

Agency Strategic Plan

Department of Historic Resources (423)

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Biennium: 2010-12 ▼

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.

Agency Values

- Commitment
Staff at DHR are drawn to our field because we place a high importance on the intrinsic value of historic resources – sites, buildings, objects, and districts – as well as the role they play in Virginia's communities
- Ethics
We maintain the highest standards of integrity, honesty, and performance in carrying out the agency mission and in the stewardship of the agency's financial and human resources respecting human dignity and diversity of staff and customers, maintaining confidentiality, and abiding by all of Virginia's Standards of Conduct for Employees and related regulations.
- Balance
We recognize the need for balance and proportionality in agency actions and decision making remembering at every step that historic resources are assets to be used to meet the changing needs of a vibrant society, not just preserved in isolation, respecting the value of historic resources and competing public interests as well as private property rights.
- Partnership.
We work together and with public and private partners to achieve the best results and outcomes possible.
- Customer Service
We maintain a strong sense of the value of historic resources to Virginia's citizens and communities coupled with a commitment to deliver agency programs and services effectively and efficiently.
- Education
We recognize that people steward the things they care about and that education is a continuing and ongoing necessity to enable lifelong understanding and appreciation of historic resources and the benefits of preserving and using them for the future.
- Diversity
We promote the value of diversity on many fronts—the ethnic diversity of Virginia's history and peoples, the resources that connect us to our roots, and that all Virginians should have access to our programs and services
- Communication
We recognize the need to share information and services openly and freely with each other, and with the public—promoting and delivering our services to the benefit of Virginia communities.

- Community

We share a strong sense of community, morale, and customer service among agency employees, valuing the diversity of the people, skills and disciplines, as well as respecting a personal balance in the lives of employees, necessary for the agency as a team to provide the highest level of service possible.

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.

During SFY2009, DHR collaborated with public and private partners to:

- Add 5,753 properties to its historic resources inventory—increasing information available to decision makers statewide
- Register 82 historic buildings, districts and archaeological sites—providing an honorific recognition that also makes those properties eligible for preservation incentives
- Help property owners rehabilitate 225 historic buildings to meet national standards—leveraging \$535 million in private investment
- Provide training to 2,302 property owners, developers, local planners, public agency officials, and community leaders—enabling them to reach their own preservation goals more effectively
- Reach 1,542,742 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.
- Provide 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 92% of responses within 30 days or less

Most of the SFY2009 results show a slight decline over the preceding year—at direct result of the economic downturn not only on DHR, but on the stakeholders we serve. For example, as other agencies and organizations cut travel budgets, they can’t send staff to DHR for much needed training. Similarly, as the housing and construction industries experience a downturn overall, fewer people were coming to DHR with proposed rehabilitation projects. On the other hand, many of the remaining rehabilitation projects were big budget projects such as the Miller and Rhoads hotel and arts center in downtown Richmond. As a result, even as the number of projects declined the final private investment in the remaining projects was much higher than the previous year. Similarly, investment of funds from DHR vacancies several years ago continues to pay “dividends” as traveling exhibits cosponsored with the Virginia Historical Society and other organizations has reached a viewing audience of over 1.5 million people in Virginia and across the continent. 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—and in the current economy is sometimes the only construction opportunity available. A study released by Virginia Commonwealth University in 2008 showed that over the past 10 years the state rehabilitation tax credit program had leveraged over \$1.6 billion in private investment; at least 60% of which would not have happened without the credit and the technical assistance provided by the program. That investment figure has remained high in subsequent years with over \$.5 billion dollars in completed projects reported in SFY2009. 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 play in Virginia’s economy, tourism, education, and community vitality.

