

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 2003-2004**

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

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I. Executive Summary

1. Mission/Values

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

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

Preservation: *As stewards of the state's documentary and built environment, we strive to balance the daily needs of our citizens with the need to ensure survival of our heritage.*

Public Service: *Our top priority is to serve the people of South Carolina. As stewards of public resources, our responsibility is to listen to, anticipate, and exceed expectations.*

Trust: *We strive to preserve the public's confidence through personal integrity and ethical performance. We promote an environment of mutual trust and cooperation, recognizing the unique contribution of each individual to the agency's mission.*

Professionalism: *We are a staff dedicated to maintaining the highest degree of professional competence while serving customers and colleagues with respect.*

Teamwork: *We appreciate and support fellow workers as we collaborate to accomplish goals and inspire excellence.*

Quality and Continuous Improvement: *We promote excellence and encourage efficiency and effectiveness by pursuing ideas for new and innovative ways to serve our customers.*

Loyalty: *Our primary professional allegiance is to the South Carolina Department of Archives and History. We hold the agency's mission above individual or divisional needs.*

2. Key Strategic Goals

The agency is in the final year of a four-year 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.*

3. Major Achievements in FY2003/2004

Archives and Records Management

Followed up on the strategic plan for the preservation of and access to the state's historical records, *Into the 21st Century: A Plan for South Carolina's Historical Records, 2000-2005* published in FY 2001. (The plan was developed after extensive information gathering and citizen input by the SC State Historical Records Advisory Board, which is staffed by the Archives and Records Management Division.) FY2004 follow-up on the plan during the year included:

- A division team completed reengineering the records retention scheduling process for state government and began testing in a state agency. This is especially important if we are to be effective in this core Archives activity in a time of declining resources.
- Held meetings of three advisory groups, State Historical Records Advisory Board, State Government Records Advisory Council and Local Government Records Advisory Council, to assist in addressing strategic plan objectives and secure input on the Division's records activities.
- With the assistance of the CIO's office, developed four streaming audio presentations on managing electronic records and made them available on the SCDAH website, <http://www.state.sc.us/scdah/ernhpreintro.htm>.
- Started up a new federally-funded grant project for South Carolina's historical records repositories, FY2004-2006.
- With federal funding from the State Library, digitized selected holdings of Archives' historical records totaling 30,000 pages, and made them available on the SCDAH website, <http://www.state.sc.us/scdah/pilotintro.htm>.
- Began work under federal grant support to develop a SCDAH electronic records program for state government, with project activities at the Department of Social Services and drafting of an information systems handbook for use by state and local government.
- Developed a three-year plan for Archives and Records Management.
- Received high ratings in surveys of on-site Reference Room patrons and online users of newly scanned historical records.
- Continued publication of an online newsletter for state and local government records management, *On the Record*, publishing three issues in FY2004.
- SCDAH Online Record Index recognized as among the nation's 101 Best Sites for Family History research by *Family Tree Magazine* (<http://familytreemagazine.com/101sites/2004regional.htm>).
- Conducted basic records management training sessions for local governments at Councils of Government sites around the state.

At the end of FY2004, Archives and Records Management Division lost another staff member. This brings the number lost to 18 since the end of FY 2001 due to budget cuts. The decline in staff has impacted many of the division's activities, notably the public Reference Room, which had already eliminated

night and weekend hours in mid-April, 2002. Activity and service statistics are now declining in several areas from previous years. For instance, our on-site Reference visits declined to 9252 from FY2002's 12,205, when night and weekend hours were eliminated and state and local government records authorized for destruction declined from FY2001's 126 million pages to 83.5 million pages.

During FY 2004 the Archives and Records Management Division had 17,580 contacts with state and local government officials regarding records management and 17,278 with the general public regarding the Archives' holdings of historical records, over half of which were on-site visits to the SC Archives and History Center. The actual visits to the Archives Reference Room, however, were down considerably from previous years, at 9,252.

In all, nearly 17,000,000 pages of historically significant records were transferred to the Archives from state and local government offices for permanent retention, nearly 57,000,000 pages of state agency records were transferred to the State Records Center for limited term storage, over 640,000 pages were microfilmed for preservation, and more than 83,500,000 pages of state and local government records were authorized for destruction.

Working with state and local governments in setting retention limits for records and providing storage for inactive, limited term, records from state agencies in the State Records Center resulted in the cost avoidance to the State of more than \$780,000. The microfilming and records center storage services provided by the Archives and Records Management Division are about 71% lower than that in the private sector.

Partnerships with Other State Agencies and the Private Sector

- The Archives continued collaborating with the SC State Library in a digitization pilot project to make available selected portions of the Archives' holdings available via the World Wide Web. Funding is through a federal grant administered by the State Library.
- Through a cooperative arrangement with the Genealogical Society of Utah historical county government records continue to be preserved through microfilming and made available for public use at the Archives, at no cost to the state or to county governments.
- The Archives began a multi-year cooperative arrangement with the Genealogical Society of Utah in FY2004 that will result in automating access to the Archives' extensive holdings of security microfilm.
- The Archives in FY2003 became a "key partner" with the Partnership Among South Carolina Academic Libraries (PASCAL) in planning for a statewide virtual catalog and digital library of South Carolina history and culture, and continued its collaboration in FY2004.
- Partnered with the South Carolina regional Councils of Government in the provision of records management training for local governments.
- Participated on the Enterprize Applications Domain Subcommittee of the state's Information Technology Oversight Committee in developing document management guidance.

Historic Preservation

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

- **Supporting Private Stewardship:** We continued to promote the South Carolina Rehabilitation Incentives Act, which went into effect in January 2003. We disseminated press releases, gave 13 presentations in communities across the state, and sponsored a booth at the AIA spring conference. In order for homeowners to be eligible for the tax credit, we must review and approve plans before they begin work. During the fiscal year, we received applications for 31 projects.
- **Educating South Carolinians about Our Heritage and Its Value:** Because of reductions in our staff, we have had to limit our workshops and seminars for the public. We have begun to rely more on the Internet to inform and educate our customers. During the fiscal year, we significantly reorganized and enhanced the information available on our website. We also continued to expand the mailing list for our e-mail newsletter and received positive comments about its value. Using feedback from attendees, we have improved our annual statewide historic preservation conference and attendance has steadily increased for the last 4 years. In 2003-2004, approximately 875 visited the historic preservation section of our website each month, 220 attended our preservation conference in April, and approximately 570 subscribed to our e-mail newsletter.
- **Integrating Historic Preservation into Public Policy and Planning:** We assisted local planning efforts by providing federal grants to help the cities of Charleston, Bennettsville, and Greenville identify and create inventories of their historic properties. We also added 4 new data layers, representing over 2000 properties, to our Geographic Information System (GIS) and signed 10 new data sharing agreements with local, state, and federal agencies.

Partnerships with State and Federal Agencies and the Private Sector

- We collaborated with SCDOT; FHWA; the Institute of Archaeology and Anthropology; and the University of South Carolina to develop a plan for making GIS data on historic properties and archaeological sites available through the Internet to local, state, and federal agencies. This information will help these agencies by providing information about the location of historic properties and archaeological sites early in the planning stages for developments.
- We negotiated an agreement with the Department of Energy—Savannah River Site concerning the management of historic properties and artifacts on the site that are associated with the Cold War. DOE will preserve one nuclear reactor and its supporting structures. DOE has also agreed to document the story of the site through oral histories and photographs, to conserve significant artifacts, and to work with a local organization to develop an interpretive center. As part of this partnership, DOE began funding a position on our staff to serve as a liaison with DOE in carrying out the terms of the agreement.

We were able to maintain our high standards for review of state and federally-assisted projects. Our response time improved slightly from 94% of reviews completed within thirty days in 2002-2003 to 95% of reviews completed within thirty days in 2003-2004. At the same time the number of reviews increased from 1,385 to 1,719. Highlights of these reviews included working with First Citizens Bank to incorporate the Capitol Cafe' building into plans for their new headquarters in Columbia, beginning discussion with the Noisette Company

concerning management of the historic buildings on the Charleston Naval Base, encouraging Central Electric Power to re-route a power line originally planned to go through the Honey Hill Civil War battlefield, and working with SCDOT to mitigate adverse effects of a bridge replacement project to the Battle of Fishdam Ford Revolutionary War Battlefield. We were able to maintain an effective review and compliance program in spite of a reduced historic preservation staff largely because of partnerships with SCDOT and DOE-SRS, which provided funding for two positions.

Educational Outreach

Approximately 8,000 school age children participated in National History Day in South Carolina, which provides students the challenge of conducting historical research and modeling the history profession. Students compete in four categories: historical papers, exhibits, performances, and documentaries. Two hundred and eighty students qualified through six regional competitions to compete at the state contest at the Archives and History Center in May 2004. The top two entries in each category qualified to participate in the national contest. The strength of our National History Day program was reflected in the fact that 13 of South Carolina's 28 entries placed in the top 33 percent in the national competition. In addition, South Carolina students won two special topic awards including the prestigious Brown v. Board Award. We recently received a new Teaching American History Grant of \$999,558 over the next three years. For details see comments under *Opportunities* on page 7.

4. Barriers/Opportunities

Barriers

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

- Lack of funds to fulfill the core mission of the agency because of recent budget cuts. For example, we have not published any new titles in our public record series in over five years. In fact, we do not have the funds to reprint out-of-print titles.
- Insufficient awareness by those in state leadership roles of our agency's role as a vital component of the preservation of the state's history and heritage. In the state's organizational structure, Archives and History is grouped with the cultural agencies that are viewed as nice to have but not essential, when, in fact, the agency runs three core state functions--the State Archives, the State Records Center, and the State Historic Preservation Office. Maintaining the state's records is not an option, but an absolutely essential function.
- Because Archives and History is the only agency in our building our rent remains constant despite the fact our staff is 31% smaller than it was three years ago. As a result our rent is now 1/3 of our budget whereas it was 1/5 of our budget. During our first budget reduction presentation we indicated that any cuts would be in staff and services, and this continues to be the case.
- Inadequate salaries to retain qualified employees. In connection with this is the fact that no longer is state employment seen as a secure job free from possible layoffs. Since 1990 this agency has undergone seven forced downsizing episodes resulting in loss of job security. The sense of job security used to make up for the lack of remuneration, but no longer.
- Rapid increase in the use of technology is creating expectations of the agency that we will not be able to meet. This is both a funding issue as well as a perception issue. With adequate funds we could certainly do more technologically, but would probably not be able to meet the "instant gratification" that some patrons may expect.
- Major challenges in dealing with state and local government electronic record keeping. Challenges range from lack of staff expertise to not having funds to deal with the costs of preserving and providing access to historically significant electronic records.

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

- Our ability to assist state agencies and local governments with their public records problems has been reduced.
- Fewer individuals are able to visit the Reference Room due to ending of night and weekend hours.
- We are only able to provide very limited document and book conservation services to the general public since we lost our staff conservator.

We lost our full-time quality coordinator and will not be able to fill the position in the foreseeable future.

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

The state and federal budget cuts of the last fiscal years have drastically decreased the amount of grant funds we have available for historic preservation projects across the state. For example, in fiscal year 2000-2001, we awarded 19 federal grants totaling \$255,390 and seven state grants totaling \$122,750. In contrast, in fiscal year 2003-2004, we were only able to award five federal grants totaling \$106,000 and no state grants. Unfortunately, these grants are one of the few sources of seed money for stabilizing endangered historic buildings and identifying and recording historic buildings and sites. In a time of unprecedented growth surveys are vital to helping communities plan and protect historic properties.

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

Opportunities

The Historical Rehabilitation Incentives Act, which went into effect in January 2003, offers a state income tax credit to taxpayers who rehabilitate historic residences. Based on the experiences of other states, we expect rehabilitation activity to increase as word gets out about the program. Our objectives for 2004-2005 include developing effective methods for increasing awareness and understanding of the program. We will also survey stakeholders to help us evaluate and streamline our forms and processes to facilitate use of the tax credit program.

The SC Department of Transportation (SCDOT) has begun environmental assessments for possible routes for I-73 through Marlboro, Marion, Dillon, and Horry counties. We will encourage SCDOT to partner with us in funding historical/architectural surveys of those counties. This will assist planning for I-73 and future highway projects in those areas. Local governments and communities will also benefit from the process of identifying and recording historic properties in the counties.

