

GHRAB Hold of Georgia's History:

The Strategic Plan 2012-2015



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Glossary of Terms

Access – The opportunity or means to find historical records; this is generally done through printed finding aids, on-line catalogs, databases, and indexes.

Archives – (1) The non-current records of an organization or institution preserved because of their continuing value; also referred to as archival materials or archival holdings. (2) The agency responsible for selecting, preserving, and making available archival materials. (3) The building or part of a building where such materials are located.

Circuit Rider Archivist – Professional archivist who travels from place to place to provide archival services to different organizations.

Documentary Heritage – History that is represented in documents or records.

Documentary Resources – Documents or records that provide evidence of people, organizations, places, events, and activities.

Historical Records – Records that have long-term or enduring value due to their content.

Preservation – (1) The basic responsibility to provide adequate facilities to protect, care, and maintain archives, records, and manuscripts. (2) Specific measures, individual and collective, undertaken to repair, maintain, restore, or protect records.

Records – All recorded information, regardless of media or characteristics, made or received and maintained by an organization or institution to pursue its legal obligations or to transact its business.

Records Center – A facility for the low-cost and efficient storage and furnishing of reference service on semi-current records pending their ultimate disposition.

Records Management – That area of general administrative management concerned with achieving economy and efficiency in the creation, use, maintenance, and disposition of records.

Repository – A place where archives, records, or manuscripts are kept.

Executive Summary

In 2010, the Georgia Historical Records Advisory Board (GHRAB) appointed an Organizational Assessment Committee to ensure that GHRAB is relevant, easily recognized and understood, and is in line with the changing role of government, technology, and the growing younger population. A newly appointed Board met in April 2012 for a strategic planning retreat. Drawing on the committee's work, a stakeholders' survey response and the retreat planning, plus experiences since the July 2002 plan, GHRAB has identified a number of issues and strategies to be addressed and has set priorities and goals for these. The priorities are to:

1. **Make GHRAB Better Known**

GHRAB must be relevant, easily recognized and understood, and in line with the changing role of government, technology, and the growing younger population.

2. **Advocate for Georgia Archives and other Historical Records Repositories in Georgia**

Government and cultural institution officials must be educated and informed about the role of Georgia Archives and archives in Georgia, and the importance of historical records in the operation of the government and in the daily lives of Georgians.

3. **Utilize Technology Advances**

GHRAB must support the utilization of technology advances to create state standards and protocols for electronic records to meet authentication requirements for long-term access and preservation and the ongoing training of those who maintain historical records.

To achieve these priorities, GHRAB outlined a number of goals and action items:

- Update GHRAB's web presence and establish a Facebook page.
- Establish an authentication and delivery procedure for electronic records created by government agencies and courts.
- Cultivate a stronger line of communication among GHRAB and state/local government officials to realize more effective support for Georgia Archives.
- Explore public and private partnerships to support physical and electronic records storage, maintenance, and access.
- Teach digital preservation from the beginning by providing an infrastructure for electronic records and digitizing programs.
- Advise the Secretary of State regarding resolution of the financial burden of Georgia Archives' lease agreement.

Historical Records and Their Use

Historical records can be produced almost anywhere. They document people's activities from mundane, everyday events to momentous occasions. Outside of family-held documents, historic records are most often found in public and private institutions. These may include:

- State government departments and offices
- Local government departments and offices
- Historical societies and organizations
- Business and industry
- Academic institutions
- Religious institutions and denominations
- Libraries
- Professional associations
- Cultural organizations
- Ethnic groups and organizations

Almost everyone will have a need for using a historical document sometime in his or her life. Examples of uses are:

- providing eligibility for retirement or medical care through military records
- researching past family members to establish important medical history information
- establishing property title in land disputes
- tracing lost friends or relatives
- uncovering family history
- researching past community history
- documenting litigation
- developing educational lessons and materials
- planning community historical and historical tourism events
- documenting historic buildings and sites for preservation efforts.

Introduction

Fire. Flood. Tornadoes. Earthquakes. Prolonged exposure to heat and cold. Insects. Vermin infestation. Loss from neglect and ignorance.

These are some of our most feared natural and man-made occurrences. They wreak havoc on our homes and communities. Some destroy our houses, businesses, entire cities. Others destroy the contents we believed were protected inside our buildings.