- *Summary of current productivity*

In spite of economic downturns, demand for agency services remains high while complexity continues to increase. At the same time staffing levels remain low. With repeated budget cuts over the past few years staff has decreased by more than 13%. Yet, agency productivity remains high. For example,

- Staff continues to review (and provide critical technical assistance to) an average of 92% of state and federal projects within 30-days of receiving complete project information.—even while taking the lead on planning for effective reuse and interpretation of the Fort Monroe National Historic Landmark being restored to the Commonwealth through BRAC.
- Even while the agency's historic resources inventory data-sharing system (DSS) puts information on over 190,000 architectural and archaeological resources statewide literally at the finger-tips of licensed DHR DSS system users, customer demand for on-site research and agency search services continues to grow. DHR's archives served 15,338 customers in SFY2008 and 2009—more than 28% more than during the preceding biennium. As use of DSS increases we expect to see a decrease in on-site customers allowing a shift in resources from hands-on assistance to improving management of the DSS on-line geographic information system (GIS) and database combination.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

During this biennium DHR has fully embraced the initiative to protect an additional 400,000 acres and:

- Worked with property owners to complete easements on 48 important historic properties totaling roughly 4,493 acres, but representing a far greater value in historic significance
 - Awarded grants to private organizations to acquire and protect Civil War Battlefields awarding \$5,880,000 for purchase of lands and easements to protect 1,941 acres on 24 tracts on 16 different battlefields
- Other DHR initiatives over the 2008-2010 biennium have resulted in:

- Improved stewardship of historic resources owned or controlled by agencies of the Commonwealth
 - o Twenty state owned historic properties added to the Virginia Landmarks Register—highlighting especially Virginia's historic state parks built by the Civilian Conservation Corps
 - o A second biennial report on stewardship of state-owned historic properties in 2009
 - o Diligent work with managers of state properties including institutions of higher education to improve attention to and treatment of historic buildings and archaeological sites in management plans and construction projects such as VDOT highway and bridge projects, DGS, VMI and UVA.
- Greater access to 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 6,010 people through targeted training programs
 - o Making 1,648,055 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
- Broadened scope of historic highway markers and the Virginia Landmarks Register to encompass more fully the full range of Virginia's rich historic diversity
 - o Adding to the Virginia Landmarks Register 39 properties telling the story of African-American's, Native Americans, Women or other less well-represented themes in Virginia history
 - o Placing 46 new or replacement historic highway markers on Virginia's highways that reflect Virginia's diversity
 - o Reaching 1,446,128 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 #1 or #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 450 easements—only Maryland holds more (over 500).

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

- FEMA as well as leaders of military installations throughout Virginia have repeatedly called DHR the "best State Historic Preservation Office (SHPO) in the nation" for its rapid response and comprehensive data and mapping capability in repeated flood events in recent years. (Every state is required to have a State Historic Preservation Officer and qualified staff to carry out state responsibilities under the National Historic Preservation Act.)
- 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. While called “review” DHR's role is more often one of providing on-going technical guidance. 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 2009 – 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 federal credits can only be applied to projects on commercial properties. Like the environmental review projects, 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 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. After many years of steady growth the number of application for registration decreased somewhat in SFY2009. Pressure from developers to register properties that are sometimes marginally significant or not eligible at all increases demand/workload without even while the numbers of approved registration decreases. 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 has dropped off slightly as more customers 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. At the same time, as demand increases, so does pressure for continued improvement beyond the capacity of DHR 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 who 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. We are seeing a distinct shift in DHR's role from accepting easements to managing them.
- **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 continue to reduce the capability for public 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 continues to worked toward making 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 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.

These issues are further complicated by the 2008-2009 global economic downturn. Whereas construction projects have slowed overall, often the only opportunities available are rehabilitation projects stimulated by state and federal tax credits. We anticipate demand to slow somewhat but to increase rapidly as the economy improves. At the same time, resources available to the agency are considerably lower than has been the case over the past biennium, and will recover far more slowly than will private sector resources and demand.

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:

- Emphasis on core programs and services – Limited resources will require a tight focus on mandated core programs—specifically environmental review, rehabilitation tax credits, registration, historic resource inventory management and easement management. Other services that are also mandated, but that will be reduced due to limited funds and staff

include survey (identification of properties to be added to the existing inventory), training and educational efforts, and general technical assistance.

