes.	III. Historical Services
Department of Archives and History	Department of Health and Environmental Control	The SHPO provides comments about historic properties to DHEC's Office of Coastal Resource Management for projects requiring permits or certifications. The SHPO also consults with the Division of Mining and Solid Waste Management concerning the effect of projects requiring mining permits on significant cultural or historic sites.	Reviews are included in overall agency performance measures. Mining and OCRM have not requested additional reports.	III. Historical Services

Key Products Chart

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross Reference Column should link the deliverable to the major program area. In the Major Program Areas Chart, when which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Reference
Department of Archives and History	1	Public access to the historical records of South Carolina.	#1	Operation of the Research Room at the Archives and Records Center.	Convert more records to digital format, which would be available online through the agency's website.	N/A	Increased funding for digitization.	II. Archives and Records Management
Department of Archives and History	2	Public information and assistance concerning Historic Preservation Tax Credits.	#2	The Agency's website or telephone and email contact with a staff member.	N/A	N/A	Increased federal funding, increasing the percentage of rehabilitation costs eligible for tax credits.	III. Historical Services
Department of Archives and History	3	Cost avoidance for agencies in need of records storage.	#3	Operation of the State Records Center.	Convert more records to digital format to be stored on servers.	N/A	Increased funding for records management personnel and education programs for state agencies and local governments.	II. Archives and Records Management
Department of Archives and History	4	State Historical Markers		Application and coordination through the State Historic Preservation Office.	N/A	N/A		III. Historical Services
Department of Archives and History	5	Review of federal projects affecting National Register listed or eligible properties per Section 106 of the National Historic Preservation Act.		Operation of the review section of the State Historic Preservation Office.	N/A	N/A		III. Historical Services

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Department of Archives and History	1	local historians/genealogists	Preservation of, and long-term access to, essential state and local government records.	1, 4
Department of Archives and History	2	professional researchers	Preservation of, and long-term access to, essential state and local government records.	1, 4
Department of Archives and History	3	state governments	Preservation of, and long-term access to, essential state and local government records.	1, 3
Department of Archives and History	4	local governments	Preservation of, and long-term access to, essential state and local government records.	1, 3, 4
Department of Archives and History	5	private records repositories	Technical guidance, assistance, and leadership in archives and records management matters.	1, 4
Department of Archives and History	6	professional groups	Technical guidance, assistance, and leadership in archives and records management matters.	1
Department of Archives and History	8	National Park Service	Statewide planning and priorities for federal funding/grants to South Carolina.	5
Department of Archives and History	9	owners of historic buildings	Promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings.	2, 5
Department of Archives and History	10	developers	Promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings.	2, 5
Department of Archives and History	11	architects	Promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings.	2, 5
Department of Archives and History	12	contractors	Promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings.	2, 5

Key Stakeholders Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross Reference column should link stakeholder groups to the deliverable listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have boxes around them, please list all that are applicable.

Agency Submitting Report	Item # Stakeholder Group	Requirements/Expectations	Deliverables Cross Reference
Department of Archives and History	1 Local governments	Review of federal and state funded or permitted projects; administration of the statewide survey; providing access to information about the location of historic properties through GIS layers, providing advice, training, and federal grants through CLG program; providing approval to destroy obsolete records; storage and microfilming of eligible records, and recordkeeping guidance	1, 2, 3, 4, 5
Department of Archives and History	2 State agencies	Review of federal and state funded or permitted projects; administration of the statewide survey; providing access to information about the location of historic properties through GIS layers, providing advice, training, and federal grants through CLG program; providing approval to destroy obsolete records; storage and microfilming of eligible records, and recordkeeping guidance	1, 2, 3, 5
Department of Archives and History	3 Federal agencies	Review of federal and state funded or permitted projects; administration of the statewide survey; providing access to information about the location of historic properties through GIS layers, providing training and federal grants through CLG program	1, 5
Department of Archives and History	4 Developers	Review of federal and state funded or permitted projects; administration of the statewide survey; providing access to information about the location of historic properties through GIS layers	1, 2, 4, 5
Department of Archives and History	5 Environmental consultants	Review of federal and state funded or permitted projects; administration of the statewide survey; providing access to information concerning the location of historic properties through GIS layers	1, 2, 4, 5
Department of Archives and History	6 Preservation professionals and advocates of historic preservation	Provide information about range of preservation topics through e-mail newsletter, preservation conference, workshops, and site visits	1, 2, 4, 5
Department of Archives and History	7 Owners of historic properties	Coordinate the National Register of Historic Places program in South Carolina	1, 2, 4, 5

