

AGENCY NAME:	Department of Archives and History		
AGENCY CODE:	H79	SECTION:	26



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Department of Archives and History is to preserve and promote the documentary and cultural heritage of the Palmetto State.
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	9-15-14	
(TYPE/PRINT NAME):	W. Eric Emerson, Ph.D.	

BOARD/CMSN CHAIR (SIGN/DATE):	9-15-14	
(TYPE/PRINT NAME):	A.V. Huff, Ph.D.	

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AGENCY’S DISCUSSION AND ANALYSIS

1. Purpose/Mission/Values/Vision

The purpose of the South Carolina Department of Archives and History is to preserve the state’s history and document the rights of its citizens.

Our mission 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 Department of Archives and History follows 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, 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 our customers and treating our 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.*

Our vision is to be a leader in preserving and advocating on behalf of the state's documentary and cultural heritage and to serve as a model for the nation's other state historical institutions and organizations.

2. Key Strategic Goals

The Department of Archives and History is in the fifth year of an extended strategic plan and is crafting a new strategic plan that will account for the technological changes that are dramatically changing how we serve our customers. Our vision, as stated in our current plan, is to be a leader in preserving and advocating the state’s documentary and cultural heritage while serving as a model for the nation’s 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 South Carolina 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. Key Strategic Challenges

- *Mission: How to preserve the state’s documentary heritage, when the overwhelming majority of records being created are born digital.*

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- *Operational:* Meeting the challenges associated with acquiring the staff and digital infrastructure necessary to develop a world class electronic/digital archive of historically-significant state and local government records.
- *Human Resources:* Maintaining mission effectiveness with an agency that, due to budget cuts, has lost more than two-thirds of its full-time staff since FY2001 and is increasingly comprised of temporary employees and work-study students.
- *Financial:* Relying on generated revenue from facility rentals and the digitization/microfilming program for operating funds (supplies, travel, phone lines, etc.), when there are significant numbers of historical records that need to be digitized or filmed for preservation purposes.
- *Community Related Strategic Challenges:* Determining the most efficient and effective way to generate, with limited staffing, an awareness of the value of historic preservation among the general public.

4. Major Achievements in FY2013/2014

The Department of Archives and History is comprised of three operational divisions: Archives, Records Management, and History Preservation (SHPO). Each division noted a number of achievements in FY2013/2014.

Archives Division

- Hosted 4,434 Research Room visits and answered 7,410 queries from researchers (Email 3,106, telephone 3,861, and letters 443);
- Accessioned 219 cubic feet of records and 32 rolls of microfilm, for a total of 437 cubic feet of records representing 112 record series;
- Scanned and posted 265 historical records to our Online Records Index (<http://www.archivesindex.sc.gov/>);
- Continued our agreement with the Generations Network, Inc. to provide a free subscription to Ancestry.com for onsite users of our Research Room;
- Continued our partnership with the Fold 3 Network to provide a free subscription to Footnote.com for onsite users of our Research Room;
- Continued as a "key partner" in the South Carolina Digital Library Project;
- Reached over 1,000 state and local officials and members of the general public via building tours and speaking engagements;
- Captured and provided access to state agency websites through the continued use of the non-profit Archive-It. This allows the agency to make available snapshots of web sites from most state agencies via the Archives' website: <http://arm.scdah.sc.gov/webarchives/>. In all, the agency crawled 76% of state agency websites and captured 2,785,313 documents for archival retention.

Among the most significant division statistics are the following:

Response Time to Research Room Queries

The agency staff response time to mail and telephone queries received from researchers remained steady at 4 days per query, which is significantly better than the ten-year historical average of 8.28 days. The number of queries received in FY2013/14 decreased slightly from 7,422 to 7,410.

Digitization of Holdings

The agency now has digitized nearly 215,265 pages of historical records, which are available on the Archives website via our Online Records Index (<http://www.archivesindex.sc.gov/>).