During fiscal year 2004-2005, we will begin providing our Geographic Information System (GIS) data on the locations of historic properties to local governments, state and federal agencies, and consultants through the Internet. This will assist them in planning and help minimize last minute conflicts between development projects and historic properties. Funding from the Federal Highway Administration and a partnership with the University of South Carolina will allow us to provide this service.

The Archives and History Foundation, our private membership and development organization, is providing opportunities for citizens to learn more about the history of the state through heritage lecture travel, second Saturday and fourth Wednesday workshops, and is cooperating with ETV to produce and tape genealogy workshops to promote the public awareness of the agency. The Foundation is partnering with several agencies and school districts to develop and fund programs beneficial to the school children of the state. The Foundation is fulfilling the role of marketing and promotion for the agency.

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

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

The South Carolina Department of Archives and History is administering year three of a three-year federal grant project known as Teaching American History in South Carolina. Funded by the U.S. Department of Education, this project has received a new grant award of \$999,558 that will provide professional development training to teachers through 2007. The project seeks to improve teacher knowledge, understanding, and appreciation of American history through a series of summer institutes and support meetings in the fall and winter. Dr. Melissa Walker, Associate Professor of History at Converse College, led the 2004 Summer Institutes, which took place at local museums, historic sites, and repositories in Charleston, Columbia, and Greenville. 49 teachers participated in the 2004 Summer Institutes, which focused on U.S. History since 1877. Teachers worked with staff from a variety of cultural institutions such as the South Carolina Department of Archives and History, South Caroliniana Library, Avery Research Center, Patriots Point, Clemson University, and the Greenville County Historical Society. Teachers are currently working on lesson assignments that utilize local primary sources and material culture. The course will culminate in February 2005 when teachers gather at a midyear retreat to share work and reflect on professional growth. Enrollment for the 2005 Summer Institutes is already underway. The course in 2005 will focus on U.S. History to 1865, and summer institutes are planned for Florence, Columbia, and Charleston. More information about this project can be found at <http://www.teachingUShistory.org>.

5. Organizational Performance

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

II. Business Overview

1. Workforce

The Department of Archives and History has 76.25 state-funded positions and 10.5 positions funded from other sources that are full-time and three part-time. All of the employees work at our Parklane location with the exception of three FTE's located at our Records Center on Laurel Street. The educational background required for employment varies from a high school diploma for support functions to Bachelor's Degree, however, due to the unique functions of many areas within the department, Master's Degrees may be a preferred qualification. Seventy-seven percent of our staff have a bachelor's degree and 35% have a Master's and/or Ph.D. An overview of staffing is charted below to show years where we had budget cuts and shifts in staff funding levels:

SCDAH Overview 1986-2004 Employees

	Occupied	State Funded FTE	Other Funded FTE
7/1/86	119	118.5	5.0
7/1/92	110	116.5	8.0
7/1/96	95	91	12.5
7/1/01	89	86	11.5
7/1/02	67	75	11.5
7/1/03	63	76.25	10.5
7/1/04	62	76.25	10.5
1986 vs. 2004	-48%	-36%	+110%

2. Facilities

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

3. Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$3,016,339	2,144,322	\$2,910,019	\$1,921,382	\$2,836,252	\$1,870,171
Other Operating	\$1,669,366	\$1,077,898	\$1,622,503	\$1,072,412	\$1,696,443	\$727,519
Special Items	\$17,908	\$17,908	\$0.00	\$0.00	\$0.00	\$0.00
Permanent Improvements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Case Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0
Distributions to Subdivisions	\$216,367	\$0.00	\$101,561	\$0.00	\$353,000	\$0.00
Fringe Benefits	\$831,657	\$599,996	\$801,410	\$545,457	\$808,709	\$549,369
Non-recurring	\$0.00	\$0.00	\$0.00	\$0.00	\$290,000	\$290,000
Total	\$5,751,637	3,840,124	5,435,493	\$3,539,251	\$5,984,404	\$3,437,059

Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	\$9,655	\$0.00
Capital Reserve Funds	\$0.00	\$0.00
Bonds	\$0.00	\$0.00

Interim Budget Reductions

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
\$354,533	\$35,402

5. Key Customer Segments Linked to Key Products/Services

Key Customer Segments	Key Products/Services
owners of historic buildings developers architects contractors	promotion and administration of federal and state tax incentive programs for the rehabilitation of historic buildings
local governments state agencies federal agencies developers environmental consultants	review of federal and state funded or permitted projects
local governments state agencies federal agencies developers environmental consultants	Administering the statewide survey and providing access to information about the location of historic properties through GIS layers
preservation professionals and advocates of historic preservation	providing information about range of preservation topics through e-mail newsletter, preservation conference, workshops, and site visits
owners of historic properties	coordination of the National Register of Historic Places program in South Carolina
local governments	providing advice, training, and federal grants to local governments that qualify for the federal Certified Local Government program
state governments local governments	approval to destroy obsolete records, storage and microfilming of eligible records, and recordkeeping guidance and training
citizens professional researchers state governments local governments	preservation of and long-term access to essential state and local government records
private records repositories professional groups	technical guidance, assistance, grants, and leadership in archives and records management matters
National Archives	Statewide planning and priorities for federal funding/grants to South Carolina

6. Stakeholders Not Listed Above

future generations of South Carolinians (posterity)

downtown revitalization organizations

neighborhood organizations

land-use planners

7. Suppliers

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

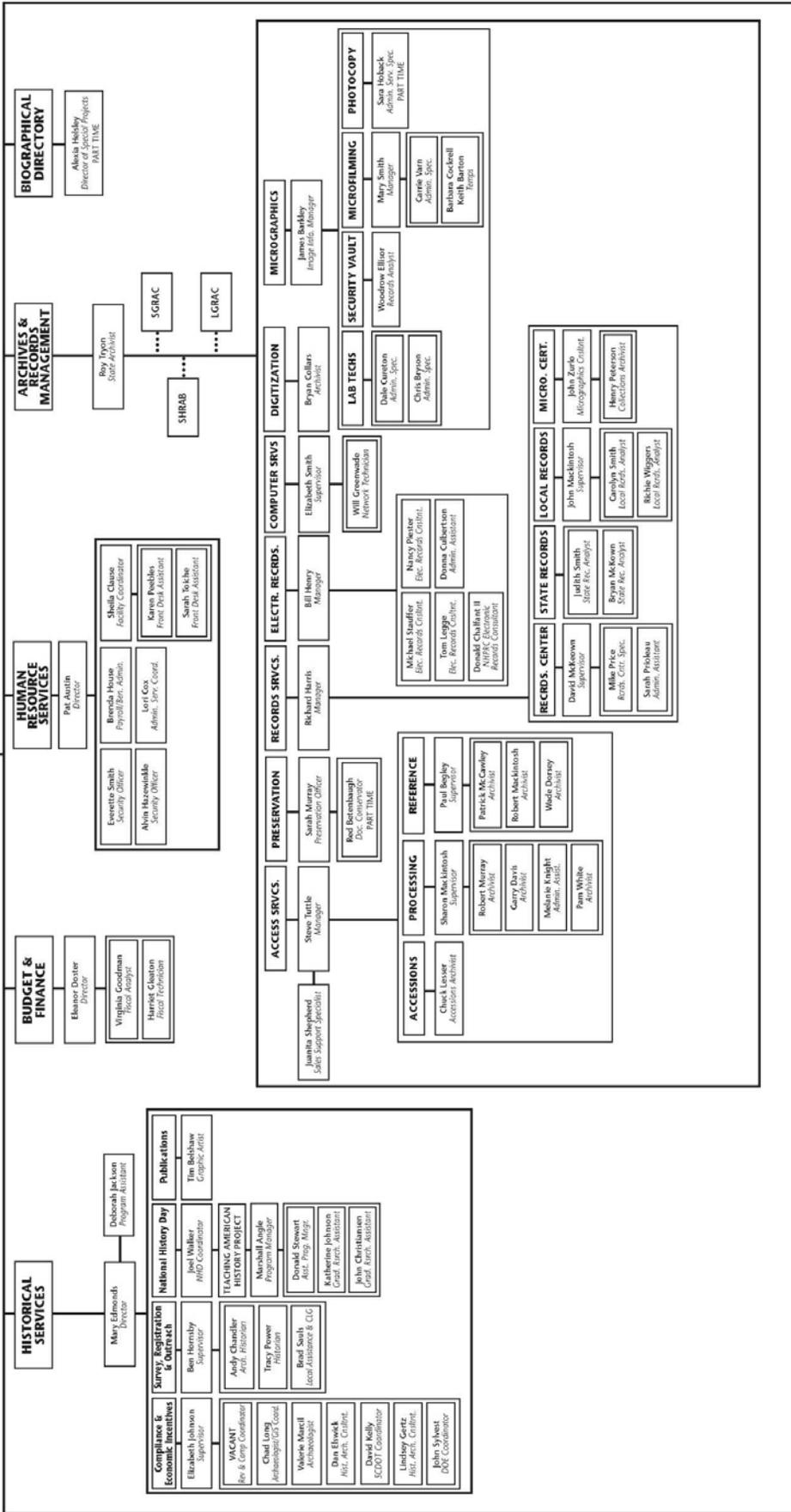
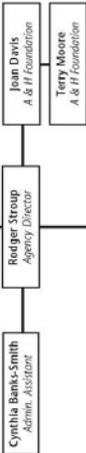
8. Organization Structure

See next page



SOUTH CAROLINA DEPARTMENT OF ARCHIVES & HISTORY
AUGUST 2004

ARCHIVES & HISTORY COMMISSION



1.0 Leadership System

1.1

The senior leadership team at the SC Department of Archives and History plays a fundamental role in steering the agency toward the accomplishment of our goals, monitoring performance results and removing barriers so employees are able to provide efficient service to our customers. Dr. Rodger Stroup has been director of the Archives since 1997. His senior leadership team is composed of the State Archivist, Roy Tryon and Deputy State Historic Preservation Officer, Mary Edmonds. Under their guidance, our staff works to accomplish the vision, mission, and goals necessary to move our agency forward.

The senior leadership of the agency through the strategic planning process sets the agency's vision. The process used to set the vision entails this group analyzing where our agency currently stands when compared with organizations having similar missions, and what we should then strive for in our future course. It is our vision for the agency to accomplish the following:

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.

This leadership team is also vital in establishing our strategic direction and linking this to their annual plans so staff understands the activities that must take place to accomplish our annual objectives and long-term goals. Results are currently monitored through the management teams within each division, and bimonthly meetings by senior leadership to monitor/track agency performance.

The agency leadership is consistent in the methods used to involve all employees in assessing what values we should adhere to in accomplishing our vision, mission and goals. Leaders plan for facilitated staff focus groups when developing our strategic plan and involve key stakeholders' feedback in deciding how agency program plans will best meet the needs of constituents and available resources. Monthly staff meetings are used for our agency director and executive managers to deploy key decisions, data, customer service issues, service delivery enhancements, and policy updates. Interim meetings are called to disseminate critical information to staff when needed. The ongoing budget dilemma is one example where the director's consistent, open communication is critical. In addition, the entire leadership team continually meets with staff to answer questions and concerns, and discuss options related to potential downsizing.

1.2

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

1.3

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

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

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

1.4

Each year the senior leadership develops their work plans based on the agency's strategic plan. Priority items in the work plans must correspond to at least one strategy in the plan. During the last three years, senior leadership carefully monitored all income and expenses to insure that the agency was operating in the black. Ongoing projects are reviewed each month at the senior staff meeting. Additionally, research visits and facility rental activities are carefully monitored so that any negative trends are caught as early as possible.

1.5

From FY96-97 through FY00/01 all supervisors were evaluated biannually by their staff members in an anonymous assessment program (Staff Assessment of Management Survey or SAMS). This review covered five key areas: leadership, communication/flexibility, innovation/planning, problem solving/decision-making, and organization/time management. Supervisors integrated the information from the SAMS survey into employee EPMS planning stages, often providing the employee with a training opportunity to address weak areas. Unfortunately, the staff member who implemented the program, our quality coordinator, was lost due to budget cuts, and the agency was unable to complete the SAMS review scheduled in May 2003. However, senior staff continues to use the information from previous SAMS surveys in developing planning stages for employees. Because of budget cuts we only have one new supervisor in the agency, and she is taking the appropriate supervisory training courses during the current year. If we can find the financial resources and a properly trained administrator, we plan to complete another SAMS review in May 2005.