The aftermath of one of these occurrences is the stuff of nightmares as we survey the effects to the physical embodiments of our most precious memories: Five generations of your family were baptized, married, and memorialized in the church that lies in a charred ruin. Family photo albums, videos, Super 8 movies, portraits – all in the house that is now scattered across town. The county courthouse holding the official records of all the deeds, plats, wills, trusts, and other documents essential to the transaction of business since the county was established is little more than a pile of ash.

All of these items are part of who you are. They are precious. They are irreplaceable. They affect your daily life and livelihood. They represent many, sometimes hundreds, of years of documentation and memories destroyed in a fraction of the time it took to create them.

In the face of loss, you were grateful you had read a recommendation encouraging making copies of all of your photos and documents and keeping them in your safe deposit box. You purchased copies of your most treasured books and had taken photos of figurines, pottery, and other artifacts of value. In the event of disaster, your insurance will pay to replace items destroyed or heavily damaged.

By taking preventive measures, you were able to avert the total loss of photos, documents, and artifacts of your life in the event of disaster. Had it not been for your being proactive with regard to your physical memories, you would have nothing to prove you had met Elvis, climbed El Capitan in Yosemite National Park, or made your first solo flight at 18. With the original photos safe in your safe deposit box, the loss of the copies on display is not the heartbreaking loss it could so easily have been.

Like your family records, photos, artifacts, and certificates, the official records of the State of Georgia provide its citizens with documentation testifying to the founding of the state, its contributions to the United States at large, and the shared heritage of her people. Documents, maps, inventories, photographs, and other records that serve to verify the oral history passed down through the years are critical pieces of information for citizens of Georgia. They must be properly maintained so as not to look like the papers your grandmother put in her attic. After 50 years of heat and cold, those papers that constitute a sales transaction for your family land or business are little more than shattered remains.

Historical documents are pieces of our past that not only document our heritage, but that serve as official, legal resources in the event of litigation, legislation, or other action involving our state or other entities that have stored their documents in the Georgia Archives. Unlike your grandmother's attic, the staff and facilities of the Georgia Archives provide state-of-the-art archival conservation, restoration, and storage services so the Georgia's citizens can rest assured their irreplaceable printed heritage is safe in the event of fire, flood, tornado, or earthquake. Protected from the ravages of time, insects, and vermin, important documents are carefully stored in a temperature and humidity-controlled environment.

About GHRAB

The Georgia Historical Records Advisory Board (GHRAB) was created in 1993 by act of the Georgia General Assembly. According to the Official Code of Georgia Annotated (O.C.G.A. §45-13-55), the purpose for GHRAB is three-fold:

1. To advise the Secretary of State and the Georgia Archives;
2. To serve as the state advisory body required by federal funding agencies; and
3. To encourage cooperative efforts to improve the condition of Georgia's historical records.

Selected by the Governor for their experience administering and using historical records, the twelve (12) citizens that serve on GHRAB are appointed to staggered three-year terms to provide leadership and advocacy for Georgia's documentary heritage—from yesterday's historical documents to tomorrow's digitized data—by improving the condition of record-keeping statewide.

Establishment of the board is required by National Historical Publications and Records Commission (NHPRC), the funding arm of the National Archives, to provide coordinated planning and oversight for federal grants to Georgia. It is one of fifty-six similar boards active nationwide. GHRAB provides state-level review of grant proposals submitted to NHPRC by Georgia historical records repositories and government agencies to fund the preservation and use of historical records that may be important for an understanding and appreciation of the history of the United States.

Mission

The mission of the Georgia Historical Records Advisory Board is to:

Promote the educational use of historical records.

Improve the conditions of records through grants, site visits, workshops, and awards.

Encourage planning for preservation and access.

Advise the Secretary of State and the Georgia Archives on issues concerning records.

The Role of GHRAB

The Georgia Historical Records Advisory Board (GHRAB) is an advisory and advocacy panel for the Georgia Archives, which is the official records repository for the State of Georgia, and the historical records community. Established 1993 by act of the Georgia General Assembly, GHRAB performs several vital functions including, but not limited to:

The review and administration of grants to Georgia historical records repositories and local governments requesting assistance with preservation of and access to historical records and records management programs in their respective cities and/or counties; and

The encouragement of cooperation and collaboration among users and keepers of Georgia's historical records.