- Continuing search for efficiencies and ways of using technology to improve communication and service delivery

At the same time, DHR remains committed to ongoing priorities and initiatives most particularly:

- 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

§ 10.1-2202.1 establishes a historic resources administered by DHR funded largely through donations and intended for use in special preservation and preservation education projects.

§ 10.1-2202.2 establishes a currently unfunded historic easement fund to support acquisition and management of preservation easements

§ 10.1-2202.3, added in 2006 calls on DHR to produce a biennial report to the Governor and General Assembly on the stewardship of state-owned historic properties. The same mandate charges other agencies to cooperate with DHR both in preparing the report and in seeking to improve treatment for state-owned historic properties.

§ 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

Potential

Customer Group	Customers served annually	customers annually
General public and tourists	500,000	7,000,000
Historic attractions and museums	57	700
Local governments	45	300
Native American tribes, Virginia Council on Indian and other Native American groups	9	9
Non state agencies	200	300
Owners of historic properties	900	83,000
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)	2,000	1,100,000

Anticipated Changes To Agency Customer Base

With no other solid data available, many of the potential customer figures are estimates based on broad population figures. As the population of Virginia grows, as the number of school age children grows, and as tourism to the state increases, so will the potential, but largely un-measurable, customer base grow. The numbers of historic property owners is based loosely on the number of contributing properties listed on the Virginia Landmarks Register—a number that is increasing by anywhere between 1000 and 6000 a year. As has been noted in previous pages of this plan, a major change is not simply the types or numbers of customers, but the growing complexity of their needs—ranging from multi-million dollar rehabilitation projects, to the redevelopment of Fort Monroe, to multi-year transportation, water, and energy infrastructure projects.

Customer Trends that affect agency services include such things as:

- Changing demographics – re travel, visiting house museums etc.; kids learn in a different way—distance learning options
- Growing interest and focus on saving/revitalizing neighborhoods not just buildings
- Recognition that preservation is an urban revitalization tool
- Localities are recognizing the power of heritage tourism
- Renovation craze creates both threats and opportunities – Our role is one of helping people make better choices
- Growing recognition that “preservation” is “green” – recycling old buildings has enormous environmental value

Partners

Partner	Description
[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 Development: Population growth and related pressure both for redevelopment of urban centers and expanding developing into the countryside.

Sustainability: Growing emphasis on sustainability and “green” construction means both more rehabilitation projects, but also results in false perceptions that encourage waste and damage to historic properties when “green” is interpreted only as “new”—as can be seen when policies promote window replacement instead of the equally (or more) effective practice of storm windows, caulking, and insulating blinds or drapes (simpler, cheaper, and more effective in the long run).

State funding/staff levels: State funding levels and resulting access to staff, training, travel, funding for partnership projects, grants, etc. all affect the agency's ability to respond to service needs—with a resulting impact to the ability of public and private preservation activities.

Declining federal funding: Declining federal funding levels impacts agency staffing/services, but more important it reduces the quality of work submitted by federal agencies that require DHR services.

Expanding state and/or federal requirements: Growing mandates for security and emergency preparedness, changing administrative requirements, energy-efficiency or other requirements that promote demolition and new construction rather than sensitive rehabilitation and reuse that can meet the same objectives combine to divert agency resources away from mission-driven services and/or create conflicting policies that put additional pressure on public/private historic resources—actually encouraging destruction rather than reuse.

Increased demand for agency services/products in all areas: Customer demand from public agencies and private individuals and organizations has dropped slightly in the past two years—but has started to rise again and shows all indications of continuing the tremendous growth seen over the preceding decade.

Staffing issues: DHR faces increasing competition from the private sector and from local and federal agencies in hiring and retaining effective, highly skilled employees. In addition, 25 percent of the workforce is already eligible for full or early retirement.

Agency complexity is difficult to explain: DHR's many roles and inter-related responsibilities are complex and not easily understood by the general public.

Communication challenges: DHR collects, analyzes and maintains a vast array of data about Virginia's historic assets. As information technologies advance, more efficient means of relaying this information to key stakeholders are evolving—but DHR does not have the resources to fulfill these needs.