1.6

Leadership continually evaluates whether we abide by the principles agreed upon in our strategic plan, through monthly meetings of the agency's Quality Steering Committee. Our steering committee is composed of senior leadership, four staff representatives, and the agency's Quality Coordinator, an additional duty assigned to our payroll/benefits administrator, since the loss of our full-time position. The essence of this committee's discussions touches on all the core principles by focusing on processes of service delivery, customer contact and feedback, cross-functional teamwork, resource utilization, performance expectations, employee suggestions for improvement, and reward and recognition. Outcomes of these meetings are deployed utilizing several approaches. One approach which employees rely on heavily is the production of meeting minutes posted to our Intranet. Monthly, a message goes out to notify employees of the posting, which informs employees of the major discussions, and decisions that take place each month. At a more micro level, senior leaders are assigned as liaisons to our chartered improvement teams, and assist by removing any barriers the teams may encounter or by acting as a conduit for information flow.

1.7

Agency monthly staff meetings are another mechanism for deploying decisions made by the leadership team, and promoting agency-wide learning. The staff is updated on decisions that affect the entire agency, as well as cross-functional work that is being accomplished that affect our customers or processes within the department.

1.8

Because advocacy and outreach are of primary concern to our agency, those in leadership positions are heavily involved in professional (national and local), and community organizations. This not only provides us opportunities to advocate our interests, but learning opportunities and stakeholder feedback as well. Agency Director, Rodger Stroup, actively participates in professional and community organizations. Some of the organizations where he is active as a leader include the American Association for State and Local History (he was elected to the governing board in 2003), SC Heritage Trust Advisory Board, South Carolina Hall of Fame, National History Day, SC Executive Institute Alumni Board, and Rotary Club of Columbia. Additionally, Dr. Stroup frequently visits our public reference room to talk with researchers, and often constituents stop by and ask directly for his help with historical documents and artifacts. Our State Archivist, Roy Tryon, is active in several historical organizations: the National Association of Government Archives and Records Administrators (NAGARA) as annual meeting program chairman; the Council of State Historical Records Coordinators (COSHRC) as a board member; and the Society of American Archivists serving on an advisory committee conducting a census of archives professionals. He also serves as chairman of the SC State Historical Records Advisory Board, and is an adjunct instructor in information and records management at the University of South Carolina. Our department's Deputy State Historic Preservation Officer, Mary Edmonds, is involved in the Heritage Corridor Grants Advisory Committee for SC Parks, Recreation and Tourism; the SC Hall of Fame; and the Revolving Fund Committee for the Palmetto Trust. The involvement of all professional staff in like organizations and cross-functional government agency task force and teams, also ensures that we are collaborating on important efforts that strengthen the overall ability of all these organizations to perform their missions for their stakeholders and for Archives to identify future opportunities for improvement.

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

Although we do not have developed performance goals for public health and safety, leadership approaches wellness and safety in a proactive manner and engage in activities that promote the wellness and safety of our staff and patrons. In coordination with the Red Cross, our leadership team encourages volunteers from the agency to be certified in CPR and First Aid as a first line of defense for emergencies. We ensure that all equipment is present and updated as needed. The agency ensures that all employees driving state-owned vehicles have taken defensive driving, and that all staff have been educated on OSHA regulations through the Department of Labor, Licensing and Regulations Hazardous Communications course. The SC Department of Archives and History has a strong and open culture. It has experienced incredible strides in leadership styles since 1988 when it became one of the pilot agencies for implementation of continuous improvement in state government. Since that time, our leadership team has led the way for our agency to be open to change, customer centered, and performance driven.

2.0 Strategic Planning

2.1

As stated in the Executive Summary, Archives is working through a strategic plan that runs from January 2001 through June of 2004. Although the development phase spanned FY99 and FY00, the agency used a wide variety of data, feedback from various customer segments including staff, and multiple levels of management for development and deployment of the new plan. In examining the multiple sources of feedback gained in our planning process, the planning team is able to stratify information by customer segments and natural relationships of comments. Through this process, we gain information on customer expectations, financial opportunities and concerns, human resource information, operational challenges and collaborative opportunities. It is on this foundation that we form our goals and strategies for the future. During the fall of 2004, the agency will initiate a strategic planning process following the format used for our last plan.

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 included all staff members, and external groups such as educators, retailers, commissioners, historic preservation organization leaders, government partners, donors, and researchers, and 421 citizens representing 42 counties of the state. The outcomes of the stakeholder analysis let the strategic planning team gain an accurate depiction of areas in critical need of development that impact our mission, therefore leading to our current goals and strategies in the new plan. Examination of internal feedback depicts for our entire management/supervisory team where our focus will be on cultural issues, human resource systems, and opportunities for improvement of systems and processes that affect service and product delivery to include cost of service delivery.

2.1b

As the planning team examines all the data gained in the planning process, it pulls information that will impact our agency financially and presents challenges and risks our agency will face. Looking forward and facing what has now become our current budget environment, the planning team considered how we could continue to plan for maintaining current levels of service, look for opportunities to increase revenue, develop new programs, stay on target with technology initiatives, while losing state appropriations. Looking for opportunities for internal and external partnering to maximize our ability to meet customer needs is one approach to development of our current strategies. For example, under Goal II, we partnered with several organizations to successfully secure a \$953,000 grant from the U.S. Department of Education. This grant will enable us to provide teachers across the state with new resources and methods to improve United States and South Carolina history courses. We learned in August 2004 that we received another three-year grant for \$999,588 enabling us to expand the program to rural districts in the state. With the daunting task of providing access to electronic records facing the agency we successfully competed for a grant from the National Historical Publication and Records Commission for \$162,315. This grant provides a full-time staff member to focus on this issue, and working with other professionals from across the country, develop options for the agency to consider. Currently, we are in the midst of a pilot project with the Department of Social Services.

2.1c

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

2.1d

Once again, the Archives uses multiple sources of data to look at current operational capabilities through tracking and trending how we meet our mission and its mandated and ancillary functions, and combines this with customer data to develop strategies in our plan. As part of daily operations data is tracked and monitored to see how the agency is maintaining service levels. Managers meet with staff to discuss how customer needs are being met, any challenges staff and customers are facing, and then strategize how to handle opportunities that exist. With these multi-levels/multi-sources of feedback we can ensure that our agency's focus aligns with the goals and strategies of our Strategic direction as well as annual operational plans for each division.

2.1e

During the preliminary stages of planning for our strategic plan, the executive leadership team along with key staff members, identify groups of constituents to involve in a formal SWOT analysis. This is a primary method for obtaining feedback from suppliers and partners. In addition other formal and informal information is gained through methods such as focus groups, scheduled town meetings, workshop/conference evaluations, surveys, consultant's reports and e-mails to staff. From these sources the planning team analyzes and prioritizes the data so we can make decisions on what information will assist us in developing strategies for mandated functions and our ancillary services.

2.2

Each year annual plans are derived from the strategies in the strategic plan. Natural work teams, cross-functional work teams, and division operating units conduct annual planning to ensure that activities are in alignment with our strategic direction. Progress is currently monitored at the division operating level through management team meetings, and staff level planning meetings. The Executive Management Team reviews annual work plans to ensure that they focus on key strategies. Our plan to develop a balanced scorecard mentioned in previous reports has been delayed. As mentioned in the Executive Summary, we lost and will not be able to replace our Quality Coordinator.

2.3

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

2.4

The key strategic objectives of the Department of Archives and History remain those six goals identified in our strategic plan for 2001-2004:

1. *To promote and encourage and understanding, appreciation, and preservation of the state's history and heritage.*
2. *To increase awareness, understanding, and use of the programs of the South Carolina Department of Archives and History.*
3. *To access needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History.*
4. *To recruit, hire, retain, and develop the human resources necessary to fulfill the mission of the agency.*
5. *To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.*
6. *To increase and enhance preservation of and access to South Carolina state and local government records.*

A major addition to number 6 is a strategy to identify and secure the necessary resources to expand the hours of the Reference Room.

2.5

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

2.6

The agency's strategic plan is located at:

<http://www.state.sc.us/scdah/stratplan200104.htm>.

3.0 Customer and Market Focus

3.1

As part of our 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.

In our Archives and Records Management (ARM) division, we developed a new three-year plan, which is based on customer input, and correlates to the development of the division's annual operational plan.

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

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

3.2

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

Many of our customers are genealogists from across the country, so we depend heavily on our website to provide undated information. There are numerous hot links on the website for customers seeking specific information or assistance. In addition, each staff member's e-mail and direct phone line are listed on the website. Not only does this help customers contact staff members directly, it eliminates the necessity of a staff position dedicated to answering and forwarding phone calls. This year we conducted an on-site survey of Reference Room patrons and an online survey of users accessing scanned images, and received high ratings from both (see section 7.2).

3.3

After receiving and consolidating information from the Governor's Task Force on Historic Preservation and Heritage Tourism and having heard directly from over 421 constituents in more than 104 communities in our state, we are more knowledgeable about our customer requirements. These requirements range from what should be preserved in our state, education, tax credits, state and local government leadership, needs for financial assistance for preservation, heritage tourism product development, cooperation and partnerships, signage and visitor services, and keeping South Carolina beautiful. Our focus during the past 3½ years in the historic preservation program has been to implement the recommendation of the Task Force Report. Despite receiving no additional funding and the substantial budget reductions, six of 18 historic preservation recommendations have been implemented, and we have begun research on educating building code officials about alternative means of applying building code requirements to historic buildings.

Our SC State Historical Records Advisory Board's plan involved over 1,000 people to determine customer requirement and priorities for input into the development into the SHRAB plan.

In Archives and Records Management we continue to provide training to state and local government agencies on records management issues, and work collaboratively with the SC Public Records Association to address training issues and with the Councils of Government in providing regional training opportunities.

The Archives made available on its website in late FY2003 an extensive index to its earliest colonial, state, and local government records. Previously, patrons had to actually visit the Archives' Reference Room to use the index to locate relevant historical records. By the end of the FY, word of the index had spread rapidly. The rate of use continued high into FY2004. The availability of the Archives' online records index has streamlined an important Archives process and is saving many researchers time and expense in locating the records they need. Moreover, the Archives' site has been included in Family Tree Magazine's 101 Best Websites for family research for 2004.

Furthermore, the agency addresses our customers' questions, needs, and concerns by producing free written material and guides. Each division keeps customers informed of policy changes, local and national legislative changes, product development, process changes and service improvements. Budget cuts have forced us to discontinue published newsletters. However, we still disseminate the same information by electronic means. Unfortunately, many of our individual customers do not utilize e-mail or listserve and are thereby not receiving the information. Since redeveloping our website we've increased accessibility to descriptions of our collections on the site, advanced search capabilities, improved access to information, user friendly format, and service and product requests with e-mail information request forms and direct links to staff. In May 2001, we implemented e-commerce by selling publications via the web. Customers can now purchase publications and make research requests over the website. As you will see in section 7 of this report, we have been overwhelmed by our constituent requests over the Internet, and are challenged to meet service delivery in this area based on staffing constraints in this area.

A major expectation of our researchers is the ability to access original documents online. While we do not anticipate being able to meet their expectations in the near future, we did receive a grant from the State Library to conduct a pilot digitization program. Our goal was twofold, first to insure our staff had the expertise to produce a quality product so we could provide advice and assistance to other organizations in the state. Second, we want to make our records as accessible as possible. By the end of 2004, we had completed the pilot project, having scanned nearly 30,000 pages of historical records. This represents less than 5% of the records in our Online Records Index and less than .06% of our total holdings. Additional and significant resources are necessary to have a critical mass of our holdings available for online research.

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. As mentioned in 3.1 we used customer survey cards in our reference, conservation, and facility rental program for several years, but discontinued due to budget cuts. Information from those surveys showed a high level of satisfaction with our services. The agency frequently receives correspondence complimenting staff members on their excellent customer service and very rarely receives letters complaining of poor service.

