

Agency Strategic Plan

Department of Historic Resources (423)

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Mission and Vision**Mission Statement**

The Department of Historic Resources fosters, encourages, and supports the stewardship and use of Virginia's significant architectural, archaeological, and historic resources as valuable assets for the economic, educational and cultural benefit of citizens and communities

Vision Statement

By 2016 and the 50th anniversary of National Historic Preservation Act and Virginia Preservation Law, we envision a Virginia where DHR is recognized as the premier agent for fulfilling Article XI of the Virginia Constitution and where people recycle buildings as routinely as they recycle cans and glass.

Virginia is blessed with a rich and varied collection of historic resources ranging from archaeological sites that tell the story of Native American's living here over 16,000 years ago, to the settlement of Jamestown, frontier expansion and the struggle to create a new nation, industrial revolution and Civil War, to places associated with the Cold War and space exploration. Historic resources invigorate our economy, educate our children, inform and enhance our quality of life in communities all across the Commonwealth.

We envision a future for Virginia where historic places are recognized and managed as valuable and irreplaceable economic, cultural, and educational resources for the benefit of individual property owners, and for the communities in which we live, play, and work. We also envision DHR as a nationally recognized historic preservation and customer service agency that provides the tools and the leadership to inspire and assist property owners, developers, local governments and public agencies to ensure that Virginia's historic buildings, districts, sites and other historic properties are appropriately considered in public and private decision-making and effectively preserved and used for the benefit of our communities today and for many generations to come.

Executive Progress Report**Service Performance and Productivity**

- *Summary of current service performance*

A lean, dynamic, service-oriented agency, DHR helps citizens, agencies, and communities to reach their respective historic preservation goals, and promotes the use of historic resources to build a better future for the Commonwealth of Virginia. DHR is a small agency with a large and complex mission and programs—and with high expectations for performance both internally and externally.

In SFY 2007 DHR collaborated with public and private partners:

- Added 5,823 properties to its historic resources inventory—increasing information available to decision makers statewide
- Registered 95 historic buildings, districts and archaeological sites—providing an honorific recognition that also makes those properties eligible for preservation incentives
- Helped property owners rehabilitate 242 historic buildings to meet national standards—leveraging \$287 million in private investment
- Provided training to 2,762 property owners, developers, local planners, public agency officials, and community leaders—enabling them to reach their own preservation goals more effectively
- Reached 28,542 students, tourists, and private citizens through history and environmental education programs, events and exhibits sharing the breadth and diversity of Virginia's history and the importance of historic resources that tell that rich story.
- Provided technical assistance and guidance to state, federal, and local agencies on several thousand projects including every highway project, cell tower, federal community development grant project, and many more—with 94% of responses within 30 days or less

The numerical measures only tell part of the larger story of historic preservation's role in the economic and cultural vitality of Virginia communities, the complexity of the projects in which DHR plays a critical role, and the extent to which DHR leverages its limited resources through partnering with both the public and private sector.

Historic preservation using registration and rehabilitation tax incentives has proven to be the single most effective tool in successful urban revitalization. Projects leveraged through the state and federal rehabilitation tax incentive create jobs, increase household income, generate state, federal and local tax revenue, provide homes for families and places for

businesses to operate, recycle existing infrastructure, reduce sprawl, and enhance local quality of life. Virtually every successful revitalization project in Richmond has been rooted in historic preservation. The same is true of revitalization of downtown Roanoke and other communities across the Commonwealth.

Agency cosponsorship and organizational support for key state conferences such as the APVA-Preserve Virginia annual Preservation Conference, and the annual Environment Virginia Conference bring to the forefront the vital role that historic resources

- *Summary of current productivity*

In the past decade the volume and complexity of expectations placed on the agency has risen astronomically while staffing levels have remained low.

For example:

- Rehabilitation Tax Credits—DHR has seen 7.3 times the number of completed projects from SFY1998 through SFY2006, and 10.25 times the economic investment from SFY1998 through SFY2007 (this last in spite of a slight downturn in the number of completed projects).
- Virginia Landmarks Register—DHR has helped property owners and localities register 2.6 times as many listings in SFY2007 as in SFY1998.
- Nearly 4 times the number of researchers, educators, consultants, property owners, and decision-makers used Historic Resource Inventory in SFY2007 as in SFY1998.
- Environmental Review—In spite of agreements that substantially reduce the number of individual reviews, requests continue to range between 3500 and 4500 a year—with only 5 reviewers—and has improved response time so that we respond to review requests within 30 days 94% of the time in SFY2007 compared to 81% in SFY2003.

In addition DHR has undertaken several major initiatives as noted earlier including developing an award-winning website, creating its cutting edge historic resources inventory data-sharing system, and increasing its educational reach dramatically over the past decade—plus agency-wide initiatives to stimulate the recognition of the full diversity of Virginia history, and to strengthen stewardship of historic properties owned by agencies of the Commonwealth.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

DHR initiatives over the past several years and their results have included:

- Improving stewardship of historic resources owned or controlled by agencies of the Commonwealth
 - o Adding 50 state owned historic properties to the Virginia Landmarks Register
 - o Inspecting 220 state properties
 - o Considering the historic character of 40 historic properties many through treatment plans and protocols for entire agencies
- Making the benefits of historic preservation and the program services of the Commonwealth accessible to all citizens and communities by increasing the number of people and organizations at local, state, and federal levels who know and understand the tools and benefits of historic preservation as a foundation for better public and private decision making
 - o Reaching 13,317 people through targeted training programs
 - o Making 305,798 citizens, teachers, students and visitors more aware of Virginia's rich history and the role of historic places in connecting us to our roots and to each other
- Broadening the scope of historic highway markers and the Virginia Landmarks Register to encompass more fully the full range of Virginia's rich historic diversity
- Adding to the Virginia Landmarks Register 101 properties telling the story of African-American's, Native Americans, Women or other less well-represented themes in Virginia history
- Placing 93 new or replacement historic highway markers on Virginia's highways that reflect Virginia's diversity
- Reaching 88,644 people of all ages with stories of Virginia's rich diversity

- *Summary of Virginia's Ranking*

Virginia has long been recognized as having both an abundance of nationally important historic resources and one of the leading historic preservation programs in the nation.

In recent years Virginia (and DHR) has been consistently ranked #2 nationwide by the National Park Service in both

- Successful nomination of historic properties and districts to the National Register of Historic Places and
- Successful completion of rehabilitation projects that meet standards to qualify for federal tax credits.

Virginia's historic preservation easement program is one of the most highly respected in the nation. DHR's policy board, the Virginia Board of Historic Resources, holds over 420 easements—only Maryland holds more (over 500). This year Virginia's historic preservation easement program is being highlighted at the annual conference of the National Trust for Historic Preservation. It is the first time a state easement program has been featured at what is the major preservation conference in the nation.

Key federal agencies consider DHR and “the Virginia approach” to be a model for other states.

- FEMA has called DHR the “best SHPO in the nation” for its rapid response and comprehensive data and mapping capability in repeated flood events in recent years
- The Department of Defense routinely calls on DHR to provide training and examples of collaborative, balanced preservation problem-solving in the context of a modern military
- The Advisory Council on Historic Preservation and other federal agencies routinely call on DHR staff to provide training on the federal historic preservation review process to agencies nationwide

- *Summary of Customer Trends and Coverage*

DHR customer base represents all of the individuals, agencies, and organizations that own, use, or otherwise benefit from the identification, recognition, and preservation of historic resources in Virginia’s communities. These include customers who deal directly with the agency as they seek to register their historic homes and commercial buildings, seek guidance and incentives to rehabilitate buildings, to conduct research on Virginia history or to support sound private and public decision-making, or to use historic places to educate our children. They also include the travelers and citizens who experience the economic, cultural, and quality of life benefits of tourist attractions and destinations and of livable historic communities—both residential and commercial.

Key categories of these stakeholders in the appreciation, preservation, and use of Virginia’s historic resources include: federal, state and local agencies; local community leaders; property owners; developers; Native Americans; students and teachers; museums; researchers, scholars, and consultants; archaeologists; tourists and businesses that rely on tourism; and the citizens who live, play, and work in historic buildings and communities made more livable by the quality, scale, and character of historic buildings and districts.

DHR’s customer base will continue to broaden. Not only is Virginia’s preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

That trend can be seen in the dramatic increases in customer demand that DHR has already experienced in recent years. A few examples of this skyrocketing demand are outlined in the Current Service Productivity section above.

- **Environmental Review**—In spite of agreements that streamline the review process and substantially reduce the number of individual reviews, the numbers of projects DHR assists remains high. There is a distinct trend toward more complex projects with multi-year “reviews” followed by several years of monitoring mitigation actions. Especially critical in the immediate future are the continuing effects of housing privatization and of BRAC decisions affecting Virginia’s military installations. Also key are the expected increases in highway projects as Virginia responds to the need for better transportation solutions.

- **Rehabilitation Tax Credits**—We have seen a slight downturn in completed projects in the last few months of 2007 – but economic benefits of leveraging private investment in Virginia’s communities continues to rise. With the current housing market, we anticipate a change from rehabilitation for condominiums to similar projects as rental housing in order to take advantage of both state and federal tax credits. The latter only apply to projects on commercial properties. Like the federal projects reviewed, these rehabilitations projects are becoming more complex—and sometime controversial as developers try to get tax credits for properties that are not eligible historic resources, or for projects that do not meet established standards.

- **Virginia Landmarks Register**—The high number of register nominations sought by property owners and community organizations is driven in part by the incentives of tax credits for historic rehabilitations—with greatest interest in historic districts where the economic benefits for rehabilitation projects are greatest. Not only are the numbers increasing, there are pressures from developers to register properties that are sometimes marginally significant or not eligible at all. As with Environmental Review and Rehabilitation Tax Credits, the result is both a high volume and an increase in the complexity of helping property owners and developers achieve their desired outcomes.

- **Historic Resource Inventory** use on-site at the DHR headquarters continues to grow in spite of increasing use of our on-line data-sharing system. The data-sharing system (DSS) was rolled out in 2002-2003 and has been continuously enhanced with new or improved data and is now routinely used by over 100 subscribers a year. We anticipate that, as this highly accessible system continues to be improved, it will take on an increasingly important role for public agencies in analyzing the effects of public actions on community historic resources.

- **Private property owner interest in donating preservation easements** is expected to continue. As the number of

easements grows so do the number of property owners that require DHR technical and review assistance as part of the Commonwealth's responsibility in accepting preservation easements. As properties change hands either through sales or inheritance, the customer base for easement properties also changes with many of the new owners needing greater assistance as they proceed with alternations.

- Local governments have considerable authority over decisions affecting historic resources in their localities, particularly through local zoning and permitting processes. Local decisions for property owned by the locality are not subject to the same reviews and requirements as state and federal agencies--except when federal funding, or permits/licenses are required. Citizen advocates often call on DHR to intervene in local decisions where the agency has no authority. However, DHR can and does provide extensive technical guidance and assistance at the request of local officials, agencies, or citizens to assist localities consider all options in decisions affecting historic properties. As localities deal with redevelopment and with decisions affecting continued use, reuse, or demolition of aging public buildings, such requests become more frequent and more subject to controversy.

- In addition to the exponential increase in sheer volume, DHR has seen considerable growth in the interest of African Americans, Native Americans and Hispanics in preservation issues. In the African American and Native American communities there is a strong desire to see the contributions of their ancestors recognized through registration, historical highway markers, and educational programming. A focus on the diversity of Virginia history and historic resources has become a strong point that cuts across DHR programs.

- State and federal budget reductions and reallocations continues to reduce the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office. The pressures have been particularly great on military agencies and installations to meet their stewardship responsibilities during a time of military conflict and when Congress has mandated privatization of base housing.

- DHR's customer base represents all of the individuals, agencies, and organizations that own or benefit from the identification, recognition, and preservation of historic resources in Virginia's communities. There are many customers who deal directly with the agency as they seek to register their historic homes and commercial buildings or seek guidance and incentives to rehabilitate buildings; however DHR does not track customer service by age nor are any services or products specifically utilized by senior citizens 65 and older in significant numbers. However, the agency has the ability at present to serve all interested seniors based on the services that the agency provides. DHR's Outreach and Education Program is designed to service all customer groups by providing information and education concerning historic resources, historic preservation tools, and the benefits of historic preservation for citizens and communities. Further, DHR has worked during 2006 to make its website compliant with Section 508 of the Rehabilitation Act passed by Congress in 1998 an improvement that also improves accessibility for many senior citizens who have experienced diminished visual or physical capabilities. DHR has now converted over half of its more than 1,200 "tables-based" web pages to a Cascading Style Sheet format so that these comply as HTML pages with Web Content

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

The mix of population and economic growth in some parts of Virginia, while other areas experience economic stress, puts very different kinds of pressures on the historic resources of communities across the state. In areas of population and job loss or low growth, historic resources are both threatened by loss through abandonment and deterioration, yet sometimes preserved simply by the lack of building activity. Elsewhere, rapid urban and suburban expansion threatens rural landscapes and resources including archaeological sites, cemeteries, historic farms and battlefields. In urban centers historic resources are sometimes threatened by demolition and replacement, and at others recognized as valuable assets for community and economic revitalization. In addition, the occasional misuse or misperception of preservation tools in a relatively few instances, has led to ongoing challenges in the General Assembly and Congress that can potentially undermine some of preservation's best tools.

In this complex environment, DHR's role is critically important for the future of Virginia's historic resources. We expect the current level of demand to remain steady or continue to increase (though not so drastically) over the next five years. The trend for federal agencies to delegate responsibilities to state and local agencies and to applicants is expected to increase. The potential for high visibility conflict and the need for balancing complex resource, political and economic values will increase as Virginia's population centers continue to expand. As a result overall, the pressures on DHR's limited resources will also continue to grow.

In this light, agency priorities must include:

- State Stewardship – Focusing attention and services on helping state agencies become better stewards of lands and buildings through our ongoing Stewardship Initiative, the biennial Stewardship Report and consultation processes, and the Management Scorecard
- Sustainability – Emphasis on the role that historic preservation plays in an environmentally sensitive as well as economically dynamic future
- Local Government Support—Focusing on tools and training that can help local governments make the most of historic assets in their communities
- Diversity—Continued emphasis on this important initiative

And operational priorities include:

- Seeking funding and staffing needed to maintain high levels of performance and productivity, and to retain qualified, knowledgeable, and customer-oriented employees
 - Providing timely and responsive service in all service areas
 - Encouraging good stewardship of historic resources in both the public and private sectors
 - Educating customers on the benefits of historic preservation and the tools that they can use to meet their own goals more effectively
 - Using technology to provide accurate and timely data to decision-makers
 - Using technology to inform citizens and agencies and to make DHR programs and services as transparent as possible
 - Continuing a focus on diversity and inclusiveness in all agency programs
- *Summary of Potential Impediments to Achievement*

Impediments to DHR meeting its goals and objectives include:

- The growing complexity of historic preservation issues combined with possible threats to incentives and the legal tools that help ensure that preservation is considered in public decision-making.
- The growing discrepancy between rising demand and resources (funding and staffing) to meet that demand. Shrinking resources among our state, federal, local, and private partners.
- Increased administrative requirements and efforts to centralize state government activities that while of great importance in themselves also tend to draw resources and attention away from the agency mission, and
- Recruiting/keeping qualified staff in a competitive market.