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Records Management Division

- Transferred nearly 3.7 million pages of historically significant records (in paper and microfilm) from state and local government offices to the Archives for permanent retention.
- Transferred nearly 8.5 million pages of state agency paper records to the State Records Center for security storage.
- Authorized the destruction of 163 million pages of non-permanent state and local government records.
- Prepared 310 retention/disposition schedules representing 18.2 million pages of state and local records.
- Fielded 2,963 contacts with state and local government officials regarding records management.
- Microfilmed 36,294 pages of state and local records.
- Approved over 96% of records retention schedules within two weeks of submission.
- Implemented records retention schedules for 57% of state agencies and 19% of local governments.
- Continued to upgrade of the State Records Center's GAIN software, which provides for better management and security of holdings' data and improved functionality to provide access via the Internet for state agency clients

Cost Avoidance

By working with state and local governments to set retention limits for records and by providing storage in the State Records Center for inactive, limited-term records from state agencies, the division achieved **cost avoidance to the state of \$736,552**. Overall, the microfilming and Records Center storage services provided by the Records Management Division are about **49% lower** than those in the private sector.

Historic Preservation Division (State Historic Preservation Office)

The State Historic Preservation Office (SHPO) works toward three broad goals, which are outlined in *Preserving Our Past to Build a Healthy Future: A Historic Preservation Plan for South Carolina 2007-2015*. The plan is available at <http://shpo.sc.gov/prespl.htm>.

Goal 1: Educate South Carolinians about our heritage and its value

- Organized the statewide Preservation Conference in Columbia in April, which featured 18 educational sessions for 249 attendees. See <http://shpo.sc.gov/events/Pages/presconf.aspx>. Of particular interest was a workshop on historic tax credits and an optional tour of the recently restored Woodrow Wilson Family Home. Over 70% of participants rated the conference as "Very Useful."
- Added new survey reports, such as the *Greenville County Historic Resources Survey*, and new National Register of Historic Places listings to the online historic properties information. Over 188,000 unique visitors used the National Register information at <http://www.nationalregister.sc.gov/nrlinks.htm>.
- Utilized the agency Facebook page <https://www.facebook.com/pages/South-Carolina-Department-of-Archives-and-History/118232443651> to announce new listings in the National Register of Historic Places.
- Used e-newsletters to publicize historic preservation-related news:
 - *News and Notes from the State Historic Preservation Office* <http://shpo.sc.gov/pubs/Pages/newsnotes.aspx> (1,000 plus subscribers)
 - *News in Review* <http://shpo.sc.gov/programs/revcomp/Pages/NIR.aspx> (300 subscribers)
- Spoke to elementary students in Columbia and Kershaw schools and to classes at the College of Charleston, Clemson University, and the University of South Carolina.
- Participated in outreach events around the state including:
 - American College of the Building Arts "Masters of the Building Arts Festival" in Charleston
 - Archaeological Society of South Carolina Fall Field Day at Santee State Park
 - Hampton Plantation State Historic Site Public Archaeology Day
 - Fort Jackson's Public Archaeology Day, and
 - SC Historical Association annual meeting in Columbia.

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- Helped produce and distribute the 2013 Archaeology Month poster – “Sharing the Past: Public Archaeology in South Carolina.” See <http://artsandsciences.sc.edu/sciaa/archaeology-month-2013>.

Goal 2: Support private stewardship

- Assisted building owners with the application process for historic rehabilitation income tax credits. Reviewed plans for 14 historic buildings for the state income tax credit for owner-occupied residences and 18 historic buildings for the federal income tax credit for income-producing buildings. See <http://shpo.sc.gov/programs/tax/Pages/default.aspx>.
- Provided workshops on historic tax credit programs in Florence and Darlington and presented at the SC Humanities Council Grants workshop.
- Awarded subgrants from the federal Historic Preservation Fund to assist in the stewardship of historic buildings including: Enston Homes Memorial Hall (Charleston), Rock Hill Printing & Finishing Power Plant (Rock Hill), Mann-Simons Cottage (Columbia), Davis College (Columbia), Emanuel AME Church (Charleston), and the Lopez Tomb at Kahol Kadash Beth Elohim Cemetery (Charleston). See <http://shpo.sc.gov/programs/Pages/Grants.aspx>.
- Updated lists of Project Professionals that meet the Secretary of the Interior’s Professional Qualification Standards in archaeology, historic architecture, architectural history, and history in an effort to assist owners with identifying preservation professionals. See <http://shpo.sc.gov/pubs/Pages/profs.aspx>.