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

3.5

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

Archives and Records Management bases planning and service decisions from the results of surveys from state and local government agencies, statewide private repositories, reference room patrons, consultant evaluations and focus groups. The results have provided the direction for ARM long-range plans, SC Public Records Association activities, and the State Historical Record Advisory Board (SHRAB) and helps build stronger relationships among these stakeholder groups by working in collaboration. In addition, two new advisory groups were formed in 2002 as a result of new customer requirements: the Local Government Records Advisory Council and the State Government Records Advisory Council. The comments and dialog with these important customer groups provides staff with information that guides our planning processes.

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

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

4.0 Information and Analysis

4.1

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

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

Administratively, we measure performance of those areas key to our human resource goals and strategies. Some measures include tracking recruiting and hiring and turnover data so management can monitor and address retention issues. Employee development is monitored to ensure that we are ahead of the curve with regard to professional skill and management development. Since access to information is key to our stakeholders, we track and measure the use of technology by our customers. One key element of note is that over the last 10 years our FTE's have declined 48% while our work volume has increased steadily. This loss of staff members is reflected, for example, in an increased response time for reference queries from 9.1 days to 12.6 days (see section 7.2, p. 33) over the past three years. Staff reduction due to budget cuts has hampered our ability to provide answers to researchers' questions. FY04 actually saw a decline in requests for research assistance because of the availability of additional resources on the Internet, hence, our turnaround time improvement last year.

4.2

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 records are available on the Internet (at a cost) we have seen the number of reference queries decline during the past couple of years. A researcher in South Carolina no longer needs to visit the Archives and History Center to access the census records, but can now do that from their home computer. As we are able to digitize records and make them available on the Internet we anticipate a decline in patrons in the Reference Room. We do not view this decline in researches in the Reference Room as a 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.

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

4.3

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.

4.4

Our performance measures link to our agency strategic plan 2001-2004, as well as department operational plans and reports for federally assisted programs. We are addressing our opportunities for monitoring our performance more accurately and consistently at the strategic level. Operational plans are monitored closely at the division level and data is used to project performance, as well as monitor effectiveness of the processes. We are slowly but systematically evaluating the effectiveness of the data by looking at how we can measure the outcomes of our processes. Decisions to change or augment processes within the agency are driven by data collection and customer feedback.

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

4.5

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

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

4.6

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

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

5.0 Human Resource Focus

5.1

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

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

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

5.2

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

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

Employee orientation is an integral process that has been redesigned and implemented this year. Having perspective employees ready to come to work with the information necessary to feel comfortable in their new work environment helps decrease the learning curve once they come to our agency. Once an employee has accepted a position, their new supervisor sends them a packet of pre-reading information about our agency's services, benefits, employee

programs and involvement, and a schematic of our office structure. At the same time we assign the new employee an agency sponsor who works outside the new employees work group to introduce the employee to our building, our existing employees, answer questions, and familiarize them to general work processes on a checklist. A letter is sent over e-mail to existing staff letting them know the name, start date, and brief background of the incoming employee. The Human Resource Office along with the new employee's supervisor ensures that the employee's workspace is ready with appropriate resources needed to be functional (computer log-on, staplers, tape, pens and pencils, paper clips). On a lighter note, we make a welcome sign, and the foundation provides a candy filled coffee cup. Although we are a smaller agency we know that new faces are difficult to learn, and therefore created a photo directory as a tool on our Intranet. New employees can browse to not only learn names and faces, but more importantly the individual job functions of those many faces. Attention to both the cultural and functional side of orientation has provided a smoother transition into our workplace.

5.3

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

5.4

Our Staff Assessment of Management Survey (SAMS) is a process that has been in existence at Archives for ten years. Conducted bi-annually as a means to give all staff members a voice on how leadership is performing, and leadership the perceptions of their staff it was administered last in May of 2001. Results have been reported using a method that lets management see comparable results on their performance over the last six years of their tenure, which correlates to the last three SAMS assessments. Measures of staff satisfaction with our leadership are tracked by enabling staff to assess identified leadership attributes for their supervisor as well as anyone in their direct line of supervision through the agency director. Feedback is separated into direct report and indirect report aggregate scores. The quality coordinator gives the scores and comments to each supervisor in a one-on-one meeting, and then natural work teams have a feedback session with their direct supervisor. Overall agency results (not individual results) are deployed to the staff at a monthly staff meeting and posted to our Intranet. Improvement plans are incorporated into planning stages of the individual manager's Employee Management Performance System (EPMS), and monitored at interim and annual review sessions. The SAMS survey scheduled for May 2003 was not completed due to the loss of our Quality Coordinator and the lack of funds to employ a consultant to administer and tabulate the survey.

Comments relating to the agency's overall performance are discussed at the Quality Steering Committee meetings and Managers' Forums to prioritize issues, develop, and deploy plans for improvement.

5.5

Archives seeks to provide a safe, secure and healthy workplace for our employees, and our visitors. This year we have implemented the plans developed by chartered teams and which improved agency security measures and disaster preparedness plans. This information was provided to all employees through a mandatory training session by both teams. As mentioned in 5.1 we provide Hazardous Communications (OSHA) training to all staff members to ensure their awareness to and maintenance of a safe environment. We also have six staff volunteers certified annually in CPR and First Aid to be prepared to assist with any emergencies. Another service we provide annually is the coordination of on-site flu vaccines. We try to promote a healthy environment as well as a service so staff members do not have to wait in the unhealthy environment of a doctor's office. In addition, we are a smoke-free workplace and provide ergonomic equipment to staff members as needed.

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

5.6

As mentioned in category 1.0, the Archives staff shows leadership within our key communities to include organizations such as: The United Way, Red Cross, Good Health Appeal, Harvest Hope Food Bank, and Literacy. Each year we have seen a voluntary increase in our contributions to these organizations. We are now holding semi-annual blood drives at our agency because we are no longer in the downtown area near the Red Cross. Our leadership team encourages our employees to continue donating blood, knowing it provides an important resource to our community and minimal disruption to daily activities. Annual book drives help support literacy projects in South Carolina, which in-turn provides support to citizens in our state. In addition, each year members of our staff volunteer to be judges at the History Day competitions at the District and State levels. This is a project where employees can have a direct impact on one of our educational programs and have the combined knowledge and experience to be excellent leaders to our younger generation. Employees also take their personal time to be part of our speakers' bureau and travel the state to advocate history to civic/community organizations as well as lecturing at colleges and universities. Many members of our staff serve as board members and/or volunteers at community non-profit organizations and are in leadership positions in their churches or synagogues.

6.0 Process Management

6.1

Work and jobs are designed around support for the key services that help fulfill our agency's mission. Due to agency RIF's in FY01 and FY02 and voluntary separation offerings in FY02, FY03, and FY04, the leadership team examined how and where human resources are needed to continue to deliver our core services, to keep the current service requirements and resources needed by a particular unit in fulfilling a missing function. Our agency has positions of a specialized nature such as archivists, historians, conservators, and preservationists. Employees are either moved to another service area, or shared among service areas to fill gaps, and support our current service delivery structure. As explained in 5.0, there is a shared commitment between division directors and staff to ensure that individuals employed have the knowledge, skills, and abilities needed to meet the requirements of the position.

Based on customer feedback we identified a desire by constituents for South Carolina History to be taught differently and more effectively. In October 2001, we received a three-year grant from the US Department of Education for \$953,000. Partnering with school districts from across the state during the past three summers, the Archives coordinated professional development for 146 teachers from 20 school districts. Most exciting, participants learned American History in the context of local places and stories as told by museums and historic sites across the state. Currently, the Archives is supporting collaborative networks between teachers and public history professionals from 17 cultural institutions across the state. In October 2004, we will begin phase II with a new grant for \$999,558 over the next three years that is targeted at rural schools.

Effective use of technology has been a priority in our agency for the past several years in addressing key process design and delivery systems. Our customers continue to expect that we become more technologically adept by providing increased access to our services through our agency web site and providing access to descriptions of our collections. Because of the budget cuts, our collection is publicly accessible only 45 hours a week, down from 62.5 hours a week. But we have used technology to design mechanisms for access to information on our programs and services over the web. Our customers can access us 24 hours per day via our web site, and do research on our collection's holdings over this site. This enables citizens within and outside of our state the option of eliminating phone calls and letters and submitting reference requests via e-mail. Employees are also well skilled in the areas of process analysis and teamwork, and, therefore, are capable of working across unit and division boundaries to provide a high level of service, analysis and improvement of key processes and communication of information that is key to our daily operations. Cross-functional teams have worked on process improvement issues and implementation strategies for processes such as: web site design, E-commerce through purchase requests on our web site, customer billing databases, GIS information and access, and electronic record center requests. The goal of these system designs is to deliver service quickly, accurately, and responsively to the broadest audience possible.

Our Historic Preservation division has analyzed the key services it delivers, and has organized work teams around these areas that cut across natural work teams, and involve those staff members that have an impact on service delivery and a stake in the outcomes. Teams include Review and Compliance (section 106), Grants; Regional Representatives; Tax Incentives; and Survey and Registration. The team leaders from each of these groups then meet to form a planning group for the ongoing monitoring and communication of performance, complaint management, and process review.

6.2

Archives has shown continual growth in the way processes are managed and improved since its implementation of continuous improvement. We have gone from an agency where formally chartered teams all came through the Quality Steering Committee, to now having natural work teams, cross-functional committees, and leadership drafting charters for improvement of processes within the agency. All of this is an outcome of our long-term effort to use the results from customer feedback and satisfaction, planning efforts, and performance management to increase the effectiveness of our systems. We produce minutes of our meetings within 72 hours and post all information to our Intranet for staffs' access.

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

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

6.3

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

6.4

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

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

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

6.5

During the fiscal year, we facilitated planning by local and state planning organizations by enhancing our GIS data. We added data for 2,614 historic sites to our Cultural Resource Information System. We continue the data-sharing program with the Office of Ocean and Coastal Resource Management and the South Carolina Department of Transportation. These agencies are provided with frequent GIS updates to assist them with their responsibilities.

During the fiscal year, our agency also collaborated with the University of South Carolina's Public History program to create a GIS-related internship. The internship involved creating Internet-based maps of National Register Districts and the digitization of historic site data from across the state. The National Register district maps will be published on our agency's web page and the historic site data has been added to our Cultural Resource Information System. We plan to have another GIS-related internship during the next fiscal year.

Finally, our GIS manager received a \$740 scholarship from the National Conference of State Historic Preservation Officers to attend a three-day workshop on developing an Internet Map Server. Our goal is to make our historic property information available to consultants, planners, and state agencies over the web within the next few years.