Service Area List

Service Number	Title
423 143 07	Administration of Grants for Cultural and Artistic Affairs
423 502 04	Financial Assistance for Historic Preservation
423 502 05	Historic Resource Management
423 599 00	Administrative and Support Services

Agency Background Information

Statutory Authority

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

Specific authority for DHR products and services includes:

§ 10.1 Chapter 22 outlines the core responsibilities and mandates for DHR under state law.

§ 10.1-2202 calls on DHR

- to conduct a broad survey and to maintain an inventory of buildings, structures, districts, objects, and sites of historic, architectural, archaeological, or cultural interest which constitute the tangible remains of the Commonwealth's cultural, political, economic, military, or social history;

- to publish lists of properties designated as landmarks by the Board, to inspect designated properties from time to time, and periodically publish a complete register of designated properties setting forth appropriate information concerning those properties;
- With the consent of the landowners, to provide appropriately designed markers for designated buildings, structures, districts, objects and sites;
- to acquire and to administer designated landmarks and sites, or easements or interests therein;
- to aid and to encourage counties, cities and towns to establish historic zoning districts for designated landmarks and to adopt regulations for the preservation of historical, architectural, or archaeological values;
- to provide technical advice and assistance to individuals, groups and governments conducting historic preservation programs and regularly to seek advice from the same on the effectiveness of Department programs;
- to prepare and place, in cooperation with the Department of Transportation, highway historical markers approved by the Board of Historic Resources on or along the highway or street closest to the location which is intended to be identified by the marker;
- to develop a procedure for the certification of historic districts and structures within the historic districts for federal income tax purposes;
- to aid and to encourage counties, cities, and towns in the establishment of educational programs and materials for school use on the importance of Virginia's historic, architectural, archaeological, and cultural resources;
- to conduct a program of archaeological research with the assistance of the State Archaeologist which includes excavation of significant sites, acquisition and maintenance of artifact collections for the purposes of study and display, and dissemination of data and information derived from the study of sites and collections; and
- to manage and administer the Historic Resources Fund

§ 10.1-2204 et seq. charges the Board of Historic Resources (and through the Board extends those charges to DHR)

- to designate historic landmarks, buildings, structures, districts, objects and sites for listing on the Virginia Landmarks register;
- to establish and endorse appropriate historic preservation practices for the care and management of designated landmarks;
- to approve the proposed text and authorize the manufacture of highway historical markers;
- to acquire by purchase or gift designated landmarks and sites, or easements or interests therein;
- to review the programs and services of the Department of Historic Resources, including annual plans and make recommendations to the Director and the Governor concerning the effectiveness of those programs and services;
- through public lectures, writings, and other educational activities, promote awareness of the importance of historic resources and the benefits of their preservation and use; and
- to apply for gifts, grants and bequests for deposit in the Historic Resources Fund to promote the missions of the Board and the Department. As staff to the Board DHR administers the Virginia Landmarks Register, Historical Highway Marker program, and Historic Preservation Easements.

§ 10.1-2206.1. establishes procedures for designating a historic district, landmark, building, structure, or site; National Register of Historic Places, National Historic Landmarks; historic district defined.

§ 10.1-2208. requires DHR to ensure that expenditures of state appropriations to nonstate agencies, whether private or municipal, for purposes related to the historical collections, historic landmarks, and historic sites of Virginia are consistent with the statewide plan for historic preservation as established by the Director and adhere to sound professional standards of historical, architectural and archaeological research in the planning, preservation, restoration, interpretation and display of such collections, landmarks, and sites.

§ 10.1-2211. charges DHR with the administration and disbursements of funds appropriated for caring for Confederate cemeteries and graves in 208 different cemeteries.

§ 10.1-2211.1. charges DHR with administration and disbursement of funds appropriated for caring for Revolutionary War cemeteries and graves in 71 cemeteries.

§ 10.1-2212. and § 10.1-2213 direct DHR to manage grants to historical societies, museums and similar organizations for historic preservation projects and operating funds.

§ 10.1-2214. charges DHR and the Virginia Marine Resources Commission with joint responsibilities to protect underwater historic property in Virginia submerged lands and to issue permits for any authorized recovery of historic artifacts from underwater archaeological sites.

§ 10.1 Chapter 23, known as the Virginia Antiquities Act, sets out DHR responsibilities for all archaeological sites on state controlled lands.

§ 10.1-2301 mandates that DHR

- coordinate all archaeological research on state-controlled land and in state archaeological sites and zones;
- coordinate a survey of significant archaeological sites located on state-controlled land, and upon request, survey and officially recognize significant archaeological sites on privately owned property;
- identify, evaluate, preserve and protect sites and objects of antiquity which have historic, scientific, archaeological or

educational value and are located on state-controlled land or on state archaeological sites or zones;

- protect archaeological sites and objects located on state-controlled land or on state archaeological sites or zones from neglect, desecration, damage and destruction;
- ensure that archaeological sites and objects located on state-controlled land or on state archaeological sites or zones are identified, evaluated and properly explored so that adequate records may be made;
- encourage private owners of designated state archaeological sites to cooperate with the Commonwealth to preserve the site; and
- encourage a statewide archaeological education program to inform the general public of the importance of its irreplaceable archaeological heritage.
- The director is further charged with appointing a State Archaeologist to help fulfill these and other related archaeological mandates.

§ 10.1-2302 and 2303 in combination require a permit from DHR to conduct archaeological field investigations on state-controlled lands and retain rights of ownership for the Commonwealth of all artifacts found on such lands.

§ 10.1-2304. Authorizes DHR to designate archaeological sites and zones on private lands with the permission of the property owner and after consultation with the appropriate county, city or town.

§ 10.1-2305 requires a permit from DHR for the archaeological excavation of human remains and gravesites.

In addition to the above several sections of Code relating to local government authority cross-reference DHR’s mandate to provide survey and planning data to local governments and use the Virginia Landmarks Register as the criteria for such state incentives as certain local property tax abatements.

Finally, § 58.1-339.2 establishes DHR’s responsibility in providing guidance and assistance to property owners and developers to ensure that historic rehabilitation projects seeking a state tax credit meet appropriate professional standards.

Primary federal mandates include:

Section 101(b)(3) of the National Historic Preservation Act of 1966, as amended sets forth the responsibilities of the State Historic Preservation Officer and the State Historic Preservation Program, a federal role delegated to DHR as Virginia’s State Historic Preservation Office. These responsibilities include:

- In cooperation with Federal and State agencies, local governments, and private organizations and individuals, direct and conduct a comprehensive statewide survey of historic properties and maintain inventories of such properties;
- Identify and nominate eligible properties to the National Register and otherwise administer applications for listing historic properties on the National Register;
- Prepare and implement a comprehensive statewide historic preservation plan;
- Administer the State program of Federal assistance for historic preservation within the State;
- Advise and assist, as appropriate, Federal and State agencies and local governments in carrying out their historic preservation responsibilities;
- Cooperate with the Secretary, the Advisory Council on Historic Preservation, and other Federal and State agencies, local governments, and organizations and individuals to ensure that historic properties are taken into consideration at all levels of planning and development;
- Provide public information, education, and training, and technical assistance in historic preservation;
- Cooperate with local governments in the development of local historic preservation programs and assist local governments in becoming certified pursuant to subsection (c) of this section;
- Consult with the appropriate Federal agencies in accordance with the Act on Federal undertakings that may affect historic properties; and the content and sufficiency of any plans developed to protect, manage, or to reduce or mitigate harm to such properties; and
- Advise and assist in the evaluation of proposals for rehabilitation projects that may qualify for Federal assistance.

In addition to these primary duties, DHR is required to meet requirements of the Native American Grave and Repatriation Act in the operation of archaeological research and collections management programs. DHR is also delegated responsibilities for managing historic shipwrecks under the National Abandoned Shipwrecks Act of 1987.

Customers

Customer Group	Customers served annually	Potential customers annually
General public and tourists	500,000	7,500,000
Historic attractions and museums	57	700
Local governments	45	164
Native American tribes, Virginia Council on Indian and other Native American groups	9	9

Non state agencies	200	300
Owners of historic properties	900	200,000
Preservation organizations and professionals	100	600
Scholars and researchers	300	2,000
State and federal agencies	82	250
Students, teachers and educational institutions (K-12--higher education)	1,500	2,000,000

Anticipated Changes To Agency Customer Base

DHR's customer base represents all of the individuals, agencies, and organizations that own, use, or otherwise benefit from the identification, recognition, and preservation of historic resources in Virginia's communities. These include customers who deal directly with the agency as they seek to register their historic homes and commercial buildings, seek guidance and incentives to rehabilitate buildings, conduct research on Virginia history or to support sound private and public decision-making, or use historic places to educate our children. They also include the travelers and citizens who experience the economic, cultural, and quality of life benefits of tourist attractions and destinations and of livable historic communities—both residential and commercial.

DHR does not track customer service by customer category. Therefore the agency does not have figures for numbers served or the potential for several key categories. See customer changes and trends below for information based not on customer category, but on service provided.

DHR's customer base will continue to broaden. Not only is Virginia's preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

That trend can be seen in the dramatic increases in customer demand that DHR has already experienced in recent years. For example:

- Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004
- Rehabilitation Tax Credits—DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997—a 346% increase
- Virginia Landmarks Register—DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.
- Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

Private property owner interest in donating preservation easements is expected to continue to grow. As the number of easements grows so do the number of property owners that require DHR technical and review assistance as part of the Commonwealth's responsibility in accepting preservation easements. As properties change hands either through sales or inheritance, the customer base for easement properties also changes with many of the new owners needing greater assistance as they proceed with alternations. At the current rate we anticipate reaching our 2007 target of 400 easements within the next 2 years.

In addition to the exponential increase in sheer volume, DHR has seen considerable growth in the interest of African Americans, Native Americans and Hispanics in preservation issues. In the African American and Native American communities there is a strong desire to see the contributions of their ancestors recognized through registration, historical highway markers, and educational programming. A focus on the diversity of Virginia history and historic resources has become a strong point that cuts across DHR programs.

State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office.

Partners

Partner	Description
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[None entered]

Products and Services

- *Description of the Agency's Products and/or Services:*

Survey & Inventory—services to identify historic resources and make that information available for planning and decisions. This data is the foundation on which all other preservation services are based and which forms the foundation for local comprehensive planning, state and federal environmental and cultural resource review, and comparison and evaluation of historic significance.

Register –services to evaluate the significance of historic resources and list them on the Virginia Historic Landmarks Register and the National Register of Historic Places. Listing provides official recognition for such properties but places no restrictions on private property owners. Listing is also among the minimal criteria for access to public incentives such as tax credits and grants.

Rehabilitation Incentive Projects—services to property owners, developers and localities to ensure that projects seeking state and federal rehabilitation tax credits meet appropriate historic preservation standards

Historic Preservation Easements—services to property owners to accept and manage rights and responsibilities donated on historic properties

Review and Compliance—advisory review services to state, federal, and local agencies to help them meet their state and federal mandated responsibilities to identify and consider the effect of public actions on historic properties. This area also includes issuing permits for archaeological removal of human remains and DHR participation in permits issued by VMRC for recovery of historic artifacts from Virginia's rivers and streams and by DCR for removal of human remains or artifacts from caves.

Education and Outreach—services to all customer groups to inform and educate about historic resources, historic preservation tools, and the benefits of historic preservation for citizens and communities

Historical Highway Markers—services to help research, write, edit and gain Historic Resources Board approval and VDOT placement of appropriate historical highway markers along Virginia's roadways

Archaeology—services in all other program areas to promote and support identification, preservation, documentation, and interpretation of Virginia's fragile archaeological resources

Archaeological Curation and Conservation—services to manage the state's archaeological collections and make those accessible for research and educational purposes statewide

Technical Assistance—advice, guidance, on-site meetings and inspections, and other activities designed to help all customer groups meet a wide range of preservation objectives and to guide them through the relevant state and federal review processes.

Comprehensive Preservation Planning—Developing and implementing a statewide historic preservation plan, as well as providing information and technical assistance to support historic resources sections of local comprehensive plans

Certified Local Governments—a federal program of grants, services, and guidance to support local governments in their historic preservation planning, education, and compliance efforts

Grants to Historic Attractions—Funds approved by the General Assembly for restoration projects on historic properties owned by non-profit organizations for educational purposes. These projects are generally “bricks-and-mortar” restoration or for educational programming interpreting historic attractions under §10.1-2212 and §10.1-2213.

Grants to Confederate Graves and Monuments—Funds appropriated by the General Assembly to maintain Confederate graves and monuments under §10.1-2211.

Grants to Revolutionary War Veterans Graves and Monuments—Funds appropriated by the General Assembly to maintain Revolutionary War Veterans graves and monuments under §10.1-2211.1. (Currently unfunded.)

Grant to Non-state Entities—Funds approved by the General Assembly for non-historic preservation grants to non-state entities for a variety of public benefits.

Management and administrative support—Includes general agency management, human resources management, grants administration, procurement, payroll, budgeting, financial reporting, and accountability.

- *Factors Impacting Agency Products and/or Services:*

Population growth and related pressure both for redevelopment of urban centers and expanding developing into the countryside. This growth both creates opportunities for use of historic preservation in community revitalization, and also putting enormous pressure on rural historic resources, battlefields, and archaeological sites. Such pressure is particularly evident in the corridors between Washington, D.C. and Winchester, Washington and Richmond, Richmond and Virginia Beach, and throughout northern Virginia, but is being experienced in various communities all across the Commonwealth. A combination of both continuing sprawl and redevelopment of urban areas places complex pressures on the historic resources that DHR is mandated to protect. The spread of roads, residential, commercial, and industrial development into traditionally rural areas impacts relatively pristine archaeological sites, battlefields, villages, farms, individual historic resources, and, small family cemeteries. Localities, public agencies, and private developers are seldom prepared to deal with the impacts their actions have on these resources. Trends toward urban redevelopment are most successful when they are rooted in rehabilitation and reuse of existing buildings. Both sprawl and urban redevelopment require greater educational and technical assistance from DHR in several inter-related program areas. The impacts of growth in both rural and urban areas affect all DHR historic resource management products and services. Critically needed are both professional and support staff to supplement regional office services, and to support the technical staff in the central office.

As already noted, customer demand for the full range of agency products has risen exponentially over the past decade and more. This puts increasing pressure on agency human and financial resources to meet the expectations for more service, delivered faster and better. For example:

Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004

Rehabilitation Tax Credits—DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997-- a 346% increase

Virginia Landmarks Register—DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.

Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

In spite of the clear demand and value of historic preservation and the programs developed to encourage and support public and private preservation efforts, there are occasional examples where either misuse or conflicts between competing interests lead to anti-preservation backlash or misguided attempts at reform that will do more harm than good. Two examples of these that form serious threats to preservation both in Virginia and nationwide are movements in both the General Assembly and Congress to limit open space and historic preservation easements and tax credits. Discussions are being held in Congress that seek to limit drastically the federal historic preservation review process and the ability of localities to use the criteria and fact of listing on the National Register of Historic Places as a tool to guide local government decisions. In each of these cases, a few instances of abuse could result in the loss or serious degradation of tools that have proven to be highly effective and beneficial for public and private interests alike—and for the recognition, preservation, and continued use of hundreds of thousands of historic assets across Virginia and the nation. The outcome of such discussions will have a major impact one way or another on the long-term health of Virginia irreplaceable historic resources and on the ability of DHR to be effective.