During its history, GHRAB has awarded significant funding to local governments for records management and disaster preparedness projects. The purpose for these grants is to assist local governments with the maintenance of records related to official governmental actions, as well as real estate transactions (deeds, plats), probate court records (wills, trusts, estates), and other records of importance to the people of the municipality or county.

It is from the actions of the past that decisions for the future are often discerned. The use of records held in public and private collections is a critical component of appropriate documentation for the purpose of scholarly examinations of people, places, and events of the past that affect those of the present. As such, GHRAB strongly encourages the utilization of the holdings in Georgia Archives and other Georgia historical records repositories to support research and promote ideas crucial to Georgia's future.

The awards program sponsored by GHRAB provides recognition to persons and organizations who demonstrate effective incorporation of the information held in the Georgia Archives or other public or private repositories. Recognition for Documenting Georgia's History, Undergraduate Research, Graduate Research, and Documenting Local History are a few of the categories for which archival documents provided support. Recipients are recognized with a plaque, listing on the GHRAB website, and an annual reception in their honor at the Georgia Archives.

Looking forward, GHRAB recognizes that a societal shift dominated by popular culture and undermined by an uncertain economic climate dictates a corresponding shift in the public presentation of the Georgia Archives and GHRAB. A plan to stimulate public awareness and understanding of the function and purpose of the Georgia Archives is vital. Helping citizens to recognize what the Georgia Archives means to all people must be given highest priority.

GHRAB Hold of Georgia's History: Background

Since the early 2000s, the gubernatorial appointees to GHRAB have struggled for an organizational voice. Despite the impressive array of professions and associations represented on the advisory board for the Georgia Archives, a sour economy has played its trump card as legislators grapple with a shrinking pool of funds.

Diminished funds impede GHRAB's ability to fulfill one part of its important mission: the administration of grant monies to local governments and cultural institutions to assist with the establishment of appropriate archival practices and emergency/disaster planning for important documents and artifacts. These federal funds distributed via grants across the state are critical to those responsible for saving, maintaining, and making records and historical documents available to Georgia's citizens.

Slashes in budget allocations for the Georgia Archives have resulted in drastically reduced support staff and operational hours for the facility. Open to the public only on Fridays and Saturdays since 2009, the Georgia Archives has become less accessible to researchers and citizens needing to reference its holdings. This has resulted in diminished productivity for individuals, businesses, governments, and the Georgia Archives itself has fewer and fewer staff members attempting to perform the work of eighteen times their number (compared to 90 staff members in 1982). Outside researchers often have to wait as long as six days to schedule a visit to the facility to complete needed documentation for a broad variety of projects. The domino effect of the cuts to the Georgia Archives' budget has increasingly impacted the ability of the people of Georgia to access records that belong to them, as well as the ability of the Archives to continue as the premier repository of historical records related to Georgia and its citizens.

Beginning in 2010, the members of GHRAB sought to re-examine its role as the official advisory group for the Georgia Archives. Board members expressed concern that communications with the general public were almost always prefaced with a lengthy explanation describing GHRAB. An assessment committee was formed to determine GHRAB's role in comparison with those of active SHRABs in other states. The committee created a GHRAB Stakeholder Survey to ascertain current needs and concerns among creators and holders of records. The two most critically important concerns cited by respondents to the survey are physical and electronic records storage, maintenance, and access. Results from the assessment committee's survey determined that the general public's relationship with GHRAB was characterized by several deficiencies:

- Its familiarity with the Georgia Historical Records Advisory Board;
- Its identification with the Georgia Archives;
- Its web accessibility to GHRAB and the Georgia Archives; and
- Its knowledge regarding the Georgia Archives itself.

These deficiencies have resulted in an erosion of public support for the work of the Georgia Archives and the role of GHRAB. As the Georgia General Assembly struggles to meet federal requirements for health care and education, many other issues affecting the people of Georgia have taken precedence over the

Georgia Archives. Left unchecked, a disaster cannot be averted.