7.0 Business Results

7.1 Customer Satisfaction Results

Research Room Patron Survey, May 2004

70% of respondents rated service outstanding

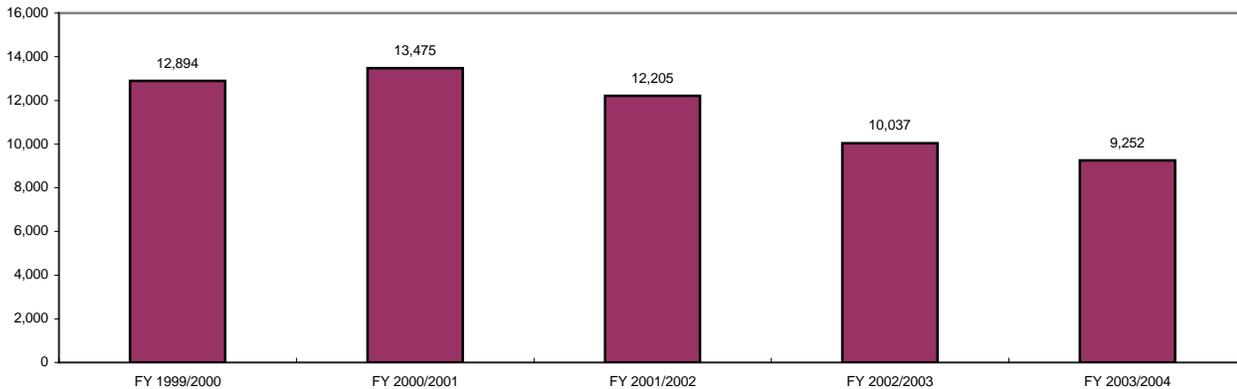
On-Line Records Index, January - April 2004

Over 90% approval of the On-Line Index and desire that it be expanded

7.2 Mission Accomplishment

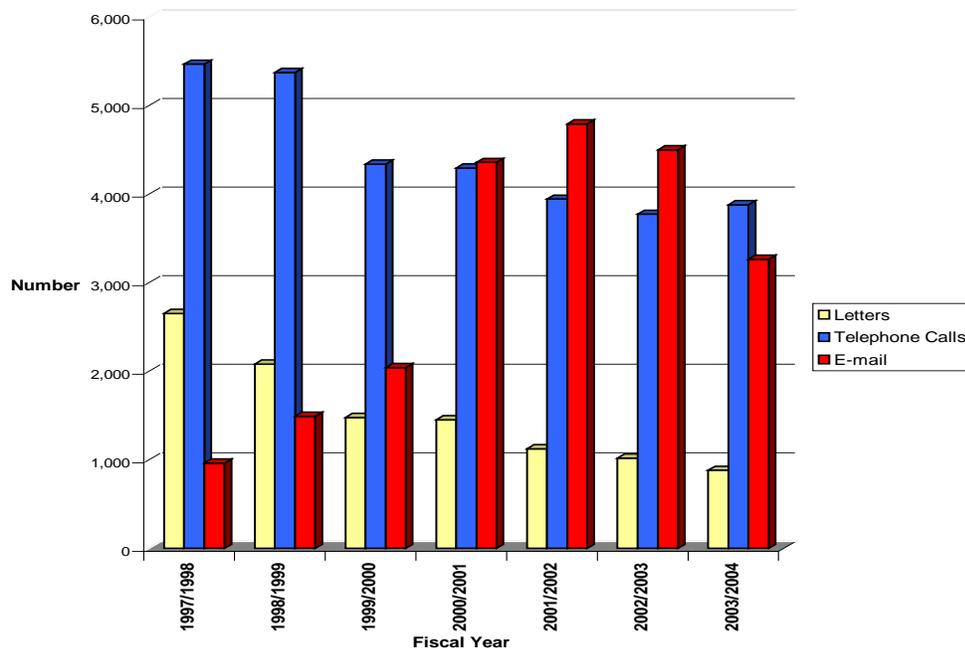
a. Measure Definition: In April 2002, (fourth quarter FY2002) due to budget cuts that, cumulatively since late FY2001 exceeded 18%, the Archives was forced to reduce the hours the Reference room was open to the public thus eliminated evening and weekend hours. The accompanying chart graphically depicts the reduced number of visits through FY 2004.

Reference Room Visits



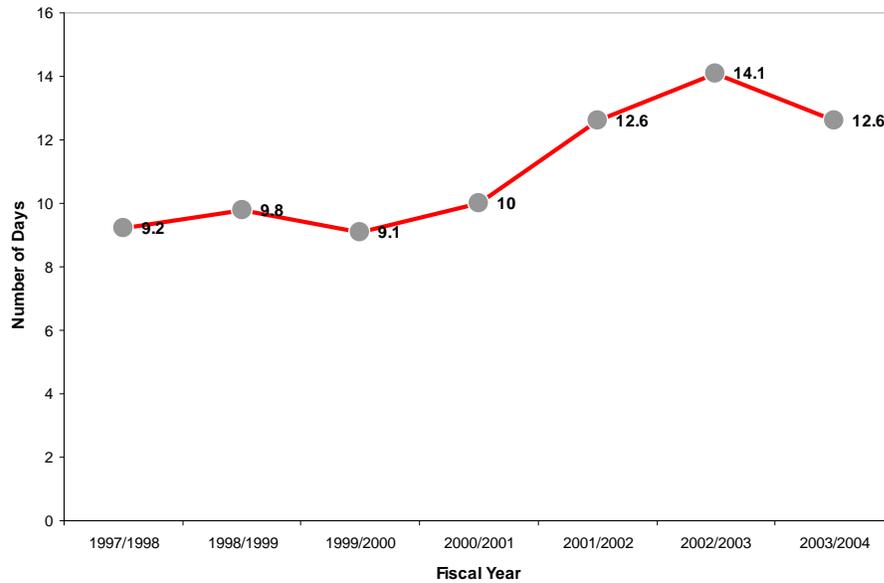
b. Measure Definition: This outreach measure illustrates a trend that we are likely to continue to see from our constituents. As the number of letters drop, the number of telephone calls and e-mail increase. These numbers are a direct measure of the use of technology by our constituents.

Reference Room Contact Information



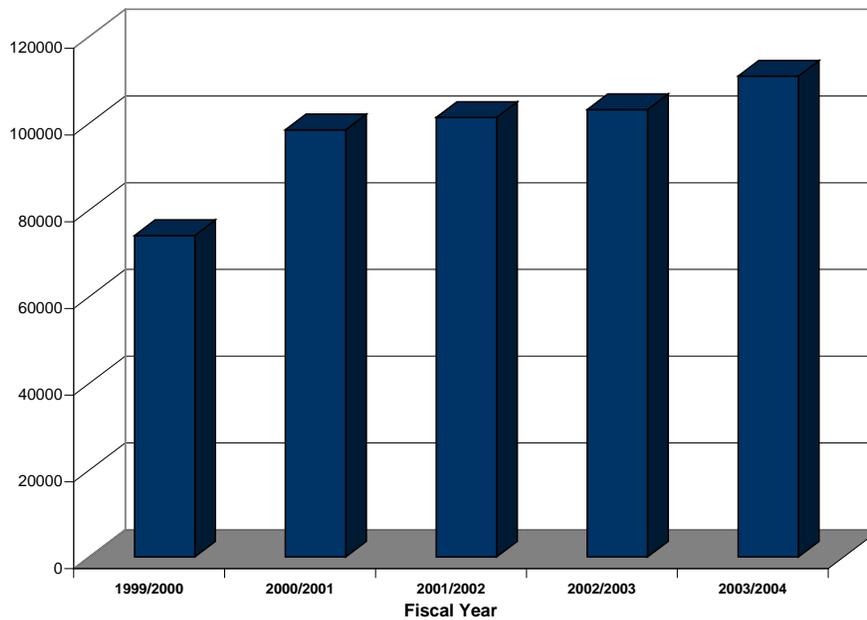
c. Measure Definition: Average response time for Research Room Reference Queries, from the time the request is received to the time the information is sent back to the customer.

Reference Services: Response Time for Reference Queries

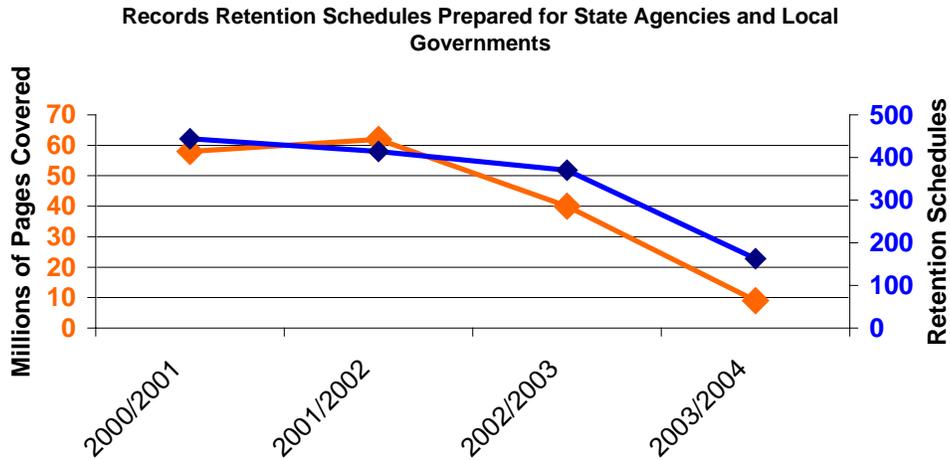


d. Measure Definition: The availability of information electronically has become essential for our customers within SC, and across the nation. We measure the number of total visits to our site as well as hits within our web pages to see if customers are utilizing this medium for accessing information.

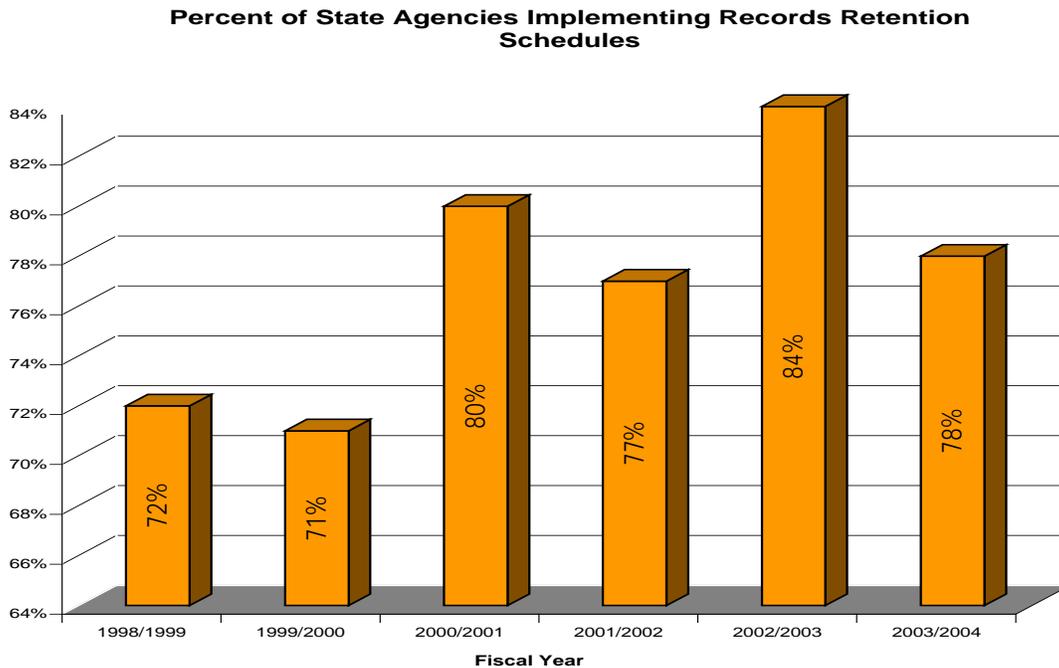
Web Visits



e. Measure Definition: Approving the disposition of state and local government records through records retention scheduling programs is a mandated program of the SC Department of Archives and History. Over the past three 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.

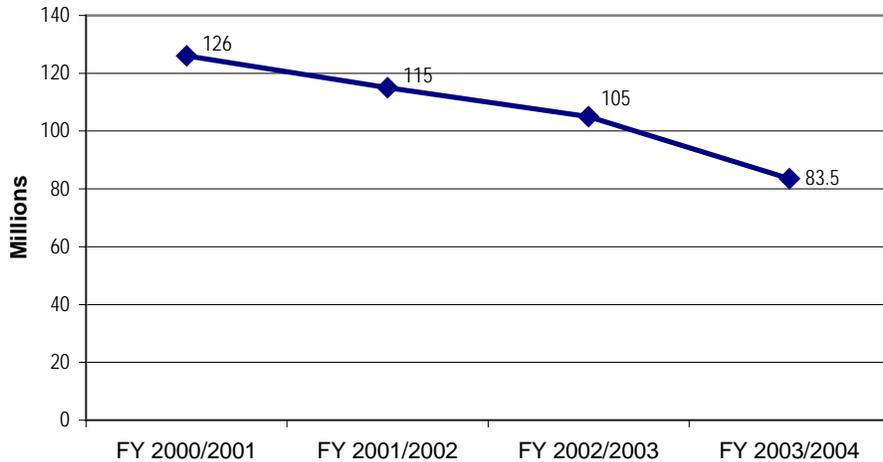


f. Measure Definition: The number of weeks it takes to approve a records retention schedule has remained constant since FY 95/96. Since 1996, we have tracked the percent completed within two weeks. The percentage of state agencies implementing records retention schedules remains over 70%.