Expansion of web-based electronic government capacity and use of electronic databases and geographic information systems have the potential to greatly extend the efficiency and effectiveness of DHR's information-sharing and advisory functions—but only if the agency has the additional funds and staff to develop and manage such technological tools. The DHR historic resource inventory data-sharing system (DSS) is a national leader in the field of on-line environmental data, is critical to providing timely information to FEMA, VDOT, DEQ, the Corps of Engineers, local governments, and other key agencies, and is highly vulnerable. This cutting edge application was developed in partnership with VDOT, the National Park Service, and the Corps of Engineers, but is owned and maintained by DHR. Recent additions to the staff to manage DHR's nationally recognized historic resource inventory data-sharing system has greatly strengthened the agency's ability to provide those services.

However, the award-winning DHR website, which has become the agency's primary means of sharing basic information with its broad and varied clientele, is not in the state approved template and does not meet current VITA standards. DHR developed and maintains this website as a shared responsibility of several program staff, using highly "user friendly" software—none of whom are dedicated or trained webmasters. DHR lacks the staff and financial resources to convert this website to meet those added requirements and to maintain it once converted.

Environmental Review: State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many

federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office.

Easements: Easements donated to the state require perpetual management. As the numbers of easements continues to grow and as properties under easement change hands, both through inheritance and sale to new owners, the challenges of working with property owners to meet the conditions of each separate easement also increases. In addition, a 2002 amendment to the Code of Virginia § 58.1-513 allows the state tax credit for donation of easements to be freely transferred creating a market for easement donation credits similar to the market for rehabilitation tax credits, increasing the quantity of easement donations and opening the door to abusive and fraudulent transactions. This legal responsibility has grown far beyond the capacity of existing staff with a result that DHR is increasingly less able to monitor the status of properties under easement and to balance the easement requirements with the changing needs of private property owners. Critically needed is a minimum of 1-2 FTEs and related funding to manage this program effectively.

Education: The success of all DHR programs and services relies in large part to a well-informed customer base—both in terms of the benefits of historic preservation to education, economic development, tourism, and community revitalization, and regarding the existence and how to use various programs and “tools” to achieve those benefits. Thus, as with environmental education broadly, education is an integral part to the success of all mandated programs. Regional offices and staff within specific program areas incorporate the conduct of training key customer groups into their work efforts, but DHR has never had statewide educational staff to coordinate those efforts or to develop and deliver the broad-based programs comparable to all other Natural Resource agencies. Critically needed is a minimum of 1 FTE and related funding to coordinate a statewide preservation education program, and additional funds to produce the educational products (exhibits, workshops, teaching aids, etc.) comparable to those produced in other agencies.

Information Technology generally: As an agency whose primary function is to gather and share information and technical assistance regarding the preservation and use of historic properties, DHR has come to rely increasingly on technology—for communication, data storage and analysis. The agency has had no dedicated IT staff or budget since January 2002 as a result of ongoing budget reductions. The agency does not have funds to contract with VITA or other providers for the services it needs. Further, reliance on VITA still demands sufficient in-house IT expertise to make effective use of that support. Agency-specific applications are outside the scope of VITA as is the purchase and upgrading of basic IT equipment.

Grants: When administration of all state grants to non-state entities was transferred to DHR, the agency had a fully staffed administration division including a dedicated grants manager position. At one time DHR was administering an annual federal grant received from the National Park Service, 7-10 federal grants to Certified Local Governments, and several hundred grants to non-state entities and historic properties. Since that time the complexity of both state and federal grant requirements has increased, but both positions have been abolished in response to budget reductions. State grants to non-state entities and historic properties have also been eliminated. Since then the General Assembly has reinstated its grant program and funds for 230 new grants. DHR needs the grant manager position reinstated in order to administer these grant effectively and in compliance with state regulations.

Stewardship of state-owned historic properties: With the strong emphasis on natural and historic resource protection in the Virginia constitution (only education has equal or greater standing), it is incumbent on state agencies and institutions of higher education to provide leadership by example in their care of state-owned historic properties. Each agency should identify, evaluate, register, and implement a considered plan of action for the effective care and use of historic resources (above and below ground) held in trust for the citizens of the Commonwealth. DHR strongly supports and provides priority services for public agencies in carrying out these responsibilities, but notes that state laws and policies are weak and carried out inconsistently. The past few years have seen great strides in several areas including outstanding renovations of the Executive Mansion, the ongoing work at the Capitol and Patrick Henry Building, and ongoing negotiations with the City of Staunton to ensure the remarkable architectural and landscape treasures of the former Western State Hospital play an active role in the future of that community. At the same time, restructuring the administrative responsibilities of institutions of higher education places at risk both state-owned historic properties and historic properties in the path of planned university expansion. Processes need to be in place to continue the trend for state agency and educational institution stewardship to ensure that those agencies and institutions adhere to best preservation management practices as well as best financial management objectives.

Stewardship of state-owned archaeological collections: DHR manages the Commonwealth's principal archaeological collections of some 5-6 million objects. Housed in one of the few facilities in Virginia that meet federal curation standards, these collections are rapidly outgrowing DHR's curation center and available staff to maintain and promote the effective use of collections for research and educational purposes. At the same time, other collections held by both public and private colleges, museums, and other institutions around the state are housed in attics, basements,

temporary buildings, and lack the tracking systems, security, and facilities necessary for effective management and use.

- **Anticipated Changes in Products or Services:**

The demand for DHR service is expected to increase requiring a combination of greater efficiency, shift of direct services to providing training and “self-help” tools, increased staff, and enlarging and/or increasing the number of regional offices in order to keep up with this exploding demand.

DHR expects to shift more of its publications and information services to electronic media including greater use of Web-based services and service delivery and CD DVD versions of agency publications.

There is a need for new products and services to new audiences and growing constituencies—for example information services and GIS maps that show in 3d version the visual impacts and other impacts of different scenarios or deeper or more detailed exploration of DHR’s archives, photos.

Enhanced regional delivery of technical services by establishment of two new regional offices. This would enable services offered at different regional offices will become better tailored to needs of each region.

DHR anticipates losing more employees to consulting firms and other agencies that can pay more for similar or less demanding work. This is particularly true for employees whose responsibilities require both extensive training and experiences in historic preservation disciplines and a high degree of technological expertise. We are already experiencing increasing difficulty both in retaining qualified staff and in attracting the same level of experienced employees at current state salaries—and expect this trend to continue.

Finance

- **Financial Overview:**

DHR carries out a variety of programs that encourage the preservation of Virginia’s historic resources. Preservation programs include the Cost Share Program, the Threatened Sites Program, and the Historical Highway Markers Program. Also, DHR administers grants to non-state entities under the Financial Assistance for Historic and Commemorative Attractions and the Financial Assistance for Cultural and Artistic Affairs programs.

In fiscal years 2006 and 2007, the Department under Agency 423, received funding totaling \$4,293,829 and \$5,283,844 and financial assistance for administration of grants for Cultural and Artistic Affairs, under Agency 986, State Grants to Nonstate Agencies, of \$34,119,749 and \$36,714,770, respectively. These funds are not included in the Department’s appropriation, but are transferred from the Dept. of Planning and Budget, (Agency number 986) to Agency 423, service area (14307). Out of the FY2007 funding in 14307, \$5,822,000 was transferred to the Department’s Financial Assistance for Historic Preservation (50204) service area to award and administer grants under § 10.1-2213, Code of Virginia. For FY2008, \$26,713,850 was awarded at State Grants to Nonstate Agencies, with an estimate of \$4.6 million of that amount to be transferred for historic grants.

DHR’s funding comes from general funds, federal grants, private gifts and donations, State Tax Act, archives research, curatorial fees. Other sources include sales and royalties from publications, copy machine fees, interest, and federal grant cost recoveries.

- **Financial Breakdown:**

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$9,488,890	\$1,779,655	\$6,059,910	\$1,779,655
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$9,488,890	\$1,779,655	\$6,059,910	\$1,779,655

This financial summary is computed from information entered in the service area plans.

Human Resources

- **Overview**

As of July 1, 2008, DHR has an authorized FTE level of 53. 49 positions are currently filled, with 4 vacancies. DHR has offices in Richmond, Petersburg, Roanoke, Newport News, and Stephens City. Most positions (technical and management) supporting the Historic Resource Management activity are required by federal regulations to meet the Secretary of the Interior’s Standards for Historic Preservation Professionals within the preservation discipline or disciplines appropriate to those specific job duties. For example, all persons conducting historic resource surveys, providing data quality control or evaluating the significance of historic properties reviewing public works projects must

meet the standards for archaeology, architectural history, or historic architecture depending on the type of project and the resources affected.

DHR’s structure reflects its mission, and state and federal mandates. Its organizational structure reflects a commitment to serving Virginia’s communities and local governments through a system of regional offices, each with a minimum critical mass of required preservation disciplines. The central office in Richmond oversees the regional system, coordinates or runs statewide programs such as the Virginia Landmarks register, environmental review, preservation easements, cost share and tax credit project certification, provides a central repository for archaeological collections, and historic resources survey data, and fields deals with issues affecting the entire agency. Two statewide programs (Certified Local Governments, and Threatened Sites Research) are coordinated from the Tidewater Regional Office. A separate administrative unit handles human resources, procurement, fiscal management, and related administrative support operations.

● *Human Resource Levels*

Effective Date	7/1/2008
Total Authorized Position level	53
Vacant Positions	-4
Current Employment Level	49.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	49
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	3
Contract Employees	7
Total Human Resource Level	59.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

● *Factors Impacting HR*

Primary factors affecting the work force are the high volume of demand and complexity of the work, changing nature of historic preservation services, and the market competition from other agencies and the private sector. In addition, a large portion of agency employees are approaching retirement age, a longer than average time is required to fill vacancies due to the limited applicant pool of the related professions, and the workload is ever-increasing due to new mandates and reporting requirements.

● *Anticipated HR Changes*

Traditionally DHR has had a very low turnover rate and has relied on the dedication of a highly qualified and committed staff. That trend has changed in recent years due to several related factors:

- As a small agency, there are relatively few opportunities for upward mobility within DHR
- Younger employees have greater earnings expectations and less institutional loyalty
- A combination of growing mandates, customer demand, greater accountability, increasing complexity of historic preservation and economic development issues means that staff workloads are sometimes overwhelming and that individual staff members are expected to handle both the quantity and range of tasks/skills that are handled by 2-3 staff members in other agencies.
- DHR cannot compete financially with a changing job market. This is particularly true for positions requiring IT skills and for cultural resource management archaeologists.

DHR will address changing preservation issues, rapidly increasing service demands, and the increasing opportunities and challenges of providing information and services more effectively through technology. These influences require an evolving staff—both for the skills of existing staff and requirements for positions and skill sets that have not historically been part of the core program.

Information Technology

● *Current Operational IT Investments:*

As an agency whose primary function is to collect and provide meaningful, accurate, and timely information to enable the effective preservation and use of valuable and irreplaceable historic resources, DHR has thoroughly embraced information technology and its potential to improve information management, communication, training and educational

services to the maximum extent possible within the limitations of a small agency.

DHR was one of the first agencies transitioned to VITA and relies on VITA 100% for IT expertise and staffing. However, since the transition followed the loss of DHR's single dedicated IT position to budget cuts in 2001-02, the agency has never had an FTE or financial resources to contribute toward VITA. IT costs have increased over 300% in the last two years due to the statewide VITA service costs. DHR received one time funding in FY2007 to cover the increase only. DHR will have to make cuts in program funding in order to meet VITA service fees during future years.

DHR has created and continues to enhance in partnership with VDOT, the National Park Service, and the Corps of Engineers, a nationally recognized historic resources inventory data-sharing system (known as DSS) that puts mapping capability and over 100 fields of information on over 150,000 historic properties literally at the finger-tips of public agency planners and their consultants through a licensed, web interface. This system was developed through contracts and with resources provided by DHR's partners. DHR must maintain and add both historic resource data and technological aspects of the this critical application.

Agency applications beyond the data-sharing system are not integrated requiring duplication of effort in data entry. Data is rapidly outgrowing the current data-storage capability of the current system and will increase costs in the near future.

Security for agency data and systems continue to be issues that cannot be resolved without serious assistance and attention from VITA. DHR does not currently have full control over the processes that impact IT security within the agency. Communication issues with VITA exacerbate the situation, further increasing the risk to the agency. DHR does not have staff with the IT knowledge necessary to reduce these risks.

Many DHR staff work long hours both in the office and from home. The agency needs effective VPN access to encourage more effective use of laptops and telecommuting opportunities.

DHR historic preservation staff, with the relatively easy to use FrontPage web software, created an information-rich, award-winning web site that has exponentially increased agency ability to disseminate basic information on legal, programmatic, and technical tools that public and private customers can use. More and more DHR is using this website for communication rather than traditional paper publications. For example, DHR is the only state historic preservation office in the nation that not only places announcements and minutes from board meetings on its website, but also posts the formal nomination reports and sample photographs for all historic buildings, sites, and districts proposed for nomination to the Virginia Landmarks Register and National Register of Historic Places.

However, the website and its essential role in agency operations is rapidly outgrowing the time and expertise available from architectural historians, archaeologists, and conservators who have performed web duties on top of their regular jobs. Without a dedicated webmaster position, DHR will not be able to make the transition or to maintain the website at its current level of effective use.

In summary, the agency's IT vision and objectives to manage and deliver data and services effectively have far outstripped its capabilities and resources. The agency's award-winning website and cutting edge historic resource digital inventory and data-sharing system need further support. Other much needed projects have been on hold for years. With no professional IT staff, the agency network and all related files, data, and operations are at risk.

- *Factors Impacting the Current IT:*

All customer groups are demanding more and better data, tools, and analysis and demanding that it be delivered faster. Technology—communications, databases, geographic information systems, websites—are the best and indeed the only effective answer. Customers are also demanding more interactive use of technology to speed up service.

Changes driven by VITA transformation activities and by implementation of VITA standards for IT infrastructure and applications will continue to change DHR's ability to provide internal and external IT-dependent communication and services. Lack of funding and total reliance on VITA without funds to pay for those services or to meet software and equipment needs place even the status quo at risk.

Aging equipment along with the rapid and constantly changing capacity of technology in general demand that DHR upgrade both equipment and software on a regular basis.

New requirements for state web sites require greater funds and technical expertise in both the short and long term.

Current salary structure and availability of funds make it difficult to retain program staff who also have the skills to use sophisticated IT programs. Turnover in these positions has been high. Staff also require constant training to increase and refresh skills in using and maintaining IT applications.

The demand for accurate survey data would be enhanced by the use of GPS systems.

- *Proposed IT Solutions:*

DHR’s preferred future IT environment would continue the agency history of strategic commitments to using IT to improve data management and access to information for staff and customers alike. In such an environment DHR would have sufficient stable funding, staffing, software, equipment and training to support a wide array of internal operations and databases including the mission critical DSS system.