In September 2012, the seeming death knell fell when Georgia Archives took another major (\$730,000) cut to its budget that would close its doors to public access on November 1, 2012. The cut was a 3% cut to departments ordered by the Governor. The Secretary of State chose to take the entire 3% for his department out of the Archives' budget. The Archives would have to terminate seven of its remaining 10 positions. As worldwide dismay and criticism appeared in the media and in communications to the Governor of Georgia and the Secretary of State, the Governor, upon signing the proclamation for Archives Month, announced that the Archives would stay open. It soon became evident that there was no plan or coordination between the two offices to save the day, despite demonstrations by supporters and strong media coverage. In mid-October, the Secretary's office issued its notice that individuals could begin making two-hour appointments for needed services from the Archives beginning November 1. Several days later, supporters were relieved to learn in a press release from the Governor and the Secretary that the state would restore \$125,000 to the Secretary's budget to keep Georgia Archives open at its current access hours for the remainder of the budget year, until June 30, 2013, and restore two of the terminated positions. According to the press release, beginning FY 2013, the Archives would transfer to the University System of Georgia (USG) and the Board of Regents (BOR) with appropriations required for operation and assets of the Archives. Additional staff for the Archives would be provided at that time. The Governor's plan is to provide support for the Archives for years to come. Legislation is expected to be introduced to the General Assembly in the upcoming session (January-April 2013) to move the Archives from the Secretary of State to the Board of Regents. The legislature will have to approve this measure. Only time and action will confirm the security of the Archives.

It is in this climate that the GHRAB Strategic Plan for 2012-2015 is written. GHRAB members hope to have some influence over how things are situated with the BOR-USG, and plan to continue to refine the GHRAB's goals and identity as the picture becomes clearer. Preeminent questions have become how to progress while struggling to maintain the function and operation of the Georgia Archives. How best can GHRAB itself function and support the Archives?

WHAT GHRAB HAS ACCOMPLISHED FOR GEORGIA(NS)

GHRAB Grants

- From 1993 to 2012, GHRAB has multiplied its state funds of \$1,583,853 to over \$4.8 million by adding federal grants and local contributions to improve the conditions of Georgia's historical records.

State Appropriations	\$1,583,853
Local Match	\$2,295,650
Federal Grants	<u>\$1,012,325</u>
Total Investment	\$4,891,828.00.

- GHRAB distributed grant funds wisely to organizations across Georgia

186	Local governments
90	Counties
30	Cities
15	School Systems
26	Probate Courts
22	Superior Courts
3	Regional Development Centers
115	Historical Records Repositories
67	Historical Societies
26	Public Libraries
22	Museums
43	University Libraries or Archives
26	Statewide Organizations
18	Similar organizations throughout Georgia
<u>1</u>	<u>State Agencies</u>
389	TOTAL

- GHRAB distributed grant funds widely across the state with grants to organizations in 125 of 159 counties or 72% of all counties in Georgia.
- 60% of all grant expenditures and local cash match was used for personnel expenses which created jobs in Georgia.
- At least two grantees used their GHRAB grant to obtain much larger federal grants

	GHRAB Grant	Federal Grant
Georgia State University	\$4,850	\$82,000
Jekyll Island State Park Authority	\$5,000	\$32,000

GHRAB Hold of Georgia's History: Planning to Succeed

In April 2012, members of GHRAB met for a daylong retreat in Peachtree City with professional facilitator Bob Wright of Panta Rei Consulting, Marlboro, VT. The purpose of the retreat was to address the following areas in an effort to strengthen the mission, focus, and operational effectiveness of GHRAB by:

- Evaluate member impressions of GHRAB stakeholder needs and expectations of the Board;
- Integrate GHRAB history and strengths with an appreciation for the current political and economic landscape;
- Generate the basic components of a 3 – 5 year strategic plan with practical steps for the coming year; and
- Identify key steps in completing the plan post-workshop.

Prior to the meeting, Wright spoke via telephone with each member of GHRAB asking specific survey questions. From the discussions, several “resounding themes” emerged:

1. What do you see as the key roles of the Georgia Historic Records Advisory Board?
 - Review and administer NHPRC grants
 - Promote best practices in records preservation, retention and access across the state
2. In the past, what has the board done especially well? What have been its key contributions to the historic records community?
 - Administer the NHPRC grant program
 - Circuit rider program: local level technical assistance
3. What opportunities do you see for the GHRAB to better fulfill its role?
 - Advocate for the survival of the State Archives
 - Influence the selection of the next State Archivist
 - Get Legislature's attention for Archives
 - Leverage our governor-appointed status
4. The broad purpose of our April 10 retreat is to generate the main components of our strategic plan. What other specific, realistic outputs would you like to see come from the day?
 - Bring new members up to speed with what we've done
 - Plan with a practical, action-oriented approach
 - Assign us specific roles
 - Concrete, actionable goals (fewer is better)

No resounding themes emerged from discussion of Question 5. All responses are listed.

