



FY 2028 STATE STRATEGIC PLAN

MDAH
MISSISSIPPI DEPARTMENT OF
ARCHIVES & HISTORY

COMPREHENSIVE MISSION STATEMENT

VISION

Empowering people through Mississippi's many stories

MISSION

By preserving Mississippi's diverse historic resources and sharing them with people around the world, MDAH inspires the discovery of stories that connect our lives and shape our future.

PHILOSOPHY

The Mississippi Department of Archives and History is guided by these beliefs:

- The resources we hold in public trust belong to the people and should be accessible.
- Mississippi's historical and cultural resources, both public and private, should be protected.
- We educate the public about Mississippi's history and the importance of preserving its historical and cultural resources.
- We perform our work with integrity, openness, and respect for all people and cultures.
- We provide exceptional service and maintain the highest standards of excellence.

GOALS AND BENCHMARKS

GOAL 1

Leverage historic preservation, heritage tourism, and other traditional economic development tools to revitalize historic areas and promote tourism in Mississippi.

Benchmarks:

- Economic development tools used for historic preservation, including tax credits, grant programs, and the adaptive reuse of existing buildings.
- Increased tourism partnerships and opportunities through the promotion of historic preservation and museums as economic engines.
- Visitation at historic sites.
- Increased economic development along Mississippi's roadways through the Mississippi Mound Trail and other heritage trails.

GOAL 2

Make the state's historic resources available to all Mississippians and visitors through educational services, free public programs, digital resources, and efforts to preserve and promote historic places.

Benchmarks:

- Students participating in field trips and educational programs at MDAH museums and historic sites.
- Fourth- and ninth-grade students learning Mississippi history through experiences aligned with Mississippi Department of Education standards.
- Teachers using lesson plans, professional development, and classroom resources developed by MDAH.

- Students and teachers using MDAH collections and primary sources to study and interpret Mississippi history.
- Increased public access to records, collections, and educational resources through the MDAH website and digital archives.
- Attendance at free public programs, exhibits, and educational events offered by MDAH.
- Preservation education and training offered in Jackson and communities across the state for property owners, local governments, preservation professionals, and the public.
- Development of Historic Jefferson College as a statewide hub for preservation education, hands-on learning, and historic trades training.

GOAL 3

Help create an efficient government and an informed and engaged citizenry.

Benchmarks:

- Visitation to MDAH museums and historic sites and use of archival resources.
- Public access to state and local government records.
- Records management services provided to state agencies and local governments.
- State Records Center transactions and records schedules completed.
- Government records and archival collections processed, digitized, and made available online.
- Born-digital records and other electronic assets preserved for long-term access.

OVERVIEW OF FIVE-YEAR STRATEGIC PLAN

Over the next five years, we will strengthen our relationship with the people, communities, and government agencies we serve. We want to ensure that our resources and services remain valuable, accessible, and responsive to the needs of the public.

Our work will focus on the following goals:

- Expand and improve services to the public.
- Make our records, collections, museums, and historic sites more accessible.
- Strengthen our partnerships with state agencies and local governments.
- Reach larger audiences through communications and social media.
- Expand access to our services and resources through digital content.

During the next five years, we expect:

- New and improved sites to expand tourism, support local economies, and attract visitors from across the country and around the world.
- Increased visitation associated with the tenth anniversary of the Two Mississippi Museums, the opening of the Vicksburg Civil War Visitor Center, and the reopening of the Natchez Tribal History Center.
- Major projects at Historic Jefferson College, Margaret Ann Crigler Park, the Vicksburg Civil War Visitor Center, the Natchez Tribal History Center, and the Eudora Welty House & Garden to require sustained state funding and project oversight.
- Increased visitation to require continued investment in the buildings, technology, infrastructure, and employees needed to operate our sites and serve the public.
- Uncertainty in federal and private funding to increase the importance of reliable state support for major projects, public programs, and our core responsibilities.

INTERNAL AND EXTERNAL ASSESSMENT

We monitor our progress through monthly reports to agency leadership, quarterly reports to the Board of Trustees, and annual reports to the Mississippi Legislature. Our strategic plan provides the framework for this work and helps ensure that we continue improving the services we provide to the public, state agencies, and local governments.

Each spring, we evaluate the strategic plan to determine which objectives should continue, which have been completed, and what new objectives should be added. Employees throughout the agency develop these objectives based on the work they perform and the needs they observe. The Board of Trustees reviews proposed updates each July. Following approval, staff report quarterly on the progress of each objective, and the leadership team consolidates that information for presentation to the board.

We also evaluate our work through public feedback, participation data, professional standards, and external reviews. The National Park Service conducts periodic program reviews, and the American Alliance of Museums accreditation process provides professional standards for museum operations. We also work with local and regional school systems to evaluate and improve our educational programs.

The performance measures included in this plan reflect those established for the current legislative reporting cycle. During the next year, we will review these measures to ensure that they align more

closely with the updated strategic plan and the work performed by each division. Beginning with the next reporting cycle, we will clarify how measures are defined, address outdated or duplicative measures, and identify practical ways to track progress on major projects, digital access, public visitation, and other current priorities.