DHR would receive high quality and timely service from VITA, responsive to our needs in the central office and remote locations including those in Newport News, Petersburg, Roanoke, and Stephens City with no increase in service costs. Alternatively DHR would receive sufficient funding to meet the VITA service charges for comprehensive service to all agency equipment, software, and planning needs at all locations.

DSS would continue to be enhanced—with both technological improvements and enriched data.

Use of technology to manage data and track projects would be expanded and integrated.

The DHR web site would continue to grow and to be an ever more effective communication and information dissemination tool.

Key information now available only in paper records would be digitized and/or microfilmed for better security and access.

Staff access from home and remote locations would be fully functional.

Field operations and communication would be improved through the use of GPS systems and wireless communication to record and transmit data.

Internal communications with regional offices and customers would be improved through video-conferencing, on-line conferencing, and similar communication technologies.

Technology would be used more effectively for staff and customer training.

Staff would be continuously trained to be able to utilize fully available technology for improved operations and service delivery.

DHR’s IT strategy is to continuously review mission and customer needs, identify IT solutions to improve operations, communications, and the quality and accessibility of data that staff and customers need for sound historic preservation decisions. DHR will target projects that can be done within existing staff and funds, seek new funding, and join public and private partners to achieve mutually beneficial objectives. DHR anticipates four non-major IT procurements in FY09 that total \$69,000 (each less than the \$50,000 threshold for ProSight). The agency anticipates two non-major IT procurements in FY10 that total \$24,000.

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$311,647	\$29,936	\$316,322	\$30,385
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$311,647	\$29,936	\$316,322	\$30,385
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0

Agency IT Current Services \$311,647 \$29,936 \$316,322 \$30,385

Comments:

[Nothing entered]

● *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$130,000	\$0	\$810,000	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$69,000	\$0	\$24,000	\$0
Total Proposed IT Investments	\$199,000	\$0	\$834,000	\$0

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$311,647	\$29,936	\$316,322	\$30,385
Proposed IT Investments	\$199,000	\$0	\$834,000	\$0
Total	\$510,647	\$29,936	\$1,150,322	\$30,385

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

● *Current State of Capital Investments:*

[Nothing entered]

● *Factors Impacting Capital Investments:*

[Nothing entered]

● *Capital Investments Alignment:*

[Nothing entered]

Agency Goals

Goal 1

We will strengthen the culture of preparedness across state agencies, their employees and customers.

Goal Summary and Alignment

This goal ensures compliance with federal and state regulations, polices and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth 26 Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.

Goal Objectives

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Objective Strategies

- The agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management.
- The agency will determine preparedness enhancements needed at the agency level from federal and state guidance and from comparison of current capability and then distribute funding and/or staff to meet target increases.

Link to State Strategy

- nothing linked

Objective Measures

- We will assess our agency's Continuity of Operations Plan (COOP) and determine an assessment score that reflects the percentage of 24 COOP requirements that our agency has completed. Our aim is to achieve a minimum of 75% compliance for our first assessment in 2007 and improve by 5% each year there

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 2007 COOP Assessment Results (% out of 100)

Measure Target Value: Date:

Measure Target Description: Minimum of 75% or, if at 75%, increase the average by 5% each year

Data Source and Calculation: The COOP Assessment Review is a 24-component assessment tool that helps measure the viability of a COOP Plan. Assessment conducted in coordination with the Virginia Department of Emergency Management.

Goal 2

Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future

Goal Summary and Alignment

Virginia is blessed with a rich and varied collection of historic resources ranging from archaeological sites that tell the story of Native American's living here over 16,000 years ago, to the settlement of Jamestown, frontier expansion and the struggle to create a new nation, industrial revolution and Civil War, to places associated with the Cold War and space exploration. Historic resources invigorate our economy, educate our children, inform and enhance our quality of life in communities all across the Commonwealth. DHR's programs support a wide range of public and private efforts to make the most of irreplaceable historic resources that can and should benefit Virginia communities for generations to come.

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal Objectives

- We will identify, evaluate and recognize historic resources as a source of information and encouragement available to

property owners and other public and private decision-makers through June 30, 2008.

Objective Strategies

- Identify historic buildings, objects, structures, sites, and districts
- Maintain quality control of data and make it readily accessible for internal and external use
- Evaluate historic significance and register on Virginia Landmarks Register and National Register of Historic Places those that meet established criteria

Link to State Strategy

- nothing linked

Objective Measures

- Number of historic properties identified and documented in statewide historic resource inventory data-sharing system

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Total entries through SFY2005

Measure Target Value: Date:

Measure Target Description: Survey and add to inventory an additional 10,000 properties for a total of 198,000 by the end of SFY2010

Data Source and Calculation: Survey data that identifies buildings, districts, sites, structures, objects and other resources that are potentially historic and that should be considered in private and public decisions are produced from a variety of sources. All such data is then entered into the DHR historic resources inventory data-sharing system--a complex electronic system with attributes of both a powerful database and a GIS mapping system. Final inclusion reflects the outcome of public and private surveys, and quality control reviews.

- We will increase the protection and/or rehabilitation and reuse of historic properties for economic and community benefits through June 30, 2010.

Objective Strategies

- Leverage and improve the quality of private rehabilitation and reuse of historic building stock
- Provide technical guidance to enhance consideration, protection, and use of historic assets affected by state and federal projects, funding, licensing, and permits
- Acquire and manage historic preservation and open space easements to protect important historic assets

Link to State Strategy

- nothing linked

Objective Measures

- Number of private rehabilitation projects leveraged through DHR assistance and incentives.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Number of projects certified as complete in 2005

Measure Target Value: Date:

Measure Target Description: Number of projects expected to be certified as complete in each year through

2010

Data Source and Calculation: Agency records on historic rehabilitation projects completed and certified as meeting Secretary of the Interior Standards to qualify for state historic rehabilitation tax credits.

Goal 3

Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth

Goal Summary and Alignment

DHR is the steward of a wealth of information about historic resources and the Commonwealth's primary archaeological collections. It is our responsibility to the citizens of the Commonwealth to increase and manage both information and artifact collections effectively and to encourage their use in planning and decisions that will shape the future of historic buildings, sites, and other historic resources as outlined in Goal I and that will be used to educate our children and our citizens as outlined in Goal III.

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal 4

Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

Goal Summary and Alignment

If it is true that "you don't know what you've got 'til it's gone" and that people will take better care of the things they know and care about, then it is incumbent on DHR as the Commonwealth's historic preservation agency to provide educational and training materials and opportunities to inform property owners, public agencies, and the general public about the importance of Virginia's irreplaceable historic properties, the economic, cultural, and educational benefits of their preservation and use, and the tools that are available to make historic resources and preservation work for Virginia's communities. This historic resources aspect of environmental education is an essential foundation for the accomplishment of Goal 1 and the natural outcome of the information and archaeological collections managed under Goal 2.

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal Objectives

- We will conduct historic preservation training and environmental education programs and events designed to increase knowledge and appreciation of Virginia's historic assets and how to use them for economic, educational, and civic benefit.

Objective Strategies

- Conduct training for agencies, local governments, property owners, developers, and other target audiences in how to use the programmatic "tools" of preservation for economic and community revitalization
- Conduct or cosponsor educational activities to students, teachers, families, and the general public about Virginia history, historic places, and the benefits of preservation
- Provide information and guidance on-line and through publications

Link to State Strategy

- nothing linked

Objective Measures

- Total audience reached through historic preservation training and environmental education programs, classes, exhibits, and events

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Baseline is calculated as the audience numbers in the first year this activity was tracked.

Measure Target Value: Date:

Measure Target Description: The target is based on planned educational activities and current staff and financial resources for the coming year.

Data Source and Calculation: Quarterly reports from staff and partner organizations listing workshops, conferences, lectures, exhibits, and other educational activities and events and reporting on approximate attendance figures.

Goal 5

Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Goal Summary and Alignment

Providing the level of high quality expertise and effective service needed to address DHR's mission and goals requires a highly trained and highly motivated staff committed to historic preservation principals and to outstanding customer service. It is the agency's challenge and commitment in turn to provide hire and retain qualified staff, to encourage life-long professional learning and growth, and to recognize and reward exemplary performance in ways that build and retain a high performance team. It is also the agency's responsibility to administer its human and financial resources to comply with state procurement, accounting, and other administrative procedures consistent with state policy and procedures.

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.
 - Be recognized as the best-managed state in the nation.
 - Protect, conserve and wisely develop our natural, historical and cultural resources.
-

Service Area Strategic Plan

Department of Historic Resources (423)

3/11/2014 2:29 pm

Biennium: 2008-10 ▼

Service Area 1 of 4

Administration of Grants for Cultural and Artistic Affairs (423 143 07)

Description

DHR contacts non state agencies, receives grant applications, answers questions regarding applicable regulations, assists with Electronic Data Interchange enrollment, reviews grants for adequate supporting documentation, provides match documents to the Secretary of Finance for certification, prepares budget transactions, monitors appropriation levels, and processes payments to grantees. There is no Administrative funding for this service area. Administrative Services (59900) provides the support.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
This service area aligns itself to the agency mission by providing administrative support for processing non state agency grants that supports the Commonwealth's cultural resources.
- *Describe the Statutory Authority of this Service*
Chapter 847, 2007 Acts of the Assembly, Item 481.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
State and federal agencies	Non state agencies	253	300

Anticipated Changes To Agency Customer Base

Grantees are awarded funding during the budgeting process. The volume of grantees will fluctuate from year-to-year.

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*
DHR contacts non state agencies, receives grant applications, answers questions regarding applicable regulations, assists with Electronic Data Interchange enrollment, reviews grants for adequate supporting documentation, provides match documents to the Secretary of Finance for certification, prepares budget transactions, monitors appropriation levels, and processes payments to grantees. Prior to disbursement a checklist and file are reviewed to ensure compliance with state law. Non compliance with any of these factors can impact the payment and timing of these grants. In addition, grant payments must be administered along with the full workload by Administrative Services (59900). The timing of the payment can be effected by other priorities and deadlines mandated for the Administrative Services unit. Previously, the Department had a Nonstate Grants Manager, but the position was eliminated during FY2002-3 budget reductions.
- *Anticipated Changes to the Products and/or Services*
The amount of grants paid out will be determined by the General Assembly. Any changes to the services (grant payment process) will be made as changes are made to the law.
- *Listing of Products and/or Services*
 - Grant funds are disbursed to non state agencies in accordance with law.

Finance

- *Financial Overview*
In fiscal years 2006 and 2007, nonstate agency grants of \$34,119,749 and \$36,714,770 were awarded in Chapters 951

and 847 of the Appropriation Act, respectively. These amounts were awarded to agency 986 and subsequently transferred to the Department to this service area (financial assistance for administration of grants for Cultural and Artistic Affairs-14307). These funds are not included in the Department's appropriation. Out of the FY2007 funding in 14307, \$5,822,000 was transferred to the Department's Financial Assistance for Historic Preservation (50204) service area to award and administer grants under § 10.1-2213, Code of Virginia. These grants can fluctuate from year to year as they are awarded by the General Assembly. For FY2008, \$26,713,850 was awarded to State Grants to Nonstate Entities, with an estimate of \$4.6 million of that amount to be transferred for historic grants. No grants were awarded in FY2009.

● *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$0	\$0	\$0	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$0	\$0	\$0	\$0						
Base Budget	\$0	\$0	\$0	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$0	\$0	\$0	\$0						
Base Budget	\$0	\$0	\$0	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$0	\$0	\$0	\$0						
Base Budget	\$0	\$0	\$0	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$0	\$0	\$0	\$0						

Human Resources

● *Human Resources Overview*

This service area is the appropriated funding for non state agency grants. There are no FTE's funded in this service area. The workload for administering over 300 grants is being absorbed by a small administrative staff who have also had to absorb IT responsibilities for the agency.

Nonstate grants require the following:

- Program interpretation to other state agencies, non state grant recipients, and potential recipients.
- Provide guidance and expert assistance to non state agencies with small or no staff support.
- Creation and maintenance of program forms and operating procedures.

- Analysis of applications to ensure compliance with all program requirements including matching requirements through the Secretary of Finance prior to disbursement.
- Documentation of each grant sufficient to sustain audit and litigation.
- Certification to the State Comptroller certifying compliance with the Code of Virginia.
- Database maintenance (programmatic and financial) for multi jurisdictional use (Dept. of Planning and Budget and legislative staff.)
- Monitoring bills throughout the legislative process.
- Preparation of grant operating budget entries.
- Data entry for payment and tracking

• *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	0
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	0.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

• *Factors Impacting HR*

[Nothing entered]

• *Anticipated HR Changes*

If the non state grants continue to be appropriated additional staff will be essential to provide administration, compliance, and monitoring over multiple years.

Service Area Objectives

- To pay non state agency grant funds as prescribed by law.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of time non state agency grants will be paid in 30 days or less from Secretary of Finance approval

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Percentage of grants paid in 30 days or less

Measure Baseline Value: Date:

Measure Baseline Description: FY2006 baseline - 135 grants -- all paid w/in 30 days or less

Measure Target Value: Date:

Measure Target Description: FY2007 - 253 grants -- all paid w/in 30 days or less

Data Source and Calculation: Grants will be paid in 30 days or less from the DPB approval date of match.

Service Area Strategic Plan

Department of Historic Resources (423)

3/11/2014 2:29 pm

Biennium: 2008-10 ▼

Service Area 2 of 4

Financial Assistance for Historic Preservation (423 502 04)

Description

The Governor and the General Assembly authorize matching grants to museums and historic sites through the annual General Appropriation Act. The purpose of these grants is to support rehabilitation and restoration of historic properties that are open to the public and that provide a combination of educational, cultural, and tourism benefits to the surrounding community. Some grants are also available for educational programs that use these historic places to interpret Virginia history.

DHR's administration of these grants for rehabilitation and restoration ensures that the historic properties being funded receive appropriate treatment consistent with accepted preservation standards. Prior to disbursement of funds for rehabilitation or restoration work at historic properties, DHR reviews work and provides extensive technical assistance and guidance for how work should be done to conform to historic preservation standards to insure adequate and appropriate treatment for historic resources. Grant administration also requires that DHR contact grant recipients, receive and review grant applications, answer questions regarding grant requirements and regulations, review requests for disbursement for adequate supporting documentation and eligibility of expenditures, and process payments to grant recipients.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

Grants administered through this service area are in direct alignment with DHR's mission to put history to work. Many of the organizations receiving grants own and administer historic resources used by the public (county courthouses or other public buildings, etc.) or open to the public as part of museum or historic site offerings. DHR's administration of these grants supports appropriate care and treatment of the Commonwealth's historic resources for public benefit.

- Describe the Statutory Authority of this Service

§ 10.1-2211. charges DHR with the administration and disbursements of funds appropriated for caring for Confederate cemeteries and graves in 208 different cemeteries.

§ 10.1-2211.1. charges DHR with administration and disbursement of funds appropriated for caring for Revolutionary War cemeteries and graves in 71 cemeteries.

§ 10.1-2212 and § 10.1-2213 direct DHR to manage grants to historical societies, museums and similar organizations for historic preservation projects and operating funds. Projects and funds for grants under § 10.1-2212 and § 10.1-2213 are specified in the annual Appropriation Act for any given year.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Historic attractions and museums	Historic attractions and museums	55	700

Anticipated Changes To Agency Customer Base

These grants can fluctuate from year to year as they are awarded by the General Assembly.