Goal 3: Integrate historic preservation into public policy and planning

- Continued to maintain ArchSite, the state’s online GIS-based online cultural resources information system, <http://archsite.cas.sc.edu/ArchSite>, in partnership with the SC Institute of Archaeology and Anthropology and SC Department of Transportation. ArchSite data is used by a wide range of consultants, developers, researchers, and public agency staff as they plan projects-- from road construction to community development to cell tower construction.
- Worked with USC’s Geography Department to develop and test a beta version of software upgrades to ArchSite. As of June 30, 2014, ArchSite contained locational information on:
 - 28,585 historic structures and 759 historic areas
 - 1,490 National Register listings (including districts)
 - 28,426 archaeology sites, and
 - 1,855 areas surveyed for cultural resources (above ground and archaeology sites).
- Trained dozens of individuals through our ongoing certification from the SC Planning Education Advisory Committee to provide state-mandated training that meets the annual requirements for local planning boards.
- Spoke at two conferences of the SC Chapter of the American Planning Association in Greenville and Charleston about historic preservation and local governments.
- Worked with staff at the Federal Emergency Management Agency to draft a statewide programmatic agreement that satisfies FEMA’s Section 106 (of the National Historic Preservation Act) responsibilities for all undertakings administered through its federal programs in the State of South Carolina.
- Participated in the SC Renewable Energy Task Force organized by the SC Energy Office and the Bureau of Ocean Energy Management to provide information about possible impacts to historic properties.
- Made approximately 30 architectural assistance site visits to historic properties around the state and 60 visits related to review and compliance projects.

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In addition to the activities above, the following were carried out in core program areas:

- The State Board of Review approved 10 individual National Register of Historic Places nominations.
- Added 1,562 historic buildings and structures to the Statewide Survey of Historic Properties, bringing the total recorded to 75,173 (46% of the state's counties have been comprehensively surveyed for historic properties).
- Approved 79 South Carolina Historical Markers with 34% recognizing African-American history.
- Completed 98% of 1,290 reviews of state and federal projects within 30 days with an average review time of 12 days.
- Completed 5 Memorandum of Agreements to mitigate adverse effects of federal undertakings on historic properties.
- Through the assistance of federal and state historic rehabilitation tax credit programs, 9 historic buildings, with a total private investment of \$4.6 million, completed rehabilitation projects.
- 3 buildings were stabilized and protected from the weather with matching federal historic preservation grants.
- 33 local governments participated in the Certified Local Government program.

Partnerships with State and Federal Agencies and the Private Sector

- Sponsored, in partnership with the Palmetto Trust for Historic Preservation and the Governor's Office, the 20th annual statewide preservation awards program to honor individuals and organizations that made outstanding contributions to preserving the state's historic resources. See <http://shpo.sc.gov/events/Pages/awards.aspx>.
- Participated in four continuing education workshops concerning historic preservation offered by the Palmetto Trust to realtors in Charleston, Greenville, and Columbia.
- Continued to work with the SC African American Heritage Commission, an advisory body to the Department of Archives and History, to support their efforts. Participated in "Preserving Civil Rights Era Documents" workshop held in Orangeburg in February and hosted the annual meeting and awards event in March. See <http://shpo.sc.gov/res/Pages/SCAAHC.aspx>.
- Awarded a grant to the Slave Dwelling project to document extant slave dwellings in South Carolina and provide owners with conditions assessments. Awarded a grant to SCPRT to conduct archaeological testing at Hampton Plantation and complete an update to the National Register nomination form. Awarded a grant to the Earlewood Community Citizens Organization to assist with the preparation of a National Register nomination for the Earlewood Historic District.