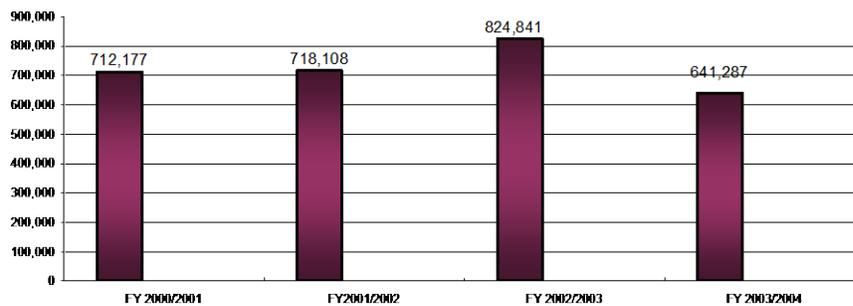
g. Measure Definition: 78% of state agencies have destroyed records in compliance with the Public Records Act. 83.5 million pages of state and local government records of no further value destroyed in conformance with Archives' authorized records retention/disposition schedules, thereby freeing up government office and storage space.

Pages of State and Local Government Records Authorized for Disposal



h. Measure Definition: We are mandated to preserve the documentary heritage of our state through our archival programs. In FY04 we microfilmed and conserved **641,287** pages of historical documents.

Historical Documents Microfilmed and Conserved

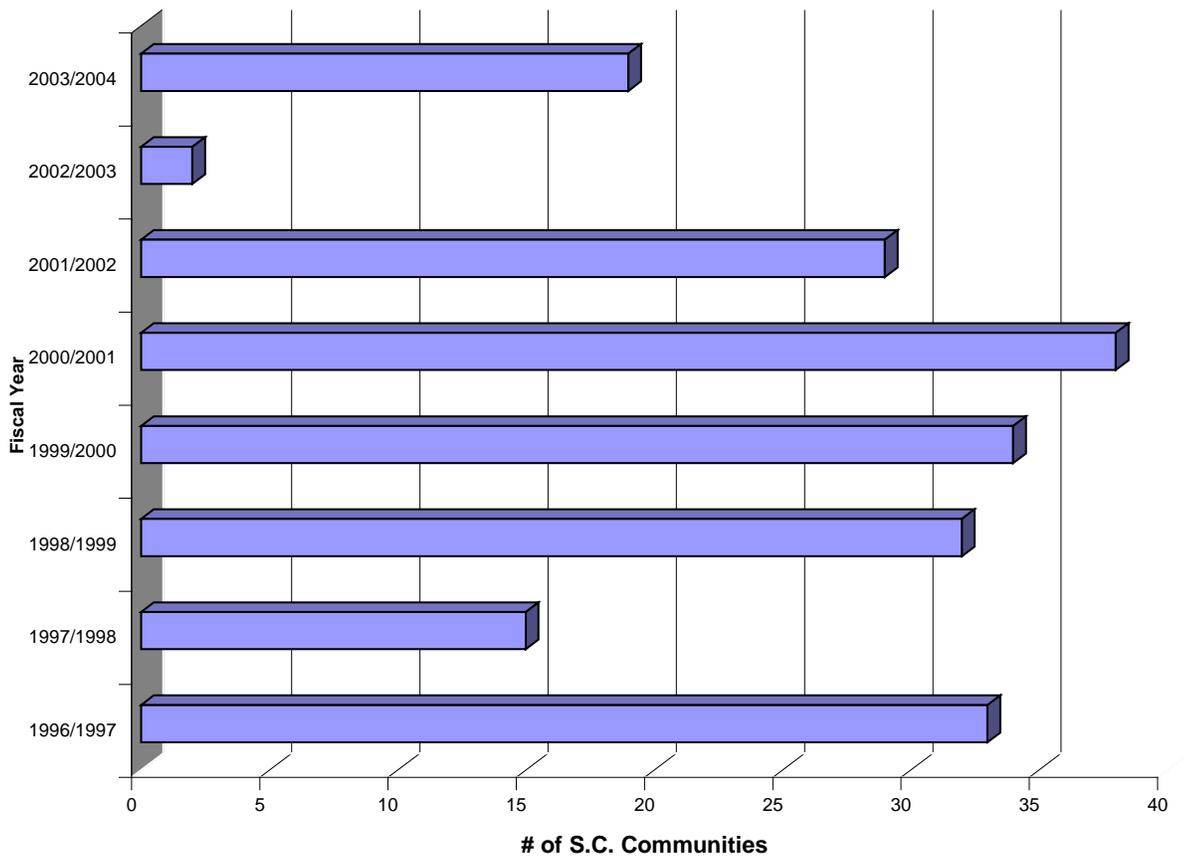


Archives and Records Management Outreach in FY 03/04:

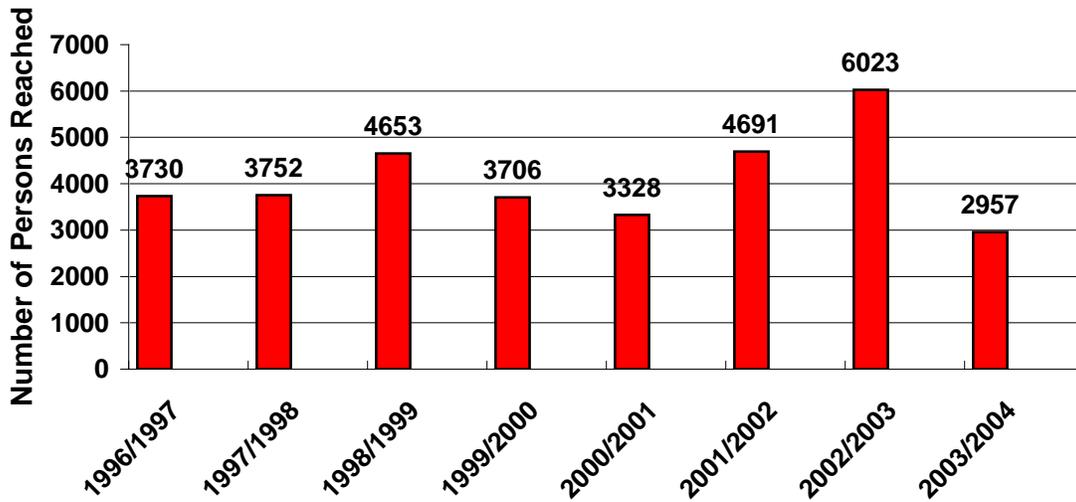
17,580 state and local officials and the general public reached through technical assistance responses, conferences, workshops, tours, newsletters, and other publications.

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

Communities Receiving Technical Training

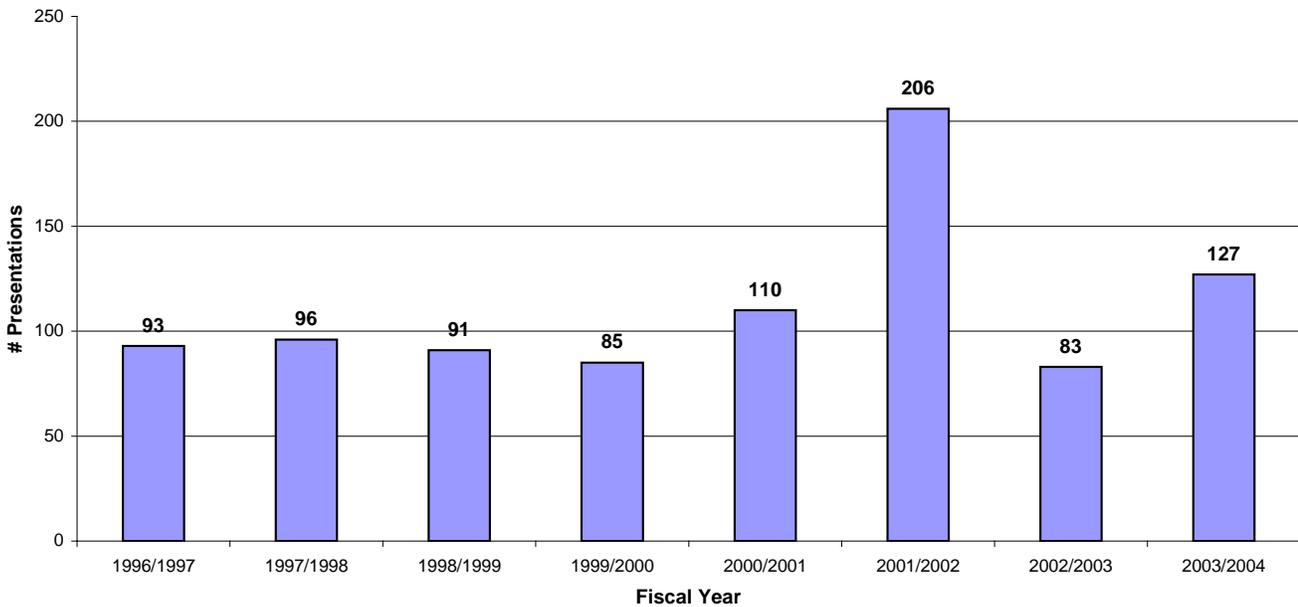


Outreach by Fiscal Year

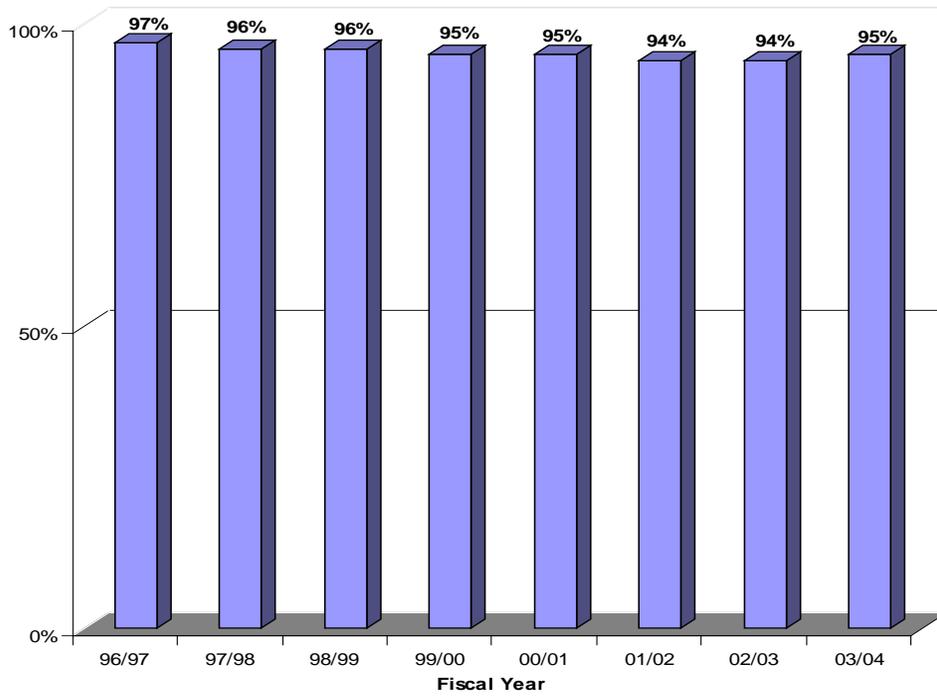


The charts (above and below) represent the number of presentations made and people reached through our Speaker's Bureau over the last seven fiscal years. Educational outreach is part of the Archives mission and by providing speakers to our constituents around the state we are able to create advocacy and awareness of cultural and documentary preservation and history.