Partners

Partner	Description
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[None entered]

Products and Services

- Factors Impacting the Products and/or Services:

DHR's administration of these grants for rehabilitation and restoration ensures that the historic properties being funded receive appropriate treatment consistent with accepted preservation standards. Prior to disbursement of funds for rehabilitation or restoration work at historic properties, DHR reviews work and provides technical assistance and

guidance for how work should be done to conform to historic preservation standards to insure adequate and appropriate treatment for historic resources. Grant administration also requires that DHR contact grant recipients, receive and review grant applications, answer questions regarding grant requirements and regulations, review requests for disbursement for adequate supporting documentation and eligibility of expenditures, and process payments to grant recipients. Non compliance with any of these factors can impact the payment and timing of these grants.

The number and complexity of these grants vary greatly from year to year. Many are multi-year projects requiring considerable monitoring, training, and technical assistance.

- *Anticipated Changes to the Products and/or Services*

Changes to this area would occur from increases or decreases to grants awarded by the General Assembly or Code of Virginia or other statutory changes.

Shifting funds for the Confederate section of Oakwood Cemetery from the Oakwood Confederate Cemetery Trust to the Virginia Sons of Confederate Veterans, will require considerably more ongoing project technical assistance.

- *Listing of Products and/or Services*

- Grants to Historic Attractions—Funds approved by the General Assembly for restoration projects on historic properties owned by non-profit organizations for educational purposes. These projects are generally “bricks-and-mortar” restoration or for educational programming interpreting historic attractions under §10.1-2212 and §10.1-2213. Numbers and complexity of these projects vary greatly from year to year. Many are funded once but represent multi-year projects that must be monitored and tracked frequently.
- Grants to Confederate Graves and Monuments—Funds appropriated by the General Assembly to maintain Confederate graves and monuments under §10.1-2211.
- Grants to Revolutionary War Veterans Graves and Monuments—Funds appropriated by the General Assembly to maintain Revolutionary War Veterans graves and monuments under §10.1-2211.1

Finance

- *Financial Overview*

This service area is the appropriated funding for historic grants. The funding represents the following:

This service area supports several grant specifically identified as:

\$78,800 United Daughters of the Confederacy Grant for purposes prescribed in §10.1-2211, Code of Virginia.

\$5,190,000 for the Civil War Historic Site Preservation Fund. \$631,529 to the Montpelier Foundation for reimbursement of restoration expenses.

In addition, this service area provides for historic grants. In fiscal years 2006 and 2007, nonstate agency grants of \$34,119,749 and \$36,714,770 were awarded in Chapters 951 and 847 of the Appropriation Act, respectively. These amounts were awarded to agency 986 and subsequently transferred to the Department to the service area 14307 (financial assistance for administration of grants for Cultural and Artistic Affairs). These funds are not included in the Department's appropriation. Out of the FY2007 funding in 14307, \$5,822,000 was transferred to the Department's Financial Assistance for Historic Preservation (50204) service area to award and administer grants under § 10.1-2213, Code of Virginia. These grants can fluctuate from year to year as they are awarded by the General Assembly. For FY2008, \$26,713,850 was awarded to State Grants to Nonstate Entities, with an estimate of \$4.6 million of that amount to be transferred for historic grants. No grants were awarded in FY2009.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$5,839,894	\$0	\$839,894	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$5,839,894	\$0	\$839,894	\$0				
Base Budget	\$5,839,894	\$0	\$839,894	\$0				
Change To Base	\$0	\$0	\$0	\$0				

Service Area Total	\$5,839,894	\$0	\$839,894	\$0
Base Budget	\$5,839,894	\$0	\$839,894	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$5,839,894	\$0	\$839,894	\$0

Human Resources

- *Human Resources Overview*
This service area is the appropriated funding for historic grants. There are no FTE's funded in this service area.

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
Current Employment Level	0.0	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	0	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
Total Human Resource Level	0.0	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- To improve the maintenance and operation of historic attractions and museums through restoration, rehabilitation, or educational projects through June 30, 2008

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of grantee payments made in 30 days or less.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Grants received and paid within the quarter.

Measure Baseline Value: Date:

Measure Baseline Description: Percentage paid within 30 days or less in the first year of this measure

Measure Target Description: Percentage of grants paid within 30 days or less

Data Source and Calculation: Out of the requests for payments received during the quarter, number of grantee payments made in 30 days or less.

Service Area Strategic Plan

Department of Historic Resources (423)

3/11/2014 2:29 pm

Biennium: 2008-10 ▼

Service Area 3 of 4

Historic Resource Management (423 502 05)

Description

Historic resource management implements DHR's federal role as Virginia's State Historic Preservation Office as well as its state mandates to encourage, stimulate, and support the identification, evaluation, protection, preservation, and rehabilitation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources; to establish and maintain a permanent record of those resources; and to foster a greater appreciation of these resources among the citizens of the Commonwealth. Core services include collecting, maintaining and providing information on historic resources; recognition and technical support for those resources and their owners; encouraging public and private protection and use of historic resources for economic development, community revitalization and education; and statewide educational programs for different customer groups. Since most public and virtually all private heritage stewardship efforts are voluntary, DHR's role in educating, informing and advising the public, community and economic leaders and citizens of the next generation about the public benefits of heritage stewardship is the most important aspect of its programs and mission.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*

Historic resource management lies at the core of DHR's mission to put Virginia's history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities.

- *Describe the Statutory Authority of this Service*

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

Specific authority for DHR products and services associated with this service area includes:

§ 10.1 Chapter 22 outlines the core responsibilities and mandates for DHR under state law.

§ 10.1-2202 calls on DHR

- to conduct a broad survey and to maintain an inventory of buildings, structures, districts, objects, and sites of historic, architectural, archaeological, or cultural interest which constitute the tangible remains of the Commonwealth's cultural, political, economic, military, or social history;
- to publish lists of properties designated as landmarks by the Board, to inspect designated properties from time to time, and periodically publish a complete register of designated properties setting forth appropriate information concerning those properties;
- With the consent of the landowners, to provide appropriately designed markers for designated buildings, structures, districts, objects and sites;
- to acquire and to administer designated landmarks and sites, or easements or interests therein;
- to aid and to encourage counties, cities and towns to establish historic zoning districts for designated landmarks and to adopt regulations for the preservation of historical, architectural, or archaeological values;
- to provide technical advice and assistance to individuals, groups and governments conducting historic preservation programs and regularly to seek advice from the same on the effectiveness of Department programs;
- to prepare and place, in cooperation with the Department of Transportation, highway historical markers approved by the Board of Historic Resources on or along the highway or street closest to the location which is intended to be identified by the marker;
- to develop a procedure for the certification of historic districts and structures within the historic districts for federal income tax purposes;
- to aid and to encourage counties, cities, and towns in the establishment of educational programs and materials for school use on the importance of Virginia's historic, architectural, archaeological, and cultural resources;

- to conduct a program of archaeological research with the assistance of the State Archaeologist which includes excavation of significant sites, acquisition and maintenance of artifact collections for the purposes of study and display, and dissemination of data and information derived from the study of sites and collections; and
- to manage and administer the Historic Resources Fund

§ 10.1-2204 et seq. charges the Board of Historic Resources (and through the Board extends those charges to DHR)

- to designate historic landmarks, buildings, structures, districts, objects and sites for listing on the Virginia Landmarks register;

- to establish and endorse appropriate historic preservation practices for the care and management of designated landmarks;
- to approve the proposed text and authorize the manufacture of highway historical markers;
- to acquire by purchase or gift designated landmarks and sites, or easements or interests therein;
- to review the programs and services of the Department of Historic Resources, including annual plans and make recommendations to the Director and the Governor concerning the effectiveness of those programs and services;
- through public lectures, writings, and other educational activities, promote awareness of the importance of historic resources and the benefits of their preservation and use; and
- to apply for gifts, grants and bequests for deposit in the Historic Resources Fund to promote the missions of the Board and the Department. As staff to the Board DHR administers the Virginia Landmarks Register, Historical Highway Marker program, and Historic Preservation Easements.

§ 10.1-2206.1. establishes procedures for designating a historic district, landmark, building, structure, or site; National Register of Historic Places, National Historic Landmarks; historic district defined.

§ 10.1-2208. requires DHR to ensure that expenditures of state appropriations to nonstate agencies, whether private or municipal, for purposes related to the historical collections, historic landmarks, and historic sites of Virginia are consistent with the statewide plan for historic preservation as established by the Director and adhere to sound professional standards of historical, architectural and archaeological research in the planning, preservation, restoration, interpretation and display of such collections, landmarks, and sites.

§ 10.1-2214. charges DHR and the Virginia Marine Resources Commission with joint responsibilities to protect underwater historic property in Virginia submerged lands and to issue permits for any authorized recovery of historic artifacts from underwater archaeological sites.

§ 10.1 Chapter 23, known as the Virginia Antiquities Act, sets out DHR responsibilities for all archaeological sites on state controlled lands.

§ 10.1-2301 mandates that DHR

- coordinate all archaeological research on state-controlled land and in state archaeological sites and zones;
 - coordinate a survey of significant archaeological sites located on state-controlled land, and upon request, survey and officially recognize significant archaeological sites on privately owned property;
 - identify, evaluate, preserve and protect sites and objects of antiquity which have historic, scientific, archaeological or educational value and are located on state-controlled land or on state archaeological sites or zones;
 - protect archaeological sites and objects located on state-controlled land or on state archaeological sites or zones from neglect, desecration, damage and destruction;
 - ensure that archaeological sites and objects located on state-controlled land or on state archaeological sites or zones are identified, evaluated and properly explored so that adequate records may be made;
 - encourage private owners of designated state archaeological sites to cooperate with the Commonwealth to preserve the site; and
 - encourage a statewide archaeological education program to inform the general public of the importance of its irreplaceable archaeological heritage.
- The director is further charged with appointing a State Archaeologist to help fulfill these and other related archaeological mandates.

§ 10.1-2302 and 2303 in combination require a permit from DHR to conduct archaeological field investigations on state-controlled lands and retain rights of ownership for the Commonwealth of all artifacts found on such lands.

§ 10.1-2304. Authorizes DHR to designate archaeological sites and zones on private lands with the permission of the property owner and after consultation with the appropriate county, city or town.

§ 10.1-2305 requires a permit from DHR for the archaeological excavation of human remains and gravesites.

In addition to the above several sections of Code relating to local government authority cross-reference DHR's mandate to provide survey and planning data to local governments and use the Virginia Landmarks Register as the

criteria for such state incentives as certain local property tax abatements.

Finally, § 58.1-339.2 establishes DHR's responsibility in providing guidance and assistance to property owners and developers to ensure that historic rehabilitation projects seeking a state tax credit meet appropriate professional standards.

Primary federal mandates include:

Section 101(b)(3) of the National Historic Preservation Act of 1966, as amended sets forth the responsibilities of the State Historic Preservation Officer and the State Historic Preservation Program, a federal role delegated to DHR as Virginia's State Historic Preservation Office. These responsibilities include:

- In cooperation with Federal and State agencies, local governments, and private organizations and individuals, direct and conduct a comprehensive statewide survey of historic properties and maintain inventories of such properties;
- Identify and nominate eligible properties to the National Register and otherwise administer applications for listing historic properties on the National Register;
- Prepare and implement a comprehensive statewide historic preservation plan;
- Administer the State program of Federal assistance for historic preservation within the State;
- Advise and assist, as appropriate, Federal and State agencies and local governments in carrying out their historic preservation responsibilities;
- Cooperate with the Secretary, the Advisory Council on Historic Preservation, and other Federal and State agencies, local governments, and organizations and individuals to ensure that historic properties are taken into consideration at all levels of planning and development;
- Provide public information, education, and training, and technical assistance in historic preservation;
- Cooperate with local governments in the development of local historic preservation programs and assist local governments in becoming certified pursuant to subsection (c) of this section;
- Consult with the appropriate Federal agencies in accordance with the Act on Federal undertakings that may affect historic properties; and the content and sufficiency of any plans developed to protect, manage, or to reduce or mitigate harm to such properties; and
- Advise and assist in the evaluation of proposals for rehabilitation projects that may qualify for Federal assistance.

In addition to these primary duties, DHR is required to meet requirements of the Native American Grave and Repatriation Act in the operation of archaeological research and collections management programs. DHR is also delegated responsibilities for managing historic shipwrecks under the National Abandoned Shipwrecks Act of 1987.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
General public and tourists	General public and tourist	500	7,500,000
Historic attractions and museums	Historic attractions and museums	25	700
Local governments	Local governments	45	164
Native American tribes, Virginia Council on Indian and other Native American groups	Native American tribes, Virginia Council on Indian and other Native American groups	9	10
Owners of historic properties	Owners of historic properties	900	200,000
Preservation organizations and professionals	Preservation organizations and professionals	100	600
Scholars and researchers	Scholars and researchers	300	2,000
State and federal agencies	State and federal agencies	82	250
Students, teachers and educational institutions (K-12--higher education)	Students, teachers, and educational institutions	1,500	2,000,000

Anticipated Changes To Agency Customer Base

DHR customer base represents all of the individuals, agencies, and organizations that own, use, or otherwise benefit from the identification, recognition, and preservation of historic resources in Virginia's communities. These include customers who deal directly with the agency as they seek to register their historic homes and commercial buildings, seek guidance and incentives to rehabilitate buildings, to conduct research on Virginia history or to support sound private and public decision-making, or to use historic places to educate our children. They also include the travelers and citizens who experience the economic, cultural, and quality of life benefits of tourist attractions and destinations and of livable historic communities—both residential and commercial.

Key categories of these stakeholders in the appreciation, preservation, and use of Virginia's historic resources include: federal, state and local agencies; local community leaders; property owners; developers; Native Americans; students and teachers; museums; researchers, scholars, and consultants; archaeologists; tourists and businesses that rely on tourism; and the citizens who live, play, and work in historic buildings and communities made more livable by the quality, scale, and character of historic buildings and districts.

DHR's customer base will continue to broaden. Not only is Virginia's preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

That trend can be seen in the dramatic increases in customer demand that DHR has already experienced in recent years. A few examples of this skyrocketing demand are outlined in the Current Service Productivity section above.