Capacity for partnerships: DHR relies heavily on the assistance and guidance from the agency's many stakeholders to help solve the complicated issues of historic preservation. At the same time, it is the agency's ability to leverage such partnerships statewide and in communities that delivers the greatest results for putting Virginia's history to work.

Growing Easement Management Responsibility: DHR now holds nearly 500 historic preservation easements. 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.

Education: A well-informed customer base is essential for long-term preservation and active use of Virginia's rich historic resources meaning that education and training programs are likewise essential elements of all DHR programs and services—to ensure the benefits of historic preservation to education, economic development, tourism, and community revitalization, and to ensure the effective use of various programs and “tools” to help citizens and communities achieve those benefits.

Grants: The numbers of grants administered by DHR fluctuates greatly with changes in state funds and the numbers of grants approved by the General Assembly. Currently, there are very few grants (holdovers from previous years). Should the numbers of grants increase again, additional staffing may be needed to meet the demand and to ensure those grants are managed to meet state requirements.

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. DHR will be working with DGS in the next two years to assess existing survey data on state-owned historic resources and to develop an improvement strategy that will extend beyond the coming biennium.

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.

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. At the same time, retirement and staff reductions in the regional system may require that the agency reassess how to maximize regional service delivery with fewer available resources.

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 some fiscal years, DHR receives funding for State Grants to Nonstate Entities and grants for financial assistance for historic preservation. These grants are appropriated by the General Assembly, specifically listing each recipient’s name. These funds are not included in the Department’s appropriation, but are transferred from the state grants for non-state entities to DHR service areas 14307 (non-historic) and 50204 (historic). No grants were awarded for state grants to nonstate entities during FY2009 or FY2010.

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 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$4,162,950	\$1,779,655	\$4,162,950	\$1,779,655
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$4,162,950	\$1,779,655	\$4,162,950	\$1,779,655

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

Human Resources

- **Overview**

As of July 1, 2009, DHR has an authorized FTE level of 49. 47 positions are currently filled, with 2 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	7/1/2009	
Total Authorized Position level	49	
Vacant Positions	-2	
Current Employment Level	47.0	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	47	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	

Wage	2
Contract Employees	2
Total Human Resource Level	51.0

= 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:**

DHR is a small agency that relies heavily on VITA/NG Partnership for maintenance, security, and continued operation of all of the agency's IT infrastructure and applications. The agency has no full time IT positions but draws on varying levels of program staff with IT talent to coordinate with and supplement VITA services.

DHR's current environment consists of file servers, a customized web application (Data Sharing System) residing on two servers, an agency website, and personal computers distributed among four regional locations and one headquarters location. DHR has 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. The agency has requested to be included during the pilot of a number of VITA initiatives. The agency is currently in the middle of the various transformations that VITA is implementing.

DHR has created a nationally recognized historic resources inventory data-sharing system (known as DSS) through partnerships with VDOT, the National Park Service, and the Corps of Engineers. This application puts mapping capability and cultural resource information on over 150,000 surveyed historic properties literally at the finger-tips of public agency planners and their consultants through a licensed, web interface. The application needs a more consistent update and maintenance plan in order to fulfill its intended life cycle. Other datasets and applications which contain the core business information for DHR are not integrated requiring a duplication of effort in data entry.

Security for agency data and systems continues to be an issue that cannot be resolved without significant assistance and attention from VITA. DHR does not currently have full control over the processes that impact IT security within the agency. DHR does not have staff with the IT knowledge necessary to reduce these risks.

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 issues that public and private customers can use. More and more DHR is using this website for communication rather than traditional paper publications. However, while the website and its essential role in agency operations, FrontPage is no longer a sufficient platform for the growing demand and complexity needed for an active website. Moreover, technical and security requirements have outgrown the time and expertise available from architectural historians, archaeologists, and conservators who have performed web duties on top of their regular jobs. DHR contracted with James Madison University to develop the Highway Marker Search Database, an interactive

web application to allow for custom searches. DHR continues to work with VITA to implement a content management solution that would enable agency employees to update and maintain the website with limited technical knowledge.