AGENCY GOALS, OBJECTIVES, STRATEGIES, AND MEASURES BY PROGRAM

PROGRAM 1: ADMINISTRATION

Goal 1: Provide administrative assistance in finance, grants, human resources, and IT to support the other programs of MDAH. (Miss. Code Ann. § 25-59-1)

Objective: Effectively manage the department's resources and provide department-wide administrative services.

Outcome: Maintain support services at 20% or less of the department's total appropriation.

Strategy 1: Safeguard and manage public funds by preparing and entering data that accurately reflects MDAH's financial activity, ensuring the integrity of transactions entered into the general ledger, monitoring established control procedures, completing bank reconciliations, and maintaining internal controls and the security of department funds.

We will measure success through:

- Number of financial transactions processed.
- Average cost per financial transaction.

Strategy 2: Support MDAH's mission by performing personnel functions effectively and efficiently.

We will measure success through:

- Number of personnel transactions processed.
- Average cost per personnel transaction.

PROGRAM 2: PROGRAMS AND COMMUNICATIONS

Goal 1: Promote the department's resources and services and strengthen its relationship with the public. (Miss. Code Ann. § 25-59-1)

Objective: Increase public awareness of and access to agency programs, the state archives, and MDAH museums and historic sites.

Outcome: Increase the percentage of people reached through marketing who use MDAH services and programs.

Strategy 1: Strengthen MDAH's presence through social media, a user-friendly website, traditional media outlets, and publications.

We will measure success through:

- Number of news releases, publications, social media posts, and online visitors.
- Average cost per news release, publication, social media post, and online visitor.

Strategy 2: Promote public events, exhibits, and programs.

We will measure success through:

- Number of paid advertisements.
- Average cost per advertisement.

PROGRAM 3: ARCHIVES AND RECORDS MANAGEMENT

Goal 1: Acquire, manage, preserve, and provide access to records of the State of Mississippi and other materials of enduring value that document the state's history and culture. (Miss. Code Ann. §§ 25-59-1, 25-59-3, 25-59-9, 25-59-29, 25-60-1, 25-61-7(1), 39-3-1, 39-3-303, 39-3-309, 39-3-365, 39-5-1)

Objective 1

Objective: Acquire, process, preserve, and provide increased access to state records and collections of historical value.

Outcome: Increase the volume of archival records available to the public.

Strategy 1: Acquire, appraise, organize, describe, catalog, and preserve materials in all formats related to Mississippi history, including records from state agencies and public officials.

We will measure success through:

- Number of cataloging transactions.
- Average cost per cataloging transaction.

Strategy 2: Reformat, digitize, rehouse, and preserve materials as needed to ensure their long-term preservation and increase public access.

We will measure success through:

- Number of items reformatted.
- Average cost per item reformatted.

Strategy 3: Maintain a repository for the permanent and long-term preservation of and access to digital assets.

We will measure success through:

- Quantity of electronic assets processed, measured in gigabytes.
- Average cost per gigabyte processed.

Objective 2

Objective: Provide high-quality, efficient, and equitable services to citizens, public officials, state agencies, and other researchers while promoting the use of archival resources.

Outcomes:

- Maintain or increase user transactions.
- Maintain or increase attendance at public programs.

Strategy 1: Assist on-site researchers and patrons with reference requests.

We will measure success through:

- Number of on-site transactions.
- Average cost per on-site transaction.

Strategy 2: Respond to reference inquiries submitted by off-site researchers and patrons.

We will measure success through:

- Number of off-site inquiries answered.
- Average cost per off-site inquiry.

Strategy 3: Educate the public about Mississippi history through outreach activities, with particular attention to students, teachers, and underserved communities.

We will measure success through:

- Number of attendees at public programs.
- Average cost per attendee.

Goal 2: Support efficient and transparent state government by administering the records management program. (Miss. Code Ann. §§ 25-59-1, 25-59-3, 25-59-9, 25-59-29, 25-60-1, 25-61-1)

Objective: Provide cost-efficient access to the administrative records and information of state government by assisting state agencies and public officials with records management.

Outcome: Expand participation in the state records management program.

Strategy 1: Provide records management services to state agencies.

We will measure success through:

- Number of agencies served.
- Average cost per agency served.

Strategy 2: Operate the State Records Center to store inactive records, provide short-term access to records, and destroy temporary records in accordance with approved schedules.

We will measure success through:

- Number of State Records Center transactions.
- Average cost per transaction.

Strategy 3: Provide off-site storage of computer backup tapes for state agencies.

We will measure success through:

- Number of backup tape transactions.
- Average cost per transaction.

PROGRAM 4: MUSEUMS AND HISTORIC SITES MANAGEMENT

Goal 1: Educate the public about Mississippi history by preserving, researching, and interpreting collections and historic sites through programs and professional services. (Miss. Code Ann. §§ 25-59-1, 29-5-131, 39-5-1, 39-5-6, 39-5-17, 39-5-21, 39-7-1, 39-19-1)

Objective 1

Objective: Create historically accurate experiences at each site that encourage and support visitation.