Overseeing Body-General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges Imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Department of Archives and History	Commission	4	11	Appointed	Statewide history organizations (3), major universities (5), the American Legion (1), and the Governor (2)	Five years for all but Governor's appointees, who serve concurrent with the Governor	None	None	None	None

Major Program Areas Chart

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

- a) The "Associated Objectives" column in the Program Template of the FY 2013-14 Accountability Report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to changeable in the "Associated Objectives" column in the Program Template of the FY 2013-14 Accountability Report. Section II, number 11; and
- b) The "Associated Objectives" column in the Program Template of the FY 2013-14 Accountability Report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to changeable in the "Associated Objectives" column in the Program Template of the FY 2013-14 Accountability Report. Section II, number 11; and
- c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross References column should link major programs to the statutes, regulations and provisions listed in the Legal Standards Cross References column of the Accountability Report. The example does not include information in the column under expenditure. Key performance measures cross references of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

NOTE: Key Performance Measures Cross References Column links major programs to the chart(s) in the Key Performance Measures Cross References Section of the Budgeting Report. Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Legal Standards Cross References Section of the Restatement Report.

Agency Subuniting Report	Program/Title	Purpose	FY 2013-13 Expenditures			FY 2013-14 Expenditures			Legal Standards Cross References
			General	Other	Total	General	Other	Total	
Department of Archives and History	I. Administration	Includes the Director's Office, Budget and Finance, Personnel Services, Building Services, and Information Technology. The agency provides support services for all the agency components of the Department of Archives and History.	\$1,208,104	\$230,669	\$1,437,773	\$1,072,870	\$184,588	\$1,257,458	Legal Standards Cross References: 25C Code 60-11-50 through 60-11-60
			% of Total Budget: 37	% of Total Budget: 7.1	% of Total Budget: 44.2	% of Total Budget: 31.2	% of Total Budget: 5.4	% of Total Budget: 36.5	
Department of Archives and History	II. Archives and Records Management	Preserves and provides access to the State's permanent valuable government records, 1971-2000. Monographs provides records services to the department, other agencies, and the public.	\$480,458	\$43,152	\$523,610	\$778,188	\$71,488	\$849,676	Legal Standards Cross References: 25C Code 60-11-50 through 60-11-60
			% of Total Budget: 15	% of Total Budget: 1.3	% of Total Budget: 16.1	% of Total Budget: 22.6	% of Total Budget: 2.1	% of Total Budget: 24.7	
Department of Archives and History	III. Historical Services	Preserves and provides access to the State's permanent valuable government records, 1971-2000. Monographs provides records services to the department, other agencies, and the public.	\$0	\$208,221	\$208,221	\$0	\$355,015	\$355,015	Legal Standards Cross References: 25C Code 60-11-50 through 60-11-60
			% of Total Budget: 0	% of Total Budget: 6.3	% of Total Budget: 16.4	% of Total Budget: 0	% of Total Budget: 10.3	% of Total Budget: 28.9	
Department of Archives and History	IV. Employee Services	State Employee Contributions	\$111,504	\$18,725	\$130,229	\$307,218	\$80,887	\$388,105	Legal Standards Cross References: 25C Code 60-11-50 through 60-11-60
			% of Total Budget: 10	% of Total Budget: 2.8	% of Total Budget: 3.9	% of Total Budget: 8.9	% of Total Budget: 2.6	% of Total Budget: 3.4	

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

Remainder of Expenditures:	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$25,000
African American Heritage Commission	% of Total Budget: 1	% of Total Budget: 0	% of Total Budget: 1	% of Total Budget: 0	% of Total Budget: 1	% of Total Budget: 0	% of Total Budget: 0	% of Total Budget: 1

Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisions that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Dept. of Archives and History	1	60-11-30	State	Statutory required to preserve and administer public records; collect public records in other states or counties dealing with South Carolina; edit and publish documents relating to the history of South Carolina; stimulate the research and study of South Carolina history; approve inscriptions for historical markers; and improve the standards for the making, care, and administration of public records.
Dept. of Archives and History	2	60-11-40 through 60-11-50	State	Establishes the Commission of Archives and History as the governing body of the agency and gives the Commission the power to elect its chairman and vice-chairman; make rules and regulations for the governance of the department; elect a director; appoint staff members; adopt a seal for departmental use; control expenditures; accept gifts; make annual reports the General Assembly; and appoint judges.
Dept. of Archives and History	3	60-11-60	State	Establishes authority of the Director to manage and administer the department.
Dept. of Archives and History	4	60-11-70	State	Establishes SCDAH's authority to accept private records.
Dept. of Archives and History	5	60-11-80	State	Establishes SCDAH's authority to publish information regarding public records.
Dept. of Archives and History	6	60-11-100	State	Establishes authority for SCDAH to accept county and municipal funds to microfilm public records.
Dept. of Archives and History	7	60-11-120	State	Establishes authority for SCDAH to dispose of duplicative archival materials.
Dept. of Archives and History	8	30-1-40	State	Establishes a process whereby agencies convey public records to SCDAH.
Dept. of Archives and History	9	30-1-50	State	Establishes penalties for agencies refusing to convey records to SCDAH
Dept. of Archives and History	10	30-1-80	State	Requires SCDAH to establish and administer a public records program.
Dept. of Archives and History	11	30-1-90	State	Requires SCDAH to assist in the creation, filing, and preserving of records, inventories, and schedules.
Dept. of Archives and History	12	30-1-100	State	Outlines additional powers and duties of SCDAH relating to the public records of South Carolina.
Dept. of Archives and History	13	30-1-110	State	Gives SCDAH director authority to approve the destruction or disposition of the accessioned records of any agency that are determined to not be of archival value.
Dept. of Archives and History	14	30-1-120	State	Establishes authority for Archives and History to inventory, repair, or microfilm records
Dept. of Archives and History	15	54 U.S.C. § 302301	Federal	Establishes the State Historic Preservation Office and defines its authority
Department of Archives and History	16	54 U.S.C. § 302501	Federal	Establishes the Certified Local Government program to be administered by the State Historic Preservation Office
Department of Archives and History	17	54 U.S.C. § 302501 and 303101	Federal	Establishes guidelines for the Historic Preservation Fund and grant program

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entry, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document, log into or open program, enter data and click submit, etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the column under f of staff needed to complete the report; reports are not submitted to the agency; reports are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	# of Staff Members Needed to Complete Report	Approx. Total Amount of Time to Complete Report (considering staff time, etc.)	Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email, etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report
Department of Archives and History	1	Restructuring Report	House Legislative Oversight Committee	S.C. Code 1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	February	March			TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Department of Archives and History	2	Accountability Report	Executive Budget Office	S.C. Code 1-1-620	Increased Efficiency		Annually	60	July	September				Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Department of Archives and History	3	Restructuring Report	Office of Senate Oversight	S.C. Code 1-30-10(G)(1)	Increased Efficiency	2015	Annually	60	November	January			TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel

Agency Name: Department of Archives and History
Agency Code: H79
Agency Section: 26

SECTION 706(b)(8) Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first initiated performing audits; individuals responsible for hiring the internal auditors; individual(s) to whom internal auditors report; the board internal auditor; personnel subject matters audited; the individual or body that makes decision as when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; if for most part, a full month; if at least once, a full month; for longest audit, its scope number of months to complete an internal audit; its scope number of months to complete an internal audit; and date of the most recent Peer Review of Self Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

NOTE: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute or regulation or an agency's standard operating procedure simply as a method of ensuring operations are running on track.

[illegible]

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Department of Archives and History	W. Eric Emerson, Ph.D.	803-896-6185	emerson@scdah.state.sc.us	Administration	Director and SHPO	All	Searched agency documents, solicited information from department heads, compiled information, typed, edited, and submitted the report
Department of Archives and History	Brenda House	803-896-6160	house@scdah.state.sc.us	Administration	Deputy Director of Administration	II, 6	Provided a copy of the SCDAH organizational chart
Department of Archives and History	Steve Tuttle	803-896-6204	tuttle@scdah.state.sc.us	Archives and Records Management	Deputy Director of Administration	II, 8-9	Provided information regarding the Archives and Records Management Division
Department of Archives and History	Elizabeth Johnson	803-896-6168	emjohnson@scdah.state.sc.us	Historic Services	Deputy SHPO	II, 2-3	Provided information regarding the Archives and Records Management Division
Department of Archives and History	Brad Sauls	803-896-6172	sauls@scdah.state.sc.us	Historic Services	Archival Supervisor	III, 1	Provided information regarding federal code concerning the State Historic Preservation Office
Department of Archives and History	Terry Mulholland	803-896-6163	mulholland@scdah.state.sc.us	Administration	Finance Manager	II, 8	Provided information for major programs area chart