The agency has actively embraced the concept of telework both to address organizational continuity and on a routine basis. A successful telework program is dependent on effective remote access to agency files, generally through VPN connections. DHR has not yet transformed to the Enterprise VPN solution. DHR also is experiencing issues with the speed of its network connections. Regional office staff are routinely hampered by network speeds that require hours to upload a handful of photographs to the network.

DHR is working with VITA for better disaster recovery solutions and a voice-over-IP solution. Both of these solutions are important additions to our IT infrastructure. As a Virginia Emergency Response Team agency and a sector lead for National and State Monuments and Icons under the Virginia Emergency Response Plan, it is imperative that DHR have a well-planned and tested disaster recovery solution. The agency has an aging phone system that experiences blackouts on a frequent basis. Support for the phone system has become an issue as less vendors service a system of this age. A voice-over-IP solution is seen as a way for the agency to accommodate teleworking employees and provide a more flexible environment and reduced costs for the agency.

In summary, the agency's IT vision and objectives to manage and deliver data and services effectively routinely challenge its capabilities and resources. The agency's website and historic resource digital inventory and data-sharing system need further support. Having dedicated IT services and staff in house as well as strong support from VITA/Northrup Grumman would strengthen service delivery and operations greatly.

- *Factors Impacting the Current IT:*

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

Lack of agency funding, and in-house IT expertise limit DHR's ability to use technology to the fullest extent, or to meet statewide technology and security standards..

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

The federal stimulus package has caused an increase in projects presented to DHR for review and technical assistance under the National Historic Preservation Act section 106.. The additional workload must be met with process improvements, including an IT solution, in order for the agency to keep up with demand and provide customers transparency into the review process. In addition, the constant influx of paper makes office space a premium. Digital documents are a necessity to conserve space and still meet records retention requirements.

The necessity of the collaboration between all program areas within DHR makes it obvious that the current structure of individual Access databases for each are is not an efficient setup. All program areas need access to a centralized data repository where projects can be cross referenced, integrated, and easily identified.

Advances in technology for GIS data have resulted in customer expectation for DHR to upgrade our existing systems to allow for a higher level of interaction such as providing dynamic data access and greater ability for customized self service. In addition, 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 have sufficient technology capacity and services, through a combination of VITA and inhouse IT staff expertise, responsive to our needs in the central office and remote locations including those in Newport News, Petersburg, Roanoke, and Stephens City with stable or reduced service costs. .

DSS would have technological improvements to keep pace with the current standard practices. DHR would build upon the system by collecting feedback from the system users to determine the capabilities that they need and desire. DHR would focus on specific data enrichment projects to move to the goal of making all historical survey records available digitally.

Use of technology to manage data and track projects would be expanded and integrated into a single repository.

The DHR web site would continue to grow and to be an ever more effective communication and information dissemination tool. It would be converted to a CMS based site to allow for easier content updates. DHR would enable the website to have more dynamic functionality similar to the Highway Marker Search web application.

Key information, now available only in paper records, would be digitized and/or microfilmed for better security and access. The agency would have a fully functional and integrated electronic content management system. DHR is currently in the development process for to use customer relationship management software to generate workflows for the section 106 application process. The overall system is will allow customers to submit application online and track the status of their request. It will also allow DHR to keep the documents submitted in digital format.

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 one non-major IT procurements in FY10 that totals \$66,000. The agency anticipates zero non-major IT procurements in FY11 and 12. These projections could change, dependent on the completion of the multiple request for services that VITA is analyzing. The agency cannot speculate as to the estimated costs of those projects. At this time, the agency does not anticipate any requirements for IT investments to support business needs during the upcoming 2010-2012 budget biennium unless VITA fails to complete the agency's current outstanding projects.

- *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	\$73,240	\$0	\$73,240	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
Agency IT Current Services	\$384,887	\$29,936	\$389,562	\$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	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$23,220
Total Proposed IT Investments	\$0	\$0	\$0	\$23,220

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$384,887	\$29,936	\$389,562	\$30,385
Proposed IT Investments	\$0	\$0	\$0	\$23,220
Total	\$384,887	\$29,936	\$389,562	\$53,605

[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

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, 2012.