- **Environmental Review**—In spite of agreements that streamline the review process and substantially reduce the number of individual reviews, the numbers of projects DHR assists remains high. There is a distinct trend toward more complex projects with multi-year “reviews” followed by several years of monitoring mitigation actions. Especially critical in the immediate future are the continuing effects of housing privatization and of BRAC decisions affecting Virginia's military installations. Also key are the expected increases in highway projects as Virginia responds to the need for better transportation solutions.
- **Rehabilitation Tax Credits**—We have seen a slight downturn in completed projects in the last few months of 2007 – but economic benefits of leveraging private investment in Virginia's communities continues to rise. With the current housing market, we anticipate a change from rehabilitation for condominiums to similar projects as rental housing in order to take advantage of both state and federal tax credits. The latter only apply to projects on commercial properties. Like the federal projects reviewed, these rehabilitations projects are becoming more complex—and sometime controversial as developers try to get tax credits for properties that are not eligible historic resources, or for projects that do not meet established standards.
- **Virginia Landmarks Register**—The high number of register nominations sought by property owners and community organizations is driven in part by the incentives of tax credits for historic rehabilitations—with greatest interest in historic districts where the economic benefits for rehabilitation projects are greatest. Not only are the numbers increasing, there are pressures from developers to register properties that are sometimes marginally significant or not eligible at all. As with Environmental Review and Rehabilitation Tax Credits, the result is both a high volume and an increase in the complexity of helping property owners and developers achieve their desired outcomes.
- **Historic Resource Inventory use on-site** at the DHR headquarters continues to grow in spite of increasing use of our on-line data-sharing system. The data-sharing system (DSS) was rolled out in 2002-2003 and has been continuously enhanced with new or improved data and is now routinely used by over 100 subscribers a year. We anticipate that, as this highly accessible system continues to be improved, it will take on an increasingly important role for public agencies in analyzing the effects of public actions on community historic resources.
- **Private property owner interest in donating preservation easements** is expected to continue. As the number of easements grows so do the number of property owners that require DHR technical and review assistance as part of the Commonwealth's responsibility in accepting preservation easements. As properties change hands either through sales or inheritance, the customer base for easement properties also changes with many of the new owners needing greater assistance as they proceed with alternations.
- **Local governments** have considerable authority over decisions affecting historic resources in their localities, particularly through local zoning and permitting processes. Local decisions for property owned by the locality are not subject to the same reviews and requirements as state and federal agencies—except when federal funding, or permits/licenses are required. Citizen advocates often call on DHR to intervene in local decisions where the agency has no authority. However, DHR can and does provide extensive technical guidance and assistance at the request of local officials, agencies, or citizens to assist localities consider all options in decisions affecting historic properties. As localities deal with redevelopment and with decisions affecting continued use, reuse, or demolition of aging public buildings, such requests become more frequent and more subject to controversy.
- **In addition to the exponential increase in sheer volume**, DHR has seen considerable growth in the interest of African Americans, Native Americans and Hispanics in preservation issues. In the African American and Native American communities there is a strong desire to see the contributions of their ancestors recognized through registration, historical highway markers, and educational programming. A focus on the diversity of Virginia history and historic resources has become a strong point that cuts across DHR programs.
- **State and federal budget reductions and reallocations** continues to reduce the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to

delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office. The pressures have been particularly great on military agencies and installations to meet their stewardship responsibilities during a time of military conflict and when Congress has mandated privatization of base housing.

Partners

Partner	Description
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[None entered]

Products and Services

- *Factors Impacting the Products and/or Services:*

Population growth and related pressure both for redevelopment of urban centers and expanding developing into the countryside. This growth is both creating opportunities for use of historic preservation in community revitalization, but also putting enormous pressure on rural historic resources, battlefields, and archaeological sites. Such pressure is particularly strong in the corridors between Washington, D.C. and Winchester, Washington and Richmond, Richmond and Virginia Beach, and throughout northern Virginia. A combination of both continuing sprawl and redevelopment of urban areas places complex pressures on the historic resources that DHR is mandated to protect. The spread of roads, residential, commercial, and industrial development into traditionally rural areas impacts relatively pristine archaeological sites, battlefields, villages, farms, individual historic resources, and, small family cemeteries. Localities, public agencies, and private developers are seldom prepared to deal with the impacts their actions have on these resources. Trends toward urban redevelopment are most successful when they are rooted in rehabilitation and reuse of existing buildings. Both sprawl and urban redevelopment require greater educational and technical assistance from DHR in several inter-related program areas. The impacts of growth in both rural and urban areas affect all DHR historic resource management products and services. Critically needed are both professional and support staff to supplement regional office services, and to support the technical staff in the central office.

As already noted, customer demand for the full range of agency products has risen exponentially over the past decade and more. This puts increasing pressure on agency human and financial resources to meet the expectations for more service, delivered faster and better. For example:

--Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR routinely assists between 3500 and 4500 4351 projects under state and federal law annually

--Rehabilitation Tax Credits—DHR has seen 7 times the number of completed projects, and 10.25 times the economic investment just since 1998

Virginia Landmarks Register—DHR has helped property owners and localities register 2.6 times as many listings in 2007 as in 1998

Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—four times as many as in 1998.

Even though the exploding numbers demonstrate the ever-increasing demand for these programs, they cannot show the complexity involved in DHR services. Each separate service requires a different, multi-step process where training the customer, research, multiple site visits, inspections, and multi-party negotiations are basic requirements—often in highly public and highly controversial contexts. Complex public projects often require several stages of study, review, analysis, negotiation—repeated every time the project sponsor changes direction—as was the case with Wilson Bridge. Even when agreement is reached, many projects require years of monitoring and follow-up as is expected in the case of the King William Reservoir. Housing mandates and BRAC decisions will require special handling for historic resources on military bases for years to come—especially the closing of Fort Monroe which is a National Historic Landmark, and massive increases for bases like Fort Lee and Fort Belvoir which puts pressures on base managers to provide housing and work space often in historic buildings. Volume and complexity overall are growing—particularly the need to support transportation and military projects.

Rehabilitation tax credit projects often involve similar complexity and long-term technical assistance. Multi-million dollar rehabilitation projects such as the Hotel Roanoke or Tobacco Row in Richmond require many years of detailed negotiations, design changes, and inspections. Even small projects can be quite complicated as the developer or homeowner changes plans. Backlogs that occur when the agency is understaffed can cause delays and add to developer costs. The agency collects fees for handling the state credit projects, but the federal funds are insufficient to match these to handle the federal review process.

Easements protect historic properties in perpetuity, which gives the Commonwealth permanent responsibilities to work closely with owners, monitor compliance with the easements and develop and maintain working relationships with new generations of owners as easement properties change hands. The success of the easement program means that the

major work effort for the agency is rapidly shifting from primarily promoting preservation and negotiating terms of an easement to managing them—and fulfilling the Commonwealth's obligation to the resource and the original donor. In 1998, after 32 years of accepting easements, DHR held roughly 240 easements. At that time DHR set a challenging goal, parallel to challenges in protecting open space, to hold 400 easements by the end of Virginia's 400th anniversary in 2007. The agency surpassed that goal holding 426 easement by June 2007 and has set new targets to continue its active pursuit of easements as part of the Governor's target of protecting 400,000 acres to meet Virginia's commitment under the Chesapeake Bay agreement. Each easement accepted requires regular and systematic inspections and regular contact, education, and technical advice for the private property owner, that is a growing concern with only one dedicated easement position.

Register nominations require extensive research to document dates of construction, architectural details, historic associations, and to put each property or district in the large context so that its historic significance can be evaluated consistently. Research for most nominations is conducted by the property owner or locality proposing the nomination, but each nomination requires varying degrees of technical assistance from DHR staff to help the applicant develop the argument and documentation that demonstrates each properties historic significance and written in a way that will meet federal requirements for listing in the National Register of Historic Places. Each proposal must be consistently evaluated by expert staff, which often requires additional research to compare with other, similar properties, prior to making a recommendation to the boards. Often many months are spent helping property owners or community organizations conduct research and build a case, only to determine that the building or district being proposed does not have sufficient historic fabric left to justify registration or that the history traditional associated with that place cannot be documented. Since the effects of registration is often misunderstood, DHR works with localities and neighborhood groups for months and even years before many historic districts are registered. In addition to the board meeting and preceding public hearings required for registering districts, DHR requires that the district proposers demonstrate due diligence in organizing property owner understanding and support prior to processing district nominations. As a result, while the call for historic district nominations has increased dramatically—including many large urban districts—objections to nominations and loud public controversy at board meetings has largely disappeared.

In spite of the clear demand and value of historic preservation and the programs developed to encourage and support public and private preservation efforts, there are occasional examples where either misuse or conflicts between competing interests lead to anti-preservation backlash or misguided attempts at reform that will do more harm than good. Two examples of these that form serious threats to preservation both in Virginia and nationwide are movements in both the General Assembly and Congress to limit open space and historic preservation easements and tax credits. Discussions are being held in Congress that seek to limit drastically the federal historic preservation review process and the ability of localities to use the criteria and fact of listing on the National Register of Historic Places as a tool to guide local government decisions. In each of these cases, a few instances of abuse could result in the loss or serious degradation of tools that have proven to be highly effective and beneficial for public and private interests alike—and for the recognition, preservation, and continued use of hundreds of thousands of historic assets across Virginia and the nation. The outcome of such discussions will have a major impact one way or another on the long-term health of Virginia irreplaceable historic resources and on the ability of DHR to be effective.

Expansion of web-based electronic government capacity and use of electronic databases and geographic information systems have the potential to greatly extend the efficiency and effectiveness of DHR's information-sharing and advisory functions—but only if the agency has the additional funds and staff to develop and manage such technological tools. The DHR historic resource inventory data-sharing system (DSS) is a national leader in the field of on-line environmental data, is critical to providing timely information to FEMA, VDOT, DEQ, the Corps of Engineers, local governments, and other key agencies, and is highly vulnerable. This cutting edge application was developed in partnership with VDOT, the National Park Service, and the Corps of Engineers, but is owned and maintained by DHR. Recent additions to the staff to manage DHR's nationally recognized historic resource inventory data-sharing system has greatly strengthened the agency's ability to provide those services.

However, the award-winning DHR website, which has become the agency's primary means of sharing basic information with its broad and varied clientele, is not in the state approved template and does not meet current VITA standards. DHR developed and maintains this website as a shared responsibility of several program staff, using highly "user friendly" software—none of whom are dedicated or trained webmasters. DHR lacks the staff and financial resources to convert this website to meet those added requirements and to maintain it once converted.

Environmental Review: State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office.

Easements: Easements donated to the state require perpetual management. As the numbers of easements continues to grow and as properties under easement change hands, both through inheritance and sale to new owners, the challenges of working with property owners to meet the conditions of each separate easement also increases. In addition, a 2002 amendment to the Code of Virginia § 58.1-513 allows the state tax credit for donation of easements to be freely transferred creating a market for easement donation credits similar to the market for rehabilitation tax credits, increasing the quantity of easement donations and opening the door to abusive and fraudulent transactions. This legal responsibility has grown far beyond the capacity of existing staff with a result that DHR is increasingly less able to monitor the status of properties under easement and to balance the easement requirements with the changing needs of private property owners. Critically needed is a minimum of 1-2 FTEs and related funding to manage this program effectively.

Education: The success of all DHR programs and services relies in large part on a well-informed customer base—both in terms of the benefits of historic preservation to education, economic development, tourism, and community revitalization, and regarding the existence and how to use various programs and “tools” to achieve those benefits. Thus, as with environmental education broadly, education is an integral part to the success of all mandated programs. Regional offices and staff within specific program areas incorporate the conduct of training key customer groups into their work efforts, but DHR has never had statewide educational staff to coordinate those efforts or to develop and deliver the broad-based programs comparable to all other Natural Resource agencies. Critically needed is a minimum of 1 FTE and related funding to coordinate a statewide preservation education program, and additional funds to produce the educational products (exhibits, workshops, teaching aids, etc.) comparable to those produced in other agencies.

Information Technology generally: As an agency whose primary function is to gather and share information and technical assistance regarding the preservation and use of historic properties, DHR has come to rely increasingly on technology—for communication, data storage and analysis. The agency has had no dedicated IT staff or budget since January 2002 as a result of ongoing budget reductions. The agency does not have funds to contract with VITA or other providers for the services it needs. Further, reliance on VITA still demands sufficient in-house IT expertise to make effective use of that support. Agency-specific applications are outside the scope of VITA as is the purchase and upgrading of basic IT equipment.

Stewardship of state-owned historic properties: With the strong emphasis on natural and historic resource protection in the Virginia constitution (only education has equal or greater standing), it is incumbent on state agencies and institutions of higher education to provide leadership by example in their care of state-owned historic properties. Each agency should identify, evaluate, register, and implement a considered plan of action for the effective care and use of historic resources (above and below ground) held in trust for the citizens of the Commonwealth. DHR strongly supports and provides priority services for public agencies in carrying out these responsibilities, but notes that state laws and policies are weak and carried out inconsistently. The past few years have seen great strides in several areas including outstanding renovations of the Executive Mansion, the ongoing work at the Capitol and Patrick Henry Building, and ongoing negotiations with the City of Staunton to ensure the remarkable architectural and landscape treasures of the former Western State Hospital play an active role in the future of that community. At the same time, restructuring the administrative responsibilities of institutions of higher education places at risk both state-owned historic properties and historic properties in the path of planned university expansion. Processes need to be in place to continue the trend for state agency and educational institution stewardship to ensure that those agencies and institutions adhere to best preservation management practices as well as best financial management objectives.

Stewardship of state-owned archaeological collections: DHR manages the Commonwealth’s principal archaeological collections of some 5-6 million objects. Housed in one of the few facilities in Virginia that meet federal curation standards, these collections are rapidly outgrowing DHR’s curation center and available staff to maintain and promote the effective use of collections for research and educational purposes. At the same time, other collections held by both public and private colleges, museums, and other institutions around the state are housed in attics, basements, temporary buildings, and lack the tracking systems, security, and facilities necessary for effective management and use.

- *Anticipated Changes to the Products and/or Services*

The demand for DHR service is expected to increase requiring a combination of greater efficiency, shift of direct services to providing training and “self-help” tools, increased staff, and enlarging and/or increasing the number of regional offices in order to keep up with this exploding demand.

DHR expects to shift more of its publications and information services to electronic media including greater use of Web-based services and service delivery and CD DVD versions of agency publications.

There is a need for new products and services to new audiences and growing constituencies—for example information services and GIS maps that show in 3d version the visual impacts and other impacts of different scenarios or deeper or

more detailed exploration of DHR's archives, photos.

Enhanced regional delivery of technical services by establishment of two new regional offices. This would enable services offered at different regional offices will become better tailored to needs of each region.

DHR anticipates losing more employees to consulting firms and other agencies that can pay more for similar or less demanding work. This is particularly true for employees whose responsibilities require both extensive training and experiences in historic preservation disciplines and a high degree of technological expertise. We are already experiencing increasing difficulty both in retaining qualified staff and in attracting the same level of experienced employees at current state salaries—and expect this trend to worsen.