Outcomes:

- Maintain or increase on-site visitation.
- Maintain or increase the number of guided tours.

Strategy 1: Provide public access to exhibits, grounds, and buildings related to each site's history and purpose.

We will measure success through:

- Number of visitors.
- Average cost per visitor.

Strategy 2: Provide guided tours for student and adult groups.

We will measure success through:

- Number of guided tours.
- Average cost per tour.

Factors that may affect performance: Changes in visitor preferences and academic requirements affecting the purpose, frequency, and cost of student field trips may affect visitation.

Objective 2

Objective: Provide high-quality on-site and off-site programs for visitors, students, teachers, and the public.

Outcomes:

- Maintain or increase the number of on-site and off-site programs.
- Maintain or increase participation in outreach programs.

Strategy 1: Develop educational materials, activities, exhibits, and presentations through research and interpretation of collections, historic sites, and Mississippi history.

We will measure success through:

- Number of on-site and off-site public programs.
- Average cost per public program.
- Number of participants in off-site outreach programs.
- Average cost per off-site participant.

Factors that may affect performance: A loss of anticipated federal, corporate, or private funding could affect programming. Inadequate equipment or security could also delay programs or limit public access to sites and collections.

Objective 3

Objective: Provide professional assistance to researchers, teachers, other professionals, organizations, museums, and the public.

Outcome: Maintain MDAH's standing as a trusted source of museum expertise in Mississippi and across the country.

Strategy 1: Respond to requests for professional assistance by telephone, mail, or email and through participation in meetings and conferences in Mississippi and other states.

We will measure success through:

- Number of professional assistance requests.
- Average cost per professional assistance request.

Factors that may affect performance: The loss of staff with specialized knowledge could reduce the level of service provided.

Objective 4

Objective: Manage, care for, and expand museum collections.

Outcome: Maintain professional museum standards and make collections available to the public.

Strategy 1: Provide appropriate artifact housing and climate-controlled storage; accession, research, and catalog artifacts; monitor the handling and display of artifacts; oversee conservation and loans; cultivate donors; and provide public access to collections.

We will measure success through:

- Number of collections management transactions.
- Average cost per collections management transaction.

PROGRAM 5: HISTORIC PRESERVATION MANAGEMENT

Goal 1: Identify and inventory Mississippi's historic and cultural resources and assist individuals, state and local governments, and other agencies in protecting and preserving significant historic structures, archaeological sites, and other historic places. (Miss. Code Ann. §§ 25-1-17, 25-41-1, 25-59-1, 39-5-1, 39-7-1, 39-7-3, 39-7-4, 39-7-5, 39-7-11, 39-7-13, 39-7-15, 39-7-19, 39-7-22, 39-7-31, 39-13-3, 39-13-5, 39-13-7, 39-13-9)

Objective 1

Objective: Maintain a comprehensive inventory of significant historic properties and resources and nominate eligible properties to the National Register of Historic Places.

Outcomes:

- Increase the amount of information available for public use and research.
- Effectively manage the Historic Resources Inventory.

Strategy 1: Conduct and evaluate comprehensive surveys and nominate eligible properties to the National Register of Historic Places.

We will measure success through:

- Number of National Register nominations approved each year.
- Number of historic sites added to the state inventory each year.
- Average cost per National Register nomination.

Objective 2

Objective: Apply preservation and rehabilitation standards to support the sustainable economic development of historic properties.

Outcomes:

- Support the successful adaptive reuse of existing resources.
- Effectively manage historic preservation grant programs.
- Increase public and private investment in historic preservation.

Strategy 1: Provide technical assistance for public construction projects, preservation grants, and private investment through qualified historic preservation tax credits.

We will measure success through:

- Number of technical assistance reviews completed each year.
- Number of grant projects completed.
- Number of tax credit applications approved.
- Average cost per technical assistance review.

Objective 3

Objective: Promote historic preservation through public education and training.

Outcome: Increase awareness of the benefits of historic preservation through education and outreach to individuals and local communities.

Strategy 1: Provide preservation education and interpretation to the public and offer training and guidance through the Certified Local Government Program.

We will measure success through:

- Number of public outreach and educational events held each year.
- Number of training sessions and local government consultations completed each year.
- Average cost per public program or educational event.

Objective 4

Objective: Collect and manage Mississippi's prehistoric and historic archaeological resources.

Outcome: Maintain a secure repository for archaeological collections.

Strategy 1: Maintain the curation facility in accordance with federal curation standards.

We will measure success through:

- Volume of collections acquired each year, measured in linear feet.
- Curation fees collected per linear foot.

Objective 5

Objective: Conduct cultural resource reviews for publicly funded, licensed, or permitted projects.

Outcome: Provide oversight to protect Mississippi's cultural resources.

Strategy 1: Review and comment on federally funded projects in accordance with applicable standards.

We will measure success through:

- Number of cultural resource reviews completed each year.
- Average cost per cultural resource review.