Agency Name: **SC ARCHIVES AND HISTORY**

Agency Code: **H790** Section: **026**



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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Includes the Director's Office, Budget and Finance, Personnel, Building Services, and Information Technology. The areas provide support services for all the activity components of the agency.	\$ 1,205,104	\$ 232,669	\$ -	\$ 1,437,773	\$ 1,072,970	\$ 184,688	\$ -	\$ 1,257,658	1, 1.2, 1.3, 2, 2.1, 3, 3.1, 3.2, 3.5, 4, 4.1, 4.2, 4.3, 4.4, 5, 5.1, 5.2, 5.3
III. Archives & Records Management	Preserves and provides access to SC's permanently valuable colonial, state, and local government records, 1671-2000. Micrographics provides microfilm services to the department, other public entities, and businesses.	\$ 480,466	\$ 42,152	\$ -	\$ 522,618	\$ 778,186	\$ 71,495	\$ -	\$ 849,681	1, 1.1.1, 1.1.2, 2.1.1, 2.1.2, 6.1.1, 6.1.2, 6.2.1, 6.3.1, 6.3.2
IV. Historical Services	The program provides leadership, technical and financial assistance to individuals, organizations, local governments and state and federal agencies.	\$ -	\$ 205,221	\$ 534,790	\$ 740,011	\$ -	\$ 355,015	\$ 466,073	\$ 821,088	1, 1.1.1, 1.1.2; Preservation Plan 2
V. Employee Benefits	State Employer Contributions	\$ 311,554	\$ 89,735	\$ 128,251	\$ 529,540	\$ 307,218	\$ 90,927	\$ 117,537	\$ 515,682	4, 4.1.1, 4.2.1, 4.2.2
All Other Items	All special items supported by the state. Example: The African American Heritage Commission.	\$ 25,000			\$ 25,000	\$ 280,324			\$ 280,324	1, 1.2, 1.3, 2, 2.1, 3, 3.1, 3.2, 3.5, 4, 4.1, 4.2, 4.3, 4.4, 5, 5.1, 5.2, 5.3



Type	Item #	Goal	Start	Object	Description
G	1				To promote and encourage understanding, appreciation, and preservation of the state's history and heritage
S	1.1				Offer appropriate educational programs and products for different audiences
O			1.1.1		Provide technical or specialized training for professionals and laypersons
O			1.1.2		Encourage excellence in the teaching of South Carolina history
S	1.2				Continue collaboration both internally and externally
O			1.2.1		Build upon and increase collaboration across work groups within the agency
O			1.2.2		Increase collaboration with other agencies and associations in pursuit of our mission
S	1.3				Encourage and facilitate staff involvement in historical and professionally-related organizations
O			1.3.1		Encourage staff members to learn from others
O			1.3.2		Encourage staff members to advocate on behalf of the agency's services
O			1.3.3		Encourage staff to collaborate with other organizations with similar missions
G	2				To increase awareness, understanding, and use of the programs of SCDAH
S	2.1				Explore new ways to use technology
O			2.1.1		Maximize use of emerging and existing technology, especially Social Media, to reach new audiences
O			2.1.2		Use new technology to deliver agency programs and services
G	3				To assess needs and identify and secure funding and resources to support the mission of SCDAH
S	3.1				Establish marketing strategies for services and products
O			3.1.1		Develop marketing strategies to guide the planning and development of a new product or service
O			3.1.2		Ensure Decisions regarding audience, sale price, and the number of items produced are influenced by desired end result
O			3.1.3		Develop good marketing plan to help determine desired result, why and how we produce goods, and services for sale
S	3.2				Evaluate impact of revenue generating activities on agency programs and make adjustments to ensure that such activities do not adversely affect the agency's mission
O			3.2.1		Develop plan to ensure that historical records preservation and access priorities are addressed when identifying other revenue sources
S	3.3				Expand the archival storage capacity of the Archives and History Center
O			3.3.1		Use generated revenue to increase the physical storage capacity of the Archives
O			3.3.2		Use budget requests to increase the agency's digital storage capacity
S	3.4				Launch an organized volunteer program to expand staff resources
O			3.4.1		Use volunteers to assume work on special projects to free staff for core job duties
O			3.4.2		Use volunteer program as a link to our audiences and to enhance efforts to communicate with the community
S	3.5				Make the most effective use of agency resources
O			3.5.1		Examine how the agency uses human resources to deliver our services and products in the most efficient manner
O			3.5.2		Analyze the cost effectiveness of service delivery and focus budgetary resources toward programs and processes that maximize our services as they relate to our mission
G	4				Retain and develop the human resources necessary to fulfill the agency's mission
S	4.1				Maintain a plan for orienting new employees and training existing employees
O			4.1.1		Invest in staff wisely by seeking opportunities for diversified sources of support for staff education and development
S	4.2				Emphasize the commitment of resources to formal and continuing education for all employees
O			4.1.2		Urge employee initiative in furthering their education and development
O			4.1.3		Provide the commitment of resources to assist staff with their education
S	4.3				Recognize the contributions made by employees in improving SCDAH
O			4.3.1		Continue to take notice of the teamwork and individual contributions of the staff in helping to improve the agency
O			4.3.2		Evaluate the recognition process to ensure it continues to meet the organization's needs
S	4.4				Emphasize cultivating the manager's role and responsibility as communicator and coach
O			4.4.1		Continue to commit resources and develop skills in agency leadership
O			4.4.2		Expect supervisors to become increasingly more effective as communicators and coaches to their staff
G	5				Continue to ensure our journey of excellence by evaluative effectiveness and improving programs
S	5.1				Demonstrate the importance of customers through all of our interactions
O			5.1.1		Set expectations that staff will demonstrate agency values in their interactions with customers and other employees
O			5.1.2		Provide the necessary training for employees to be self-aware of their behavior and act appropriately in every customer interaction
S	5.2				Identify, prioritize, and improve the processes that affect customers without regard to organizational boundaries
O			5.2.1		Use the tools necessary to determine the needs, expectations, and priorities of customers and improve processes to meet those needs
O			5.2.2		Use the agency's Quality Steering Committee to encourage ongoing and cross-functional teamwork, evaluate team outcomes, and endorse recommended implementation strategies
S	5.3				Continue developing performance measures and link those to annual plans
O			5.3.1		Continue to define new and refine current measurements to be indicative of agency performance
O			5.3.2		Utilize the elements in the Malcolm Baldrige National Quality Award criteria for improving how and what we measure
S	6.1				Digitize historically significant local government historical records
O			6.1.1		Devote resources to the ongoing digitization of millions of pages of at-risk historical records
O			6.1.2		Work with South Carolina local governments and other groups to assist in this long-term activity
S	6.2				Enhance Archives' records program visibility and accountability
O			6.2.1		Use Social Media to upgrade our outreach activities
O			6.2.2		Create state and local government advisory committees
S	6.3				Increase accessibility to the Archives' historical records through arrangement and description, conservation and digitization and online access to selected records series
O			6.3.1		Work to increase the arrangement, description, and digitization of records for research use