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 8,000 (average 4,000 annually) properties by the end of SFY2012 based on funding trends

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, 2012.

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 historic buildings rehabilitated and put back in service in each year through 2012 based on economic and construction industry trends

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 2:28 pm

Biennium: 2010-12 ▼

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.
- *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 \$29,619,749 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 \$4,560,250 of that amount transferred for historic grants. No grants were awarded in FY2009 or FY2010. DHR does not know what the funding level will be for FY2011 or FY2012.

● *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	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 on average over 300 grants is being absorbed by a small administrative staff whom 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	7/1/2009
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: Percentage of grants paid within 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 2:28 pm

Biennium: 2010-12 ▼

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:

General Assembly funding for historic preservation grants

- Additions to list of known Confederate/Revolutionary War veterans graves—with associated funding
- Availability of partner organizations United Daughters of the Confederacy (UDC) and Sons of the American

- Revolution (SAR) to manage grants
 - Administrative and financial capacity of grant recipients
- *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.
- *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 supports several grant specifically identified as:
 United Daughters of the Confederacy Grant for purposes prescribed in §10.1-2211, Code of Virginia.
 Civil War Historic Site Preservation Fund and 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 \$29,619,749 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. These funds are not included in the Department's appropriation. Out of the FY2007 funding, \$5,822,000 were awarded for historic grants and transferred this service area to 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 \$4,560,250 of that amount transferred for historic grants. No grants were awarded in FY2009 or FY2010. DHR cannot predict the funding level for FY2011 or FY2012.

- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$939,796	\$0	\$939,796	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$939,796	\$0	\$939,796	\$0				
Base Budget	\$939,796	\$0	\$939,796	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$939,796	\$0	\$939,796	\$0				
Base Budget	\$939,796	\$0	\$939,796	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$939,796	\$0	\$939,796	\$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	7/1/2009	
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

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

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 Value: Date:

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 2:28 pm

Biennium: 2010-12 ▼

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

§ 10.1-2202.1 establishes a historic resources fund administered by DHR funded largely through donations and intended for use in special preservation and preservation education projects.

§ 10.1-2202.2 establishes a currently unfunded historic easement fund to support acquisition and management of preservation easements

§ 10.1-2202.3, added in 2006 calls on DHR to produce a biennial report to the Governor and General Assembly on the stewardship of state-owned historic properties. The same mandate charges other agencies to cooperate with DHR both in preparing the report and in seeking to improve treatment for state-owned historic properties.

§ 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	500,000	7,000,000
Historic attractions and museums	Historic attractions and museums	57	700
Local governments	Local governments	45	300
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	9
Owners of historic properties	Owners of historic properties	900	83,000
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	1,100,000

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

Partners

Partner	Description
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[None entered]

Products and Services

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

Increases in customer demand continue to impact DHR services. Some of these impacts include (but are not limited to):

- **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 saw a slight downturn in completed projects during SFY2007 through 2009, but have seen a dramatic increase (double the number of new projects from last year) in the beginning months of SFY2010. 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.

- *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.

At the same time that demand continues to rise (and/or to become more complex) funding and staff levels have dropped significantly requiring the agency to rethink its services and service delivery. As a result many of the agency's strategic targets have been reduced for the 2010-2012 biennium.

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 constituences—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 calls for establishment of two new regional offices. At the same time, retirement of key regional staff and staff reduction require that the agency rethink its regional service deliver.

- *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 63% general funds and 37% non general funds. The trend from prior years is more dependency on non-general funds.