Speakers Bureau Outreach Presentations



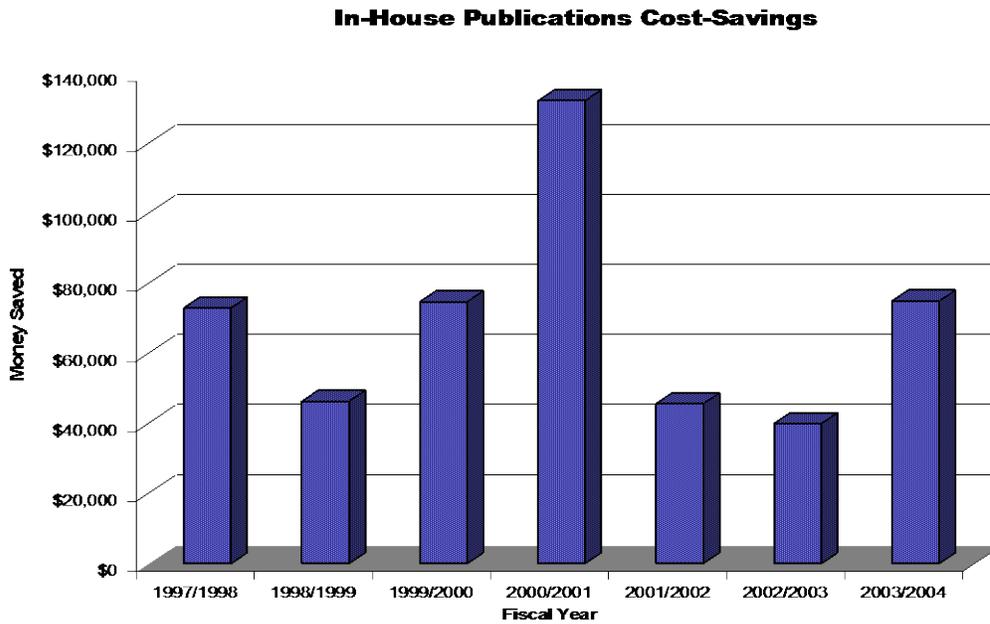
% of Plans Reviewed within 30 Days



j. Measure Definition: We are responsible for reviewing and commenting on the impact of federally-assisted projects and SC DHEC-permitted projects on historic properties. In spite of an increase in the number of projects reviewed (1,385 in 2002-2003; 1,719 in 2003-2004), our review time improved this fiscal year.

7.3 Financial and Market Results

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

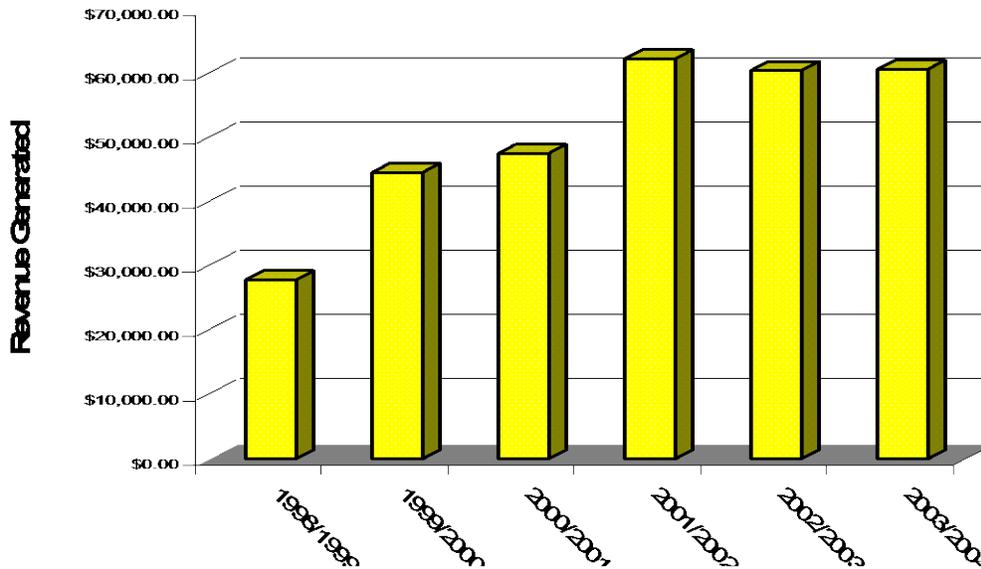


We realize cost-savings from publishing and design work done in-house rather than outsourcing to private publications firms.

Facility Usage

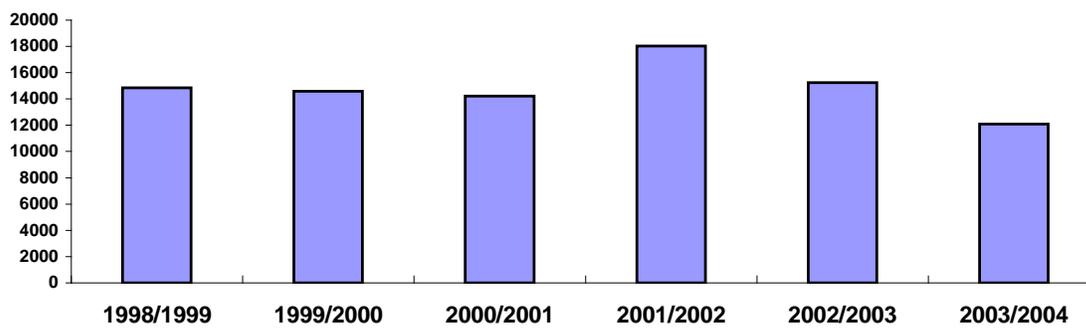
b. Measure Definition: This illustration tracks revenue from the Facility Rental.

Facility Rental Revenue by Fiscal Year

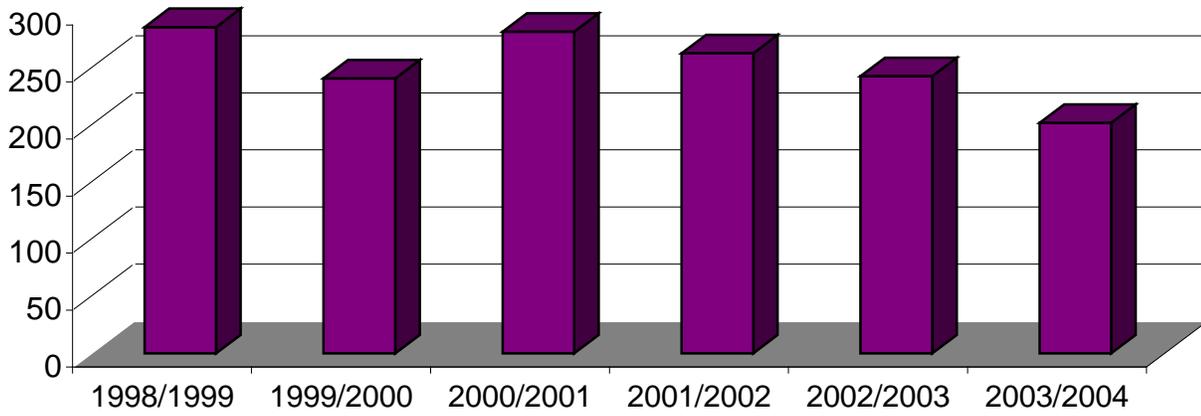


c. Measure Definition: We view our Facility Rental program, as not only a source of income, but also as an opportunity to have people visit the Archives and History Center. While here, visitors have an opportunity to learn about our programs and visit the exhibitions in our gallery. In 2001/2002 the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

External Visitors



of Groups Using Facility

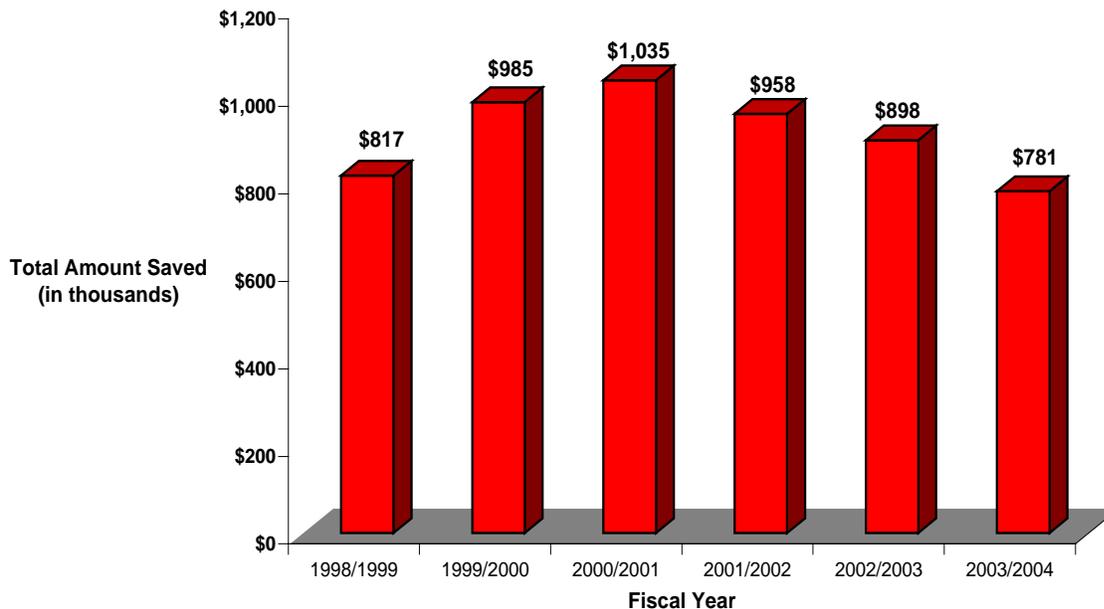


Records Management

d. Measure Definition: Working with our government partners we provide safe and environmentally controlled storage for records. Through our Records Management Division in FY 03/04, **57 million pages** of records in paper and microfilm were transferred by state agencies and local governments for security to Records Center storage. **Seventeen million pages** of historically valuable state and local government records in paper and microfilm were transferred to the Archives for permanent retention. The cost avoidance for state agencies and local governments by utilizing the Archives' Records Retention Scheduling Program and for state agencies using the State Records Center storage. Authorized disposals of records through our records retention program freed up space in state and local government estimated at nearly \$400,000. Records stored in the State Records Center for state agencies saved the state over \$390,000 verses storage in office or in a commercial facility.

69% Lower Cost for Records Center storage of paper records and microfilm than is charged for local commercial storage facilities.

Cost Avoidance: What Archives Saves State and Local Government Through Records Management



7.4 Human Resource Results

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

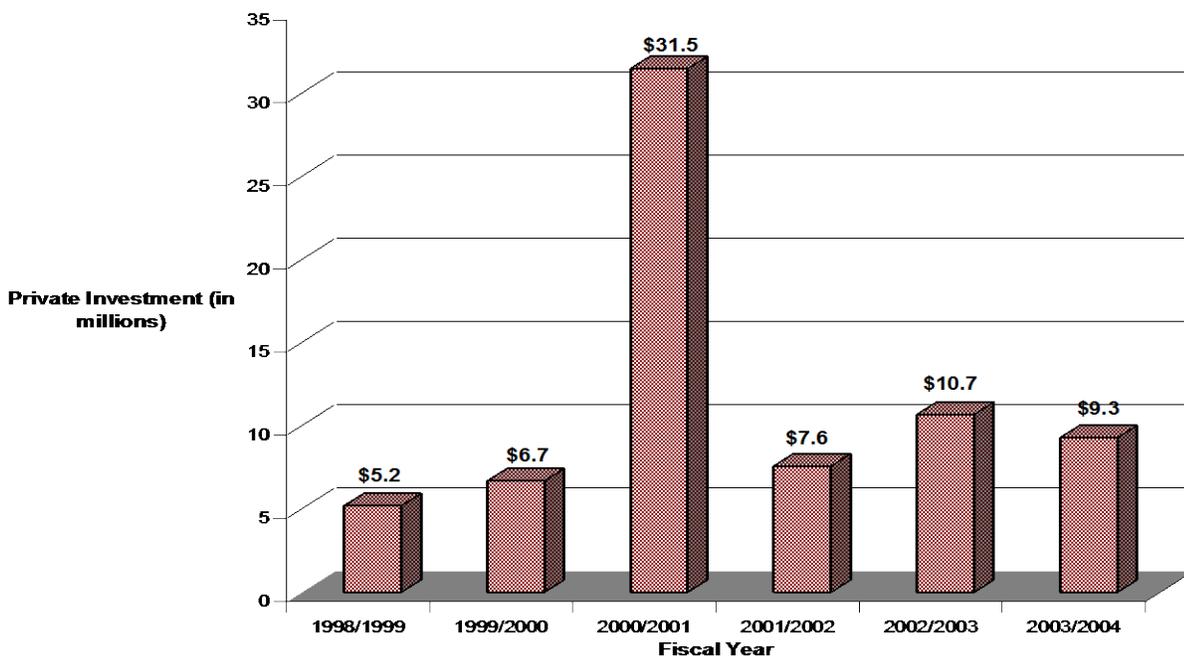
Archives and History is an agency that strives to insure that our employees have a healthy work environment that encourages productivity while providing opportunities for job satisfaction. During the past year staff members have stepped forward by assuming additional responsibilities that were assigned to staff members whose positions were lost because of budget reductions. Employee reviews for FY04 included 7% earning a “meets” job requirements, 64% earning an “exceeds,” and 29% with a “substantially exceeds,” reflecting the staff’s commitment to the agency’s mission. Also in FY04 the agency met 100% (one of only three agencies to do so) of its Equal Employment Opportunities as identified in our affirmative action plan monitored by the South Carolina Human Affairs Commission. Finally, Archives and History’s retention rate for FY04 was 98% with 62 of 63 of our employees remaining with the agency throughout the year.