5. What else should we be paying attention to as we go through our planning process? What are other boards doing?
 - The Georgia Archives is a patient on life support – how can we help?
 - Several of us are competing for the same funds
 - Need to grow beyond our dependence on the Archives
 - State/federal money will not return for many years
 - The General Assembly no longer understands or values the role of records and archives for Georgians
 - Archives need to be on people's “top ten” go-to places for information – how can we get them there?

- The SOS is difficult home for the State Archives – underappreciated

The overarching action target for GHRAB is public awareness. A lack of understanding and education for Georgia's citizens is resulting in a lack of emphasis on the Georgia Archives. Since the Georgia Archives cannot advocate for itself, it is the role of GHRAB and the 501(c)(3) non-profit Friends of the Georgia Archives (FOGAH) to bring the role of the state's Archives to the attention of the people of Georgia, as well as its elected and appointed officials.

GHRAB Hold of Georgia's History: The Plan

Overview

Unless one does not read newspapers or surf the internet, news of the global economic downturn cannot have escaped notice. Reductions in force and services have affected many corporations, small businesses, and governments at all levels. As a result, in a time when more service is needed, less is available.

The Georgia Archives is not exempt from circumstances that affect residents, businesses, industries and other government agencies in the state and nation. Since 2007, the globally volatile economic climate has affected the Georgia Archives and, specifically, the advocacy organizations that provide support for the facility. As a result, the official repository for the state's records of legislative, executive, and judicial actions is functioning with significantly decreased funding resulting in a reduction of staff and operational accessibility to the citizenry it serves.

Creating the means to stimulate a better public understanding of the mission, purpose and function of the Georgia Archives and GHRAB is necessary in order to provide support more effectively for the perpetuation of the records of Georgia's citizens. This document outlines what GHRAB has determined to be the strategic issues to be addressed by the organization. The three overarching priorities identified by GHRAB form the framework for the new strategic plan. For each of these three issues, the board also identified goals with strategies and tactics for collaborative action.

GHRAB Hold of Georgia's History: Priorities

While these strategic issues are presented in relative priority, all of the issues are interdependent and essential. These GHRAB focal points will be the centerpiece for advocacy action on behalf of Georgia Archives to assure the documentation of shared history is secure for the future.

The public, officials, and other potential users will have better access to Georgia's rich documentary heritage when those who manage records are better able to preserve and maintain them. This also will occur when a majority of key organizations become more aware of the existence and value of these records within their own institutions.

Priority #1: *Make GHRAB Better Known.*

GHRAB must be relevant, easily recognized and understood, and in line with the changing role of government, technology, and the growing younger population.

Goal A: Update GHRAB web presence and establish Facebook page.

Actions:

- 1) Have Georgia Archives and Secretary of State's (SOS) office move GHRAB to the first page of the Archives web site;
- 2) Identify education program with students who can design web site and set up Facebook page;
- 3) (Board) identify new content for inclusion on the web page; and
- 4) Identify process to update content over time.

Goal B: Explore marketing and branding to create identity easily recognized by the general public

Actions:

- 1) Develop a marketing campaign for historical records.
- 2) Employ public media such as magazines, newspapers, television, and radio as marketing tools.
- 3) Use all available technologies to explain the significance of historical records.
- 4) Identify possible Archives products that will be of interest to general public and students.

Priority #2: *Advocate for Georgia Archives and other Historical Records Repositories in Georgia.*

Government and cultural institution officials must be educated and informed about the role of Georgia Archives and archives in Georgia, and the importance of historical records in the operation of the government and in the daily lives of Georgians.

Goal A: Cultivate a stronger line of communication among GHRAB and state/local government officials to realize more effective support for Georgia Archives.