- *Listing of Products and/or Services*

- Archaeology—services in all other program areas to promote and support identification, preservation, documentation, and interpretation of Virginia's fragile archaeological resources. Includes a range of services including conducting archaeological survey, excavation, analysis, and report writing, prioritizing and funding archaeological studies of sites threatened with destruction, and technical advice and assistance to public and private property owners.
- Archaeological Curation and Conservation—services to manage the state's archaeological collections and make those accessible for research and educational purposes statewide. Includes such responsibilities as cataloguing, conserving, processing and monitoring loans, creating exhibits, conducting lectures and workshops, establishing standards and guidelines for curation and conservation, and providing expert technical assistance to museums, public agencies, and other holders of archaeological collections, as well as researchers using DHR-held collections.
- Technical Assistance—advice, guidance, on-site meetings and inspections, and other activities designed to help all customer groups meet a wide range of preservation objectives and to guide them through the relevant state and federal review processes. Such assistance is an integral part of all other agency services.
- Comprehensive Preservation Planning—Developing and implementing a statewide historic preservation plan, as well as providing information and technical assistance to support historic resources sections of local comprehensive plans
- Certified Local Governments—a federal program of grants, services, and guidance to support local governments in their historic preservation planning, education, and compliance efforts. Services include such things as grant selections, oversight and management, project monitoring, and technical assistance for projects that may cover one year to several years in duration, guidance for local governments developing ordinances, design guidelines, and historic preservation plans.
- Survey & Inventory—services to identify historic resources and make that information available for planning and decisions. . Includes project selection and project management for short-term and multi-year projects to conducts surveys of localities to identify historic properties, quality control for consultant's products, data-review, entry and analysis, managing archival and electronic records on over 170,000 historic properties and districts, retrieving and analyzing data for public agency and private planning.
- Register –services to evaluate the significance of historic resources and list them on the Virginia Historic Landmarks Register and the National Register of Historic Places. Listing provides official recognition for such properties but places no restrictions on private property owners. Listing is also among the minimal criteria for access to public incentives such as tax credits and grants. Involves extensive technical assistance and/or research, analysis, report writing, technical review at several stages in the process, managing public meetings, board meetings, editing, and working with public and private property owners, community groups, local governments, and the general public.
- Rehabilitation Incentive Projects—services to property owners, developers and localities to ensure that projects seeking state and federal rehabilitation tax credits meet appropriate historic preservation standards. Requires extensive property and project plan review, often at several stages in a project, analysis and negotiation, working with and training developers, property owners, federal reviewing agency.
- Historic Preservation Easements—services to property owners to accept and manage rights and responsibilities donated on historic properties. Includes property review and analysis, negotiation with owners, legal interpretation, property monitoring, project analysis and review, reporting to the board.
- Review and Compliance—advisory review services to state, federal, and local agencies to help them meet their state and federal mandated responsibilities to identify and consider the effect of public actions on historic properties. This area also includes issuing permits for archaeological removal of human remains and DHR participation in permits issued by VMRC for recovery of historic artifacts from Virginia's rivers and streams and by DCR for removal of human remains or artifacts from caves. High volume and highly technical review, often multiple

reviews for complex projects, training and working closely with state, federal, and local agencies, and community groups as consulting parties, and with the federal Advisory Council on Historic Preservation.

- Education and Outreach—services to all customer groups to inform and educate about historic resources, historic preservation tools, and the benefits of historic preservation for citizens and communities. Involves working with client groups to determine training and education needs, researching and developing range of delivery products, exhibits, lectures, workshops, field schools, publications, web features based on variety of history and preservation topics to meet needs of particular target audiences.
- Historical Highway Markers—services to help research, write, edit and gain Historic Resources Board approval and VDOT placement of appropriate historical highway markers along Virginia’s roadways. Involves research, writing, interpretation, working with marker sponsors, board members and various interested parties.

Finance

- *Financial Overview*

This service area consists of 74% general funds and 26% non general funds. There were minimal changes from the prior year.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$2,904,887	\$1,571,020	\$4,475,907	\$1,571,020		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$2,904,887	\$1,571,020	\$4,475,907	\$1,571,020		
Base Budget	\$2,904,887	\$1,571,020	\$4,475,907	\$1,571,020		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$2,904,887	\$1,571,020	\$4,475,907	\$1,571,020		

Human Resources

- *Human Resources Overview*

DHR staff is highly educated, dedicated to historic preservation, and highly motivated. Federal law mandates staff expertise in core preservation disciplines of history, archaeology, architectural history, and historic architecture.

- *Human Resource Levels*

Effective Date	7/1/2008
Total Authorized Position level	45
Vacant Positions	2
Current Employment Level	43.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	43
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	2
Contract Employees	7
Total Human Resource Level	52.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

Primary factors affecting the work force are the high volume of demand and complexity of the work, changing nature of historic preservation services, and the market competition from other agencies and the private sector.

Demand has sky-rocketed in the past two decades, but staffing levels are lower than they were in 1990. For example, only 5 reviewers are available to provide assistance to public agencies for roughly 3,500-4,500 projects--many of them highly complex requiring multiple site inspections, meetings, analysis of hundreds of potential historic properties affected, and multiple changing alternatives. There are no dedicated education positions and no in-house web or IT professionals. Regional offices have only 3 professional positions to serve 25-30 localities apiece. There is a strong sense of overload in virtually all positions, affecting performance and morale.

As the agency and the field of historic preservation has evolved in the past decade, there is an increasing need for applied expertise in historic preservation law, urban and rural planning, and technology. The latter is particularly important as the agency relies heavily on web technology to reach the widest possible audience in a cost effective manner, and has developed (but cannot maintain) one of the most sophisticated database/GIS/web interfaces in the nation for managing and making historic resource data available to public agencies--a system that is critical for transportation projects, local planning, FEMA response, and many other public and private decisions making processes. Some of this new expertise can be gained through ongoing training, some requires new positions with new and specialized skills. The changing environment of preservation also requires staff with a solid grounding in one or more preservation core subject, but who are also flexible utility players. In a small agency with so many different but inter-related programs, each position is very nearly unique, leaving the agency vulnerable when positions are vacant.

The workforce market has changed considerably. Where once the state preservation office was one of very few opportunities in the fields of preservation and archaeology, now there are many preservation jobs in the private sector. DHR cannot compete with the salaries offered in the private sector. Where once vacancies were rare, they are now common as young professionals come to DHR for a year or two, develop on-the-job expertise and knowledge and then move to jobs requiring less effort and stress for as much as half-again the salary in the private sector. A single vacancy in the project review area results consistently in a 10% reduction in ability to meet the federally mandate 30-day response time. The agency cannot compete to hire staff with the combination of historic preservation and technology skills necessary to manage its historic resources inventory data-sharing system. Therefore, it hires entry level preservation professionals with an interest in technology and trains them to provide the services needed. But because of the workload and increasing IT requirements, and higher salaries elsewhere, these employees routinely move on within 1-2 years of employment.

- *Anticipated HR Changes*

DHR is in the process of reviewing positions to ensure proper alignment under the new service area structure. Identified needs to date include full time web master, IT staff, additional reviewers) for state/federal projects, additional support for easement program and all regional offices, full time education staff, assistance for the State Archaeologist, additional expertise/staffing in the area of urban planning, and full time archives assistant as well as stable funding for historic highway marker position.

Service Area Objectives

- To increase the number of historic resources identified, evaluated, and registered

Objective Description

This objective ensures that public and private decisionmakers have reliable, up-to-date information on the location, nature, and relative significance of historic buildings, sites, objects, structures, and districts throughout the Commonwealth. It encompasses both the identification of historic resources, and their inclusion in a system that is readily accessible to decisionmakers, and the public recognition of those resources that meet the criteria for historic, architectural, or archaeological significance through listing on the Virginia Landmarks Register.

Alignment to Agency Goals

- Agency Goal: Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Agency Goal: Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Agency Goal: Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work
- Agency Goal: Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel
- Agency Goal: We will strengthen the culture of preparedness across state agencies, their employees and

customers.

Objective Strategies

- Partner with local governments, universities, and other organizations to conduct historic resource surveys
- Review and provide quality control for federal and other public surveys
- Provide guidance and technical assistance to localities, property owners, and community organizations to complete the research and analysis and guide them through the registration process
- Evaluate significance of historic properties
- Manage public notifications, public meetings, board review, and board meetings to support registration

Link to State Strategy

- nothing linked

Objective Measures

- Number of properties added to the DHR historic resource database

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 170,000 (Total through FY2005)

Measure Target Value: Date:

Measure Target Description: Average of 5,000 each year in SFY2009 and 2010

Data Source and Calculation: Survey data that identify buildings, districts, sites, structures, objects and other resources that are potentially historic and that can inform private and public decisions are produced from a variety of sources. All such data is then entered into the DHR historic resources inventory data-sharing system-- a complex electronic system with attributes of both a powerful database and a GIS mapping system.

- Number of historic resources listed on the Virginia Landmarks Register

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Total landmarks listed through SFY2005

Measure Target Value: Date:

Measure Target Description: Add or update roughly 90 listings each year through 2010

Data Source and Calculation: Agency records of historic properties submitted to the agency, evaluated, and approved for inclusion in the Virginia Landmarks Register by the Virginia Board of Historic Resources. Target number is based on estimated results of joint DHR/local government projects plus properties for which property owners have already expressed and interest and demonstrated some expectation of completing the necessary research and documentation.

- Number of new listings on the Virginia Landmarks Register that directly reflect the rich diversity of Virginia's people and culture

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 154 total (2002); up to 224 (2005)

□ □

Measure Target Value: Date: Measure Target Description: +24 (or minimum of 12 per year through SFY 2010)

Data Source and Calculation: Agency records of historic properties submitted to the agency, evaluated, and approved for inclusion in the Virginia Landmarks Register by the Virginia Board of Historic Resources that directly reflect the rich diversity of Virginia's people and culture. Baseline reflects the total number in 2002 when DHR undertook this initiative. By the end of SFY 2005, 70 properties that reflected Virginia's diversity had been added to the register.

- To increase the protection and/or rehabilitation and reuse of historic properties

Objective Description

This objective ensures that we work with the public and private sectors to promote the preservation and use of historic resources as economic, cultural, and educational assets. This is done primarily through technical assistance, consultation, and incentives including but not limited to reviewing state and federal projects to ensure that historic resources are considered in public decisionmaking, guiding private developers and property owners in meeting technical standards for rehabilitation, and promoting and managing historic and open space easements to ensure that significant historic properties continue in active use in ways that are sensitive to their historic character.

Alignment to Agency Goals

- Agency Goal: Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Agency Goal: Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Agency Goal: Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work
- Agency Goal: Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel
- Agency Goal: We will strengthen the culture of preparedness across state agencies, their employees and customers.

Objective Strategies

- Review state, federal, and local projects for effect on historic properties; provide guidance on mitigating adverse effects
- Provide technical guidance and assistance to property owners and developers on rehabilitation projects
- Provide quality review and technical guidance to owners of properties under easement to ensure appropriate treatment options
- Work with willing property owners to develop easement documents and conditions appropriate to the particular resource

Link to State Strategy

- nothing linked

Objective Measures

- Number of private rehabilitation projects leveraged through DHR assistance and incentives

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: The number of projects certified during SFY2005

Measure Target Value: Date:

Measure Target Description: Targeted 250 projects certified during each year through 2010

Data Source and Calculation: Agency records on historic rehabilitation projects completed and certified as

meeting Secretary of Interior Standards to qualify for state and/or federal rehabilitation tax credits.

- o Amount of private dollars invested in historic rehabilitation projects leveraged and enhanced by the state tax credit program

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Private investment leveraged in first year of state rehabilitation tax credit

Measure Target Value: Date:

Measure Target Description: +\$200 Million in private investment anticipated annually through 2010

Data Source and Calculation: Agency records on the monetary value of rehabilitation projects leveraged by state and federal rehabilitation tax credits and certified through DHR assistance as meeting Secretary of Interior Standards. The baseline was established as the number of project completed in the first year of the Virginia rehabilitation tax credit and reflects projects qualified for federal tax credits only. The measure indicates both the impact of the Virginia tax credits and the overall contribution of this program to historic preservation and economic development. Results are shaped by economic factors above and beyond the effectiveness of DHR educational and technical assistance efforts. Both the number and dollars leveraged through state and federal tax credits remain the best measures of the impact that this program has both on significant historic resources and on economic development. Targets are projected from the estimated costs of projects "in the pipeline" for which property owners and developers have already submitted plans.

- o Number of historic preservation easements held by the Virginia Board of Historic Resources and managed by DHR

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Total number easement held by end of 2005

Measure Target Value: Date:

Measure Target Description: Add 12 new or updated easement each year through 2010

Data Source and Calculation: Agency records on easement donation. In the late 1990's with roughly 250 easements at that time, DHR challenged itself to protect a total of 400 properties through preservation easements by the end of calendar 2007. The agency continues that commitment following 2007 to add an additional 12 per year on average for the next 3 years.

- o Percentage of agency responses that comply with the 30-day federal response requirement for state, federal, and local project review

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 80% (FY2002)

Measure Target Value: Date:

Measure Target Description: >=90% (FY 2008-2010)

Data Source and Calculation: Agency project review tracking database.

- To advance state leadership by example in the stewardship of state-owned historic properties

Objective Description

This objective focuses our efforts to assist state agencies that own or control buildings and lands to be better stewards of historic resources under their control.

Alignment to Agency Goals

- Agency Goal: Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Agency Goal: Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work
- Agency Goal: Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Objective Strategies

- Work with property-owning agencies to identify and register historic properties owned by state agencies
- Monitor the condition of historic properties owned by state agencies
- Work with property-owning agencies to improve the treatment and/or consideration of historic resources in the agencies day-to-day operations or projects
- Prepare a biennial report due in odd numbered years on the status of state-owned historic properties, their management, threats, and priorities for registration

Link to State Strategy

- nothing linked

Objective Measures

- Number of state-owned historic properties added to the Virginia Landmarks Register

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Cumulative 70 total (FY 2002); 120 total (FY2007)

Measure Target Value: Date:

Measure Target Description: +10 state-owned historic resources registered each year through 2010

Data Source and Calculation: Agency registration records.

- Number of state-owned historic properties inspected to monitor condition of significant historical attributes

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Annual target established in 2003

Measure Target Value: Date:

Measure Target Description: Target is to inspect 30 state-owned historic properties per year through 2010

Data Source and Calculation: Agency reports indicating archaeological site and building condition inspections conducted. If there are ongoing projects that affect the condition of a site or building, then the same property may be inspected several times during a year.

- Number of state-owned properties appropriately considered for preservation purposes or placed under treatment or management plans.

Measure Baseline Description: Number of treatment plans, protocols, or studies

Measure Target Value: Date:

Measure Target Description: 4 new treatment plans, protocols, or studies each year through 2010

Data Source and Calculation: Agency reports. Development of treatment or management plans may include studies and lengthy negotiations regarding appropriate strategies taking months or years to complete. Only completed or products or major revisions/renewals of agreements are counted.

- To improve the high quality, quantity, and use of historic resource inventory products and services

Objective Description

This objective ensures that we manage the historic resources, primarily archaeological artifact collections and records on historic resources, under DHR control effectively both for long-term conservation and for active use by public and private decisionmakers, researchers, students, property owners, the general public and any other appropriate customer group.

Alignment to Agency Goals

- Agency Goal: Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Agency Goal: Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Agency Goal: Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work
- Agency Goal: Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Objective Strategies

- Continue to enhance the quality and quantity of data on historic resources in the agency databases and geographic information system
- Establish standards for management of state archaeological collections; manage DHR collections to meet those standards
- Make historic resource data available to key decisionmakers and researchers online
- Encourage use of archaeological collections by researchers and for educational purposes

Link to State Strategy

- nothing linked

Objective Measures

- Customers served by DHR archives and research services

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 3887 total archives customers served in SFY2001

Measure Target Value: Date:

Measure Target Description: =>6000 customers per year through 2010

Data Source and Calculation: Agency visitor logs and research service records.