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

7.5 Community/Government Partner Results

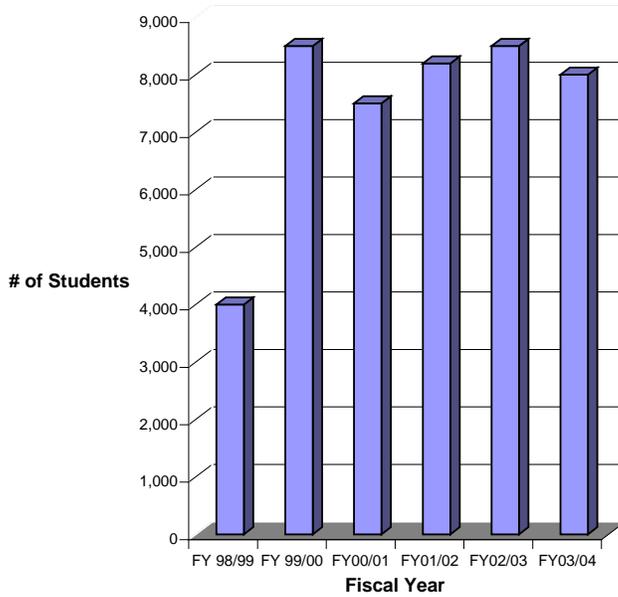
a. Measure Definition: We are responsible for reviewing plans and helping owners meet the standards for the Federal Historic Rehabilitation Tax Credit, which stimulates private investment in income-producing historic buildings.

Private Investment Stimulated By Tax Programs

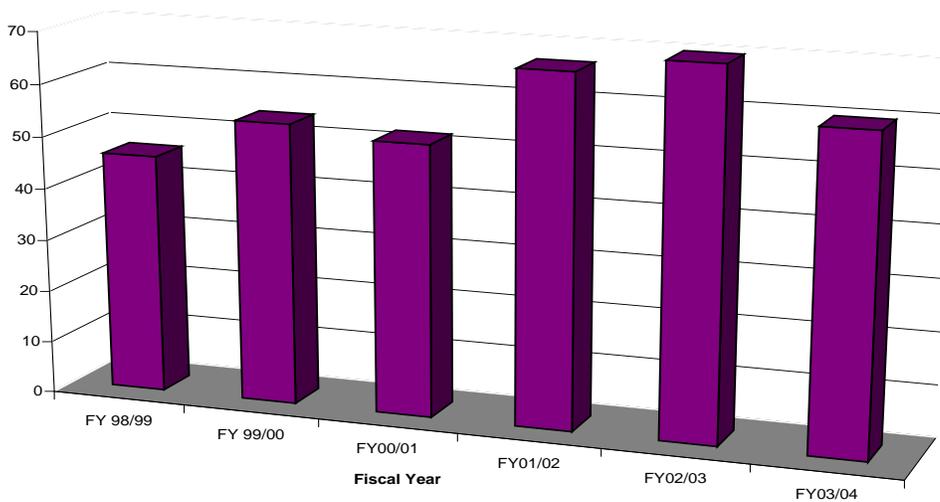


b. Measure Definition: In partnership with our public, private and home schooling communities we work with educators to more effectively teach the use of primary and secondary resources for historical research. Through this effort we work with students to become involved in a national program called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

Students Participating In National History Day
in S.C. Schools

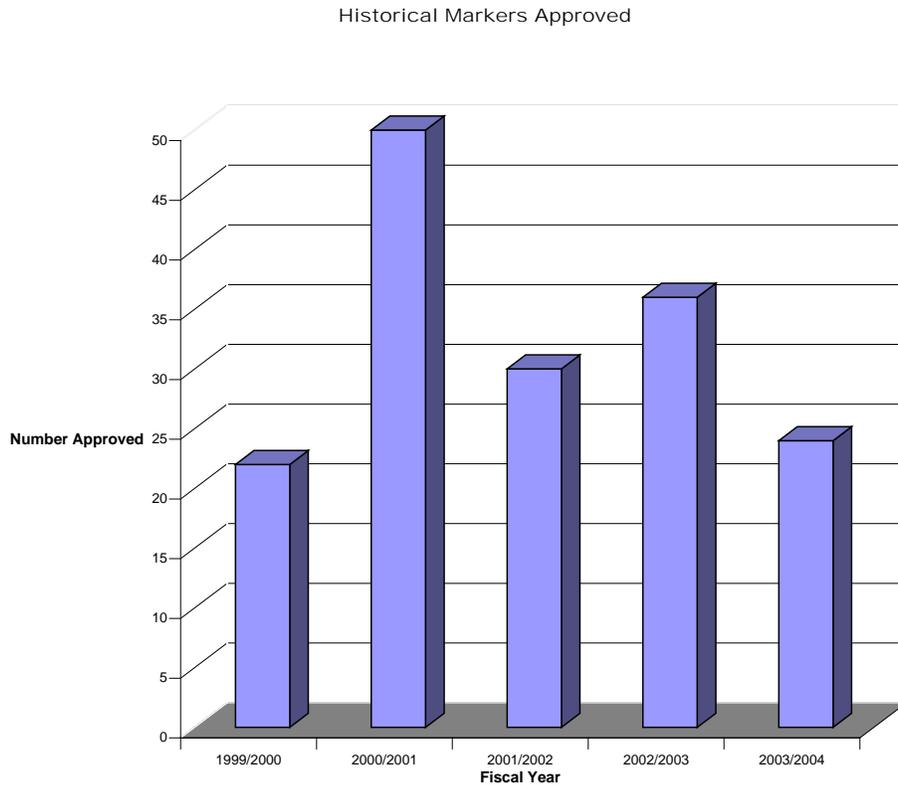


Schools Participating in NHD/SC activities



Participation in the program remained strong, although declining slightly due to budget cuts sustained by schools.

c. Measure Definition: We review and approve the text for historical markers erected by communities and organizations across the state. (In 2000/2001 we evaluated and improved the process and eliminated a backlog.)



Regulatory Compliance/Citizenship

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

2a. Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15010000 Archives & Records Management	Goal I: To promote and encourage an understanding, appreciation, and preservation of the state's history and heritage.	Developed audio-narrated training modules on the management of electronic records with assistance of the Chief Information Officer's Office and made them available on the Archives' web site.	7.2d
15010000 Archives & Records Management		SC State Historical Records Advisory Board awarded \$100,000 federal funding to grant to the state's historical repositories for preservation, access, and training.	
15010000 Archives & Records Management		Continue partnership with Genealogical Society of Utah to microfilm historical SC local government records.	7.2i
15010000 Archives & Records Management		Held two meetings each of the State Government Records Advisory Council and the Local Government Records Advisory Council, collaborating in the development of records management policies and practices.	
23010000 Historical Services	Goal I, Strategy 4: Enhance the effectiveness of the local historic organizations and preservation programs.	After losing the position that coordinates training for local government preservation programs, the training opportunities we were able to provide declined sharply in 2002-2003. By reassigning staff duties, we were able to provide training on historic preservation ordinances and design review for 19 communities.	7.2i
23010000 Historical Services	Goal I, Strategy 7: Exercise statewide leadership in the development of public policy supporting historic preservation.	We refined administrative processes and promoted the South Carolina Rehabilitation Incentives Act, which went into effect in January 2003. We disseminated press releases, gave 13 presentations in communities across the state, and sponsored a booth at the AIA spring conference. During the fiscal year, we received applications for 31 projects.	

2a. Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15010000 Archives & Records Management	Goal II: To increase awareness, understanding, and use of the programs of the South Carolina Department of Archives and History.	Developed an online newsletter for state and local government archivists and records managers and distributed three issues electronically.	7.2i
15010000 Archives & Records Management		Completed pilot phase of a historical records digitizing project with federal funding administered by the SC State Library, making 30,000 pages available via the Archives web site.	7.2d
15010000 Archives & Records Management		Maintained and added to an Online Records Index of more than 300,000 of the Archives' oldest documents, facilitating distance researching by South Carolinians and other across the country.	7.1; 7.2d
23010000 Historical Services	Goal III: To assess needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History.	We secured a \$46,404 grant from the Department of Energy-Savannah River Site (DOE-SRS) to fund a new position on our historic preservation staff. DOE-SRS has agreed to fund the position for four more years. The new position has helped us maintain high standards for our review of state and federally-assisted projects.	7.2j
15010000 Archives & Records Management		SC State Historical Records Advisory Board awarded \$100,000 federal funding to grant to the state's historical repositories for preservation, access, and training.	
15010000 Archives & Records Management	Goal IV: To recruit, hire, retain, and develop the human resources necessary to fulfill the mission of the agency.	Recruited and hired the Archives' first electronic records archivist.	

2a. Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15010000 Archives & Records Management	Goal V: To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.	Conducted an onsite survey of Reference Room users regarding satisfaction with services provided and suggestions for changes.	7.1
23010000 Historical Services		We collaborated with state and federal agencies to make review processes more efficient. This included partnering with SCDOT on a survey of historic bridges to streamline review of bridge replacement projects; developing a programmatic agreement with DOE-SRS to streamline review of the demolition of historic buildings on the site; and collaborating with SCDOT, FHWA, the Institute of Archaeology and Anthropology; and the University of South Carolina to plan a system for sharing information about the location of historic buildings and structures and archaeological sites in a digital format.	7.2j
15010000 Archives & Records Management		Made available on online survey of Online Records Index users about satisfaction with scanned images available via the index and suggestions for additional series that ought to be scanned for online access.	7.1
15010000 Archives & Records Management	Goal VI: To increase and enhance preservation of and access to South Carolina state and local government records.	Microfilmed 641,287 historical documents.	7.2i
15010000 Archives & Records Management		Expanded records management raining through the Councils of Government.	measure definition 7.2h

2a. Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15010000 Archives & Records Management		Conducted a pilot records management project at the Department of Social Services, developing a reengineered records retention process.	
15010000 Archives & Records Management		Drafted version 1 of an online Trustworthy Information Systems Handbook for use by state agencies and local governments.	
15010000 Archives & Records Management		57 million pages of state and local government records (Paper/microfilm) transferred to the State Records Center for temporary security storage.	7.3d
15010000 Archives & Records Management		Developed an online newsletter for state and local government archivists and records managers and distributed three issues electronically to more than 2,000 statewide.	7.2i
15010000 Archives & Records Management		Developed audio-narrated training modules on the management of electronic records with assistance of the Chief Information Officer's Office and made them available on the Archives' web site.	7.2d
15010000 Archives & Records Management		Approved 163 records retention schedules from state and local government covering 9 million pages of records, and authorized the destruction of 83.5 million pages of state and local government records.	7.2e and 7.2g
15010000 Archives & Records Management		Realized \$781,000 in cost savings through the Archives' records management program for state agencies and local governments, including records scheduling and State Records Center storage.	7.3d

2a. Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15010000 Archives & Records Management		17 million pages of historical state and local government records (paper/microfilm) transferred to the Archives for permanent retention.	measure definition 7.3d
15010000 Archives & Records Management		Completed pilot phase of a historical records digitizing project with federal funding administered by the SC State Library, making 30,000 pages available via the Archives web site.	7.1; 7.2d
15010000 Archives & Records Management		Handled 9,252 onsite Reference Room visits and 8,026 telephone, e-mail, and regular mail requests for assistance, responding to requests within 12.6 days.	7.2a, b, c