Agency Name:	Department of Archives and History
Agency Code:	HT9
Section:	025

Type	Goal	Start	Object	Description
0		6.3.2	Provide wider access to holdings via the Internet and other information technology	

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Archives Reference Room Visits	4,376	4,434	4,500	July 1-June 30	Research room records, updated daily	Annual	Research room and front desk staff count daily research room visitation and compare figures	1, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.3.1, 6.3.2
2	Archives Reference Room Researcher Contacts	7,422	7,410	7,500	July 1-June 30	Archives Division records, updated daily	Annual	Research room staff record queries received daily	1, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.3.1, 6.3.2
3	Archives Response Time for Reference Queries	4 days	4 days	3.75 days	July 1-June 30	Archives Division records, updated daily	Annual	For each query, staff subtract the receipt date from the answer date	1, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.3.1, 6.3.2
4	Records Retention Schedules Prepared	301	310	350	July 1-June 30	Records Management records, calculated monthly	Annual	Staff keep count of total schedules prepared monthly	1, 1.2.1, 1.2.2, 3.5.1, 3.5.2, 6.3.1, 6.3.2
5	Percentage of State Agencies Implementing Records Retention Schedules	70%	57%	65%	July 1-June 30	Records Management records, calculated annually	Annual	Staff divide number of agencies implementing schedules by total agencies	1, 1.2.1, 1.2.2, 3.5.1, 3.5.2, 6.3.1, 6.3.2
6	Pages of State and Local Government Records Authorized for Disposal	163 million	163 million	170 million	July 1-June 30	Records Management records, calculated monthly	Annual	Staff keep a count of the total number of records destroyed per month	1, 1.2.1, 1.2.2, 3.5.1, 3.5.2, 6.3.1, 6.3.2
7	Pages of Historical Documents Microfilmed and Conserved	87,834	36,294	40,000	July 1-June 30	Records Management records, calculated monthly	Annual	Staff keep a count of total pages microfilmed	1, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.3.1, 6.3.2
8	Reviews of tax credit projects within 30 days (state)	100%	100%	100%	July 1-June 30	Historic Preservation Records, calculated annually	Annual	Staff check each review receipt date versus the completion date to get an average	1, 1.1.1; Preservation Plan 2
9	Reviews of tax credit applications within 30 days (federal)	80%	90%	95%	July 1-June 30	Historic Preservation Records, calculated annually	Annual	Staff check each review receipt date versus completion date to get an average	1, 1.1.1, Preservation Plan 2
10	State Historic Markers Approved	54	79	60	July 1-June 30	Historic Preservation Records, calculated annually	Annual	Staff keep a record of the total number of markers prepared during the fiscal year	1, 1.1.1, Preservation Plan 2