Actions:

- 1) Talk with SOS regarding the immediate relief that would be realized from modification of the current escalating rent for the Archives;
- 2) Work with the 501(c)(3) non-profit Friends of the Georgia Archives (FOGAH) to bring the role of the State's Archives to the attention of the people of Georgia, as well as its elected and appointed officials;
- 3) Reconnect with Georgia Museum Association, Association of County Commissioners of Georgia and Carl Vinson Institute of Government, Georgia Downtown Association, Georgia Bar Association and others to facilitate public education and awareness components; and
- 4) Connect with Governor's office, SOS, Administration of Courts to keep apprised of Archives' needs.

Goal B: Explore public and private partnerships to support physical and electronic records storage, maintenance, and access in state records management facility, local governments, and historical repositories.

Actions:

- 1) Find incentives to encourage private investment in records preservation and retention;
- 2) Build partnerships through and with Chamber of Commerce and Cultural Tourism;
- 3) Determine the amount of money required to create an endowment for records preservation and explore the possibility of stable funding sources;
- 4) Investigate the best utilization of LOST and SPLOST funds;
- 5) Encourage the legislature, local governments, and historical organizations to create regional records centers and repositories;
- 6) Look at Judicial Map to follow DCA regional footprint – coordinate role of overlaps; and
- 7) Explore FEMA funding and broker through EMC and others to appropriate storage or warehouse space.

Goal C: Establish prequalified vendors for natural and human-caused disasters

Actions:

- 1) Maintain annually, with active communication, the Georgia Archives and Georgia DOAS contract that prequalifies three national vendors for disasters;
- 2) Publicize widely, not only among archives, records, historical and cultural constituencies but also among emergency management and public responder public agencies; and

- 3) Renegotiate and reissue (Georgia Archives and DOAS) the contract with a subsequent set of prequalified vendors, before the current contract becomes ineligible for annual renewal in 2015.

Goal D: Make sure that work product is not lost.

Actions:

- 1) Appoint Archives personnel to manage work product;
- 2) Establish records management for filing, storing, and retrieving work product; and
- 3) Request annual update of work product inventory.

Goal E: Engage political strategist for records and archives advocacy

Actions:

- 1) Look at placement of Archives within state government; and
- 2) Function in advisory capacity, as requested, with regard to Archives' evolving placement, functions, and funding needs for optimum future service to the citizens and guests of Georgia.

Priority #3: Utilize Technology Advances

GHRAB must support the utilization of technology advances to create state standards and protocols for electronic records to meet authentication requirements for long-term access and preservation and the ongoing training of those who maintain historical records.

Goal A: Electronic accessibility must meet archives national professional standards and exist for a broad range of audiences.

Actions:

- 1) Assess current training of Archives staff in applying national standards;
- 2) Assess appropriate equipment and software and acquire as needed;
- 3) Determine needs of local and state government for training and equipment and offer training;
- 4) Advertise existence of electronic accessibility; and
- 5) Encourage active participation of Archives' staff in national initiatives related to electronic records.

Goal B: Establish an authentication and delivery procedure for electronic records created by government agencies and courts.

Actions:

- 1) Make archive national professional standard the state standard for electronic and

- digital records;
- 2) Provide input or representative to E-Discovery Task Force that authenticates state rule to stabilize format of court records, delivery of original documents to court, and provide court's storage; and
 - 3) Provide statewide training as needed.

Goal C: Teach digital preservation to records creators from the beginning by providing an infrastructure for electronic records and digitizing programs.

Actions:

- 1) Use archives national professional standards guidelines and best practices to establish guidelines for digital records in local and state government;
- 2) Identify and assess electronic records storage and preservation in local and state government;
- 3) Provide training as needed; and
- 4) Establish secure server for preservation of electronic records.

GHRAB Hold of Georgia's History: What You Can Do

Your participation in improving the condition of historical records in Georgia is supported, welcomed, and encouraged. You can be an active member of a working group or work within your community or region. Other actions that you can take as an individual to support the efforts of the historical records community are listed below. Each helps to improve the preservation and accessibility of Georgia's historical records.

Be an Advocate

- Contact your public library, historical society, county or municipal clerk's office, and other local historical agencies to find out how to help.
- Volunteer your time, money, and skills to help preserve your community heritage.
- Contact business and community leaders and let them know that historical records contain the community's heritage and identity. Let them know that the value, use, and preservation of this important resource are worthy of their attention.
- Contact government leaders and let them know that you support funding for historical records.
- Work within your region to advocate for historical records projects.
- Support historical records projects that ensure the accessibility of this vital resource for use today and in the future.

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