- Number of backlogged architectural records entered into DHR historic resource inventory data-sharing system

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date: Measure Baseline Description: Approximately 10,000 record backlog in 2006

Measure Target Value: Date:

Measure Target Description: Reduce the backlog by 100% by the end of SFY 2010

Data Source and Calculation: Agency records. The target is to reduce the backlog by 50% (data on 5000 properties entered) by the end of SFY 2008 and 100% by the end of SFY2010

- To increase knowledge and appreciation of Virginia's historic assets and how to use them

Objective Description

This objective emphasizes the importance of education and training--people take care of those things they understand and value. It ensures our commitment to placing the tools of preservation in the hands of the public and private organizations and individuals who own, manage, or otherwise control historic resources and of educating a broad range of audiences about Virginia's rich history and the historic buildings, sites, objects, structures, and districts that both communicate and connect us to that history.

Alignment to Agency Goals

- Agency Goal: Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Agency Goal: Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work
- Agency Goal: Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Objective Strategies

- Partner with public and private sector organizations to provide training in historic preservation review, survey, register, easements, rehabilitation standards and incentives, and other tools for effective historic preservation
- Partner with public and private sector organizations, museums, educational institutions to provide lectures, exhibits, and other educational programs
- Maintain and update information on an active website
- Manage an active publication program of information on preservation programs and educational materials on historic preservation topics

Link to State Strategy

- nothing linked

Objective Measures

- Number of participants trained by DHR training programs or classes

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 2347 participants trained in 2003, the first year this measure was tracked

Measure Target Value: Date:

Measure Target Description: 3000 participants targeted each year through 2010

Data Source and Calculation: Agency records compiling data on audience reached through targeted, DHR-sponsored or co-sponsored training workshops, conferences, and other events about historic resources and the tools available to help meet private and public preservation objectives as well as legal requirements for considering historic resources in public decision-making. Baseline reflects the total number of participants trained in 2003, the first year of this initiative. The target is based on targeted agencies and partnerships already "in the works" for the coming year.

- Number of participants reached by DHR environmental education programs

Measure Class: Measure Type: Measure Frequency: Preferred Trend:
 Measure Baseline Value: Date:

Measure Baseline Description: 8561 participants reached in 2003, the first year this measure was tracked

Measure Target Value: Date:

Measure Target Description: 15000 audience participants targeted in each year through 2010

Data Source and Calculation: Agency records compiling audience reached through educational lectures, exhibits, conferences, or other programs and events coordinated, sponsored or cosponsored by DHR. Baseline is calculated on the numbers of participants reached in 2003 (the first year DHR measured audience reached by educational programming through typical agency educational lectures, public meetings, conferences, etc. The target challenges staff to exceed this baseline number by at least 20% through partnerships and cosponsoring exhibits and workshops that reach a larger audience. Target is based on availability of resources (staff/funding), performance is further leveraged through the use of partnerships, grants, and other one-time funds.

- Number of historical highway markers approved for placement on Virginia's Highways

Measure Class: Measure Type: Measure Frequency: Preferred Trend:
 Measure Baseline Value: Date:

Measure Baseline Description: 66 historic markers approved in 2005--the last year for which there were grant funds for new and replacement markers

Measure Target Value: Date:

Measure Target Description: An average of 40 new markers each year through 2010 based on new grant funding and estimated private marker donations

Data Source and Calculation: Agency board meeting minutes. Most new markers are sponsored by private organizations. Replacement marker funding has ended resulting in lower targets for the next biennium.

- Number of participants reached by DHR education programs with themes emphasizing the rich diversity of Virginia's history and culture

Measure Class: Measure Type: Measure Frequency: Preferred Trend:
 Measure Baseline Value: Date:

Measure Baseline Description: 2000 audience participants reached in 2003 the first year of tracking

Measure Target Value: Date:

Measure Target Description: 10,000 audience targeted through 2010 based on available agency resources

Data Source and Calculation: Agency records compiling audience reached through educational lectures, exhibits, conferences, or other programs and events coordinated, sponsored or cosponsored by DHR. Baseline is determined by the audience reached in the first year on the initiative through agency staff lectures, workshops, and other educational events. Target challenges the agency at a minimum to triple that result by leveraging agency efforts through the use of partnerships, grants, and other one-time funds.

- Historical highway markers that represent the rich diversity of Virginia's culture and history approved for placement on Virginia's highways

Measure Class: Measure Type: Measure Frequency: Preferred Trend:
Measure Baseline Description: Cumulative total number in the first year of the initiative

Measure Target Value: Date:

Measure Target Description: Adding 25 new diversity markers in each of SFY 2009 and 2010

Data Source and Calculation: Agency board meeting minutes. Baseline reflects the total number of markers identified as illustrating the rich diversity of Virginia's people and cultures in 2002 at the beginning of this initiative. By the close of 2007 we had added 112 new diversity markers on Virginia's highway. DHR targets completion of research, writing, editing and approval by the Board of Historic Resources an additional 30 markers reflecting diversity themes by the end of SFY 2010 (average 15 per year).

Service Area Strategic Plan

Department of Historic Resources (423)

3/11/2014 2:29 pm

Biennium: 2008-10 ▼

Service Area 4 of 4

Administrative and Support Services (423 599 00)

Description

This service area provides support for the agency to carry out its mission in the following areas: General Agency Management, Human Resources, Grants Administration, Procurement, Payroll, Budgeting, Financial Reporting, and Accountability.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
This service area aligns itself to the agency mission by providing agency employees the support it needs to put history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities.
- *Describe the Statutory Authority of this Service*
As part of the Executive Branch the finance and central agencies have powers under law. Policies issued by these agencies constitute Administrative Services State Requirements.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
State and federal agencies	Agency Employees	54	54
Non state agencies	Grantees	311	350
Local governments	Other governmental agencies	25	30
General public and tourists	Public	755	800

Anticipated Changes To Agency Customer Base

Nonstate grantees will change by the number of grantee's services in any given fiscal year. If decision packages are approved, there will be additional full time employees added to customer base. There is also anticipated increases of customer service to the public as enhancements are made to DSS and the Archives, there will be an increase to the volume of invoices and collections for fees in these areas.

Partners

Partner	Description
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[None entered]

Products and Services

- *Factors Impacting the Products and/or Services:*
Changes in Governors may impact the products and services of this area. The Agency Head is funded under this service area.

Continued emphasis on accountability such as those requirements for private companies as outlined in the federal Sarbanes Oxley Act, and in the Commonwealth's ARMICS Directive, will impact this area by requiring more examination of internal controls. In addition, increases to scorecard requirements, eVa and Small, Minority and Women owned procurement mandates, State Comptroller initiatives and mandates, and continued awarding of nonstate agency grants will require additional and/or higher level skilled employee's to meet these demands.
- *Anticipated Changes to the Products and/or Services*
Customer service to nonstate grantees will change by the number of grantees services in any given fiscal year.
- *Listing of Products and/or Services*
 - Agency Management The DHR Director is appointed by the Governor to serve as the State Historic Preservation

Officer for the purposes of carrying out the National Historic Preservation Act of 1996, as amended. The Director provides agency leadership and decision making on all operational and program matters. Administrative Support • Provides advice on compliance issues • Administers agency fleet • Ensures compliance by maintaining policies, conflict of interest data, records retention Human Resources • Implements an effective workforce plan utilizing accurate and timely workforce data. Attracts and retains qualified workforce by strategically using existing human resource management flexibilities, pay practices and benefits. Plans, develops, implements and manages all recruitment and selection activities. • Administers the agency's performance management program. Provides opportunities or plans for employee development. • Ensures agency compliance with state and federal directives, such as: Conflict of Interest, FLSA, Records Retention Management, EEO and Compensation. • Handles all grievance and complaint activities. • Provides training as needed; and ensures staff is proficient. Grants Administration National Park Service – Historic Preservation Fund Grant • Prepares the annual application, interim reports and year-end report. • Prepares the annual HPF work plan for submission to the National Park Service (NPS) based on input from the senior team. Monitors and reports DHR progress vs. goals. • Monitors grant receipts, expenditures and federal cash to ensure compliance with state and federal guidelines. • Reviews annual application certifying compliance with NPS-49, evaluates funding requests based on established guidelines, establishes/maintains documentation, provides grantee training on fiscal/administrative aspects of the Certified Local Government (CLG) grants, reviews CLG reimbursement requests for compliance with established guidelines, obtains appropriate documentation and approvals before issuing payment. • Ensures salary costs are appropriately charged, maximum allowable reimbursements are promptly collected and grant charges are internally consistent and replicable by state and federal auditors. Cost Share and Threatened Sites • Monitors the Cost Share and Threatened Sites fiscal activities. Requests NGF appropriations, carry forward requests, with program staff. General Assembly non state agency grants • Provides program interpretation and application ensuring compliance with state requirements. • Documents grant activities and maintains database. • Evaluates annual appropriations and prepares budget entries. Submits documents to Secretary of Finance for approval of match documentation. • Establishes payment schedule and responds to grantee, agency and legislator inquiries. Procurement • Manages DHR's procurement of goods and services, as follows: determines appropriate procurement method for each request, through the review of technical specifications, delivery requirements, availability, and cost; reviews and approves emergency and sole source procurement within established limitations; establishes and monitors term contracts; prepares and issues bid requests; conducts contract negotiations; ensures proper posting and publication of solicitations and awards; schedules and conducts prebid/proposal conferences and determines need for solicitation modifications; presides over sealed bid/proposal openings; evaluates bids/proposals for determination of responsiveness and responsibility; awards purchase orders, contracts and agreements; continually reviews procurement activities to streamline methods and negotiate better prices; prepares written policies and procedures; etc. • Maintains and reviews procurement activities to assess the feasibility of contract development. Establishes and administers term contracts for goods and services using appropriate procurement methods. • Monitors purchase order status, and initiates measures to expedite delivery, as necessary. • Coordinates and maintains agency small charge card program. Payroll • Certifies DHR payroll. Reviews reports and determines appropriate coding changes. Reconciles classified timesheets and leave slips and ensures proper accountability to payments from general, federal or special funds. • Ensures employee's salary, benefits, changes are properly reflected in statewide system and checks, w-2's, and related documents are provide timely to employees. Budgeting • Coordinates DHR's budget development process (annual and biennial). Assists managers in preparing, justifying, analyzing and controlling the biennial budget requests and annual operating plan. • Monitors DHR budgets and expenses, prepares forecasts, estimates revenues, allocates resources and projects expenses working with budget managers. Analyzes financial data, existing operations and procedures, management requests, etc. and recommends funding strategies, efficiencies, opportunities, etc. • Enters budget transactions into statewide systems and complies with all mandates from the Department of Planning and Budget • Prepares legislative impact analysis and summarizes financial data, projections, and fluctuation analyses. Financial Reporting • Prepares agency financial statements, including year-end reconciliation and fluctuation reports required by the Department of Accounts (DOA). • Reconciles non general fund and maintains records for state and federal audit and tracking purposes. • Manages the agency's 1099 reporting per IRS requirements. • Prepares the quarterly report and on line submission and annual financial schedule to DOA. . Fiscal • Manages the daily accounts payable function ensuring agency compliance with State Comptroller requirements including prompt pay. Ensures all transactions are accurately coded and documented for accountability. • Drafts agency financial policy and procedures to enhance agency operations. • Ensure agency fiscal activities are in compliance with established policy. Reviews processes to look for ways to become more efficient and effective. • Collects and accounts for incoming funds. • Manages agency Fixed Assets, Leases, Inventory, Vehicles, and Insurance. Accountability DHR complies with rules and regulations sufficient to be audited annually by the Auditor of Public Accounts, by the Department of Accounts and periodically by the National Park Service. DHR meets all requirements of Governor's Management Scorecard which rates agencies on five essential management functional areas: Human Resources, Financial Management and Budget, Procurement, Technology and Performance Management.

- *Financial Overview*

Administrative Services consists of General Agency Management , Human Resources, Procurement, Fiscal, and Grants Administration. 78% of Administrative Services Appropriation is general fund and 22% non-general funds.

- *Financial Breakdown*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$744,109	\$208,635	\$744,109	\$208,635
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$744,109	\$208,635	\$744,109	\$208,635

Human Resources

- *Human Resources Overview*

It has 8 FTE's including the Agency Head, General Administrative Office support, Director of Administration, Financial Services Specialists, Procurement Officer and Human Resource Officer.

- *Human Resource Levels*

Effective Date	7/1/2008
Total Authorized Position level	8
Vacant Positions	2
Current Employment Level	6.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	6
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	1
Contract Employees	0
Total Human Resource Level	7.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

In fiscal year 2001, the Department began administering the non state grant program that was previously administered by the Department of Planning and Budget. At that time, a Non state Grants Manager position was funded along with one FTE. 237 grants passed through the Department of Historic Resources in the amount of \$36.3 million in FY2001 and \$2.5 million for FY2002. For the 2003-2004 biennium the non state grant program was funded by the General Assembly at reduced levels at \$6.3 million. During FY2003 the budget was cut by 15% and a non state grants manager and two other positions were eliminated. Since that time, a Procurement Officer has been added to Administrative Services. In the last two bienniums, non state grants increased from \$34 million (192 grants) to \$37 million (312 grants). This grant administration has been absorbed in to Administrative Services' already full work load. Non state grants require the following:

- Program interpretation to other state agencies, non state grant recipients, and potential recipients.
- Provide guidance and expert assistance to non state agencies with small or no staff support.
- Creation and maintenance of program forms and operating procedures.
- Analysis of applications to ensure compliance with all program requirements including matching requirements through the Secretary of Finance prior to disbursement.
- Documentation of each grant sufficient to sustain audit and litigation.
- Certification to the State Comptroller certifying compliance with the Code of Virginia.
- Database maintenance (programmatic and financial) for multi jurisdictional use (Dept. of Planning and Budget and legislative staff.)
- Monitoring bills throughout the legislative process.
- Preparation of grant operating budget entries.
- Data entry for payment and tracking

In addition to the increase in workload noted above the following circumstances also have increased:

- Implementation of eVA and SWaM and associated reporting.
- Double keying of transactions into both eVa and CARS.
- Coordinating and increased processes related to IT/VITA procurements.
- Increased cost share funding resulting in triple procurements and financial monitoring.
- Mandated use of small purchasing credit card corresponding increase in reconciliations and reporting.
- Automation and computer access expertise necessary in all accounting areas.
- Increased accountability in Governor's Management Scorecard.
- Strategic planning tied to performance measures and budget service areas.
- Flat funding of HPF grant requiring greater strategies and analysis.
- Increased financial reporting requirements to the Department of Accounts including GASB 34.
- Lack of in house computer support utilizing accounting staff time for IT maintenance and troubleshooting.
- Increased knowledge to operate over 50 different statewide and web based computer systems.
- Assumption of agency AITR (overseer of IT and VITA/Northrop Grumman contact) role.
- 20% increase in personnel and related payroll, Human Resources and travel processing.

If the non state grants continue to be awarded by the general assembly, then an additional staff person is needed to ensure that the Department can continue to meet its performance measure related to the Governor's Scorecard and continue to have excellent audits.

- *Anticipated HR Changes*

[Nothing entered]

Service Area Objectives

- Management Scorecard

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of Compliance with the Governor's Management Scorecard

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Quarterly year-to-date to cumulative annual

Measure Baseline Value: Date:

Measure Baseline Description: 100% rating of Meets Expectations in all categories.

Measure Target Value: Date:

Measure Target Description: 100% rating Meets Expectations in all categories.

Data Source and Calculation: The data source is the Governor's Management Scorecard. The calculation will be the percentage derived from the number of Meets Expectations ratings out of total categories (20)