● *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$2,695,245	\$1,571,020	\$2,695,245	\$1,571,020		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$2,695,245	\$1,571,020	\$2,695,245	\$1,571,020		

Base Budget	\$2,695,245	\$1,571,020	\$2,695,245	\$1,571,020
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$2,695,245	\$1,571,020	\$2,695,245	\$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	7/1/2009
Total Authorized Position level	44
Vacant Positions	2
Current Employment Level	42.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	42
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	1
Contract Employees	2
Total Human Resource Level	45.0

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 professionals. Regional offices have only 3 professional positions to serve 25-30 localities apiece. Growing demand with no growth in staff or resources challenged managers to reduce the effects of overload on 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, making it difficult to shift workloads 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**

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

- Percentage increase in historic landmarks 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 SFY2009

Measure Target Value: Date:

Measure Target Description: Increase number of historic landmarks listed on Virginia Landmarks Register by 3% annually through SFY2012

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 and results are calculated based on number additional landmarks registered compared with the baseline total as of June 30, 2009. Target is based on estimated results of joint DHR/local government projects plus properties for which property owners have already expressed an interest and demonstrated some expectation of completing the necessary research and documentation.

- Percentage 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: Percentage of number of properties recognized as Virginia Historic Landmarks in SFY2009 that represented Virginia's rich diversity

Measure Target Value: Date:

Measure Target Description: Increase by 7% and maintain at 25% annually through 2012

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

- 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: +\$250 Million in private investment anticipated annually through 2012

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.

- 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 easements held by end of 2009

Measure Target Value: Date:

Measure Target Description: Add 15 new or updated easements each year through 2012

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 through SFY2012.

- 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 2010 through 2012)

Data Source and Calculation: Data source is the agency's project review tracking database. The measure is calculated based on the percentage of projects for which a review/response cycle was completed based on the number of projects received for which the 30-turnaroud target falls within the quarter.

- Cost of rehabilitation project certifications

Measure Class: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Average cost per certification approved in SFY2008,

Measure Target Value: Date:

Measure Target Description: Estimated cost with all vacancies filled

Data Source and Calculation: Numerator equals: total cost of tax credit review services. This figure includes applicable rent, utilities, contract services, supplies, information technology services, and salaries for reviewers assigned to the tax credit unit. It only includes overhead of management up to the first manager level (applicable share of Preservation Incentives Manager- 75%). We will consistently report without Administrative Support staff or Agency Head salaries. Data source will be CARS Summary Downloads performed quarterly. Denominator equals: total tax credit Parts I, II, & III applications certified quarterly as meeting the eligibility and/or rehabilitation requirements required for projects to receive state and/or federal rehabilitation tax credits and as reported in the applicable quarter performance measures.

- Percent of properties under easement inspected for compliance with easement conditions

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

Measure Baseline Value: Date:

Measure Baseline Description: Inspected 120 out of 449 properties on which the department held easements at the start of the fiscal year

Measure Target Value: Date:

Measure Target Description: Increase inspections by 3% and then maintain at 30% annually through SFY 2012. Because the total number of easements held grows continuously, maintaining a constant percentage inspecting more properties each year.

Data Source and Calculation: Source: Agency Reports Calculation based on the number of properties inspected compared with the total number of properties under easementm at the beginning of the fiscal year.

- 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

- Combine data from DHR inventory and DGS FICUS inventory to establish an updated baseline of state-owned historic properties
- 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 total by the end of SFY2009

Measure Target Value: Date:

Measure Target Description: +8 state-owned historic resources registered each year through 2012

Data Source and Calculation: Agency registration records.

- Percent of state-owned historic properties documented in DHR and DGS inventories

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

Measure Baseline Value: Date:

Measure Baseline Description: New measure; baseline will be developed when FICUS becomes active in June 2010

Measure Target Value: Date:

Measure Target Description: Target is to have all state-owned properties 50 years or older identified in FICUS and at least minimally documented in DHR's datasharing system

Data Source and Calculation: DHR's DSS and DGS's FICUS inventories. Total number of state-owned properties in FICUS that are 50 years or older compared with data in DHR's datasharing system.

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

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

Measure Baseline Value: Date:

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 2012

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 products and services encompassed by DHR historic resource inventory/archives and archaeological collections management programs

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 2012

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

- Number of new archaeological collections curated under appropriate management standards at DHR

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

Measure Baseline Value: Date:

Measure Baseline Description: During the past 11 years the number of incoming collections varied from 16 to 45, averaging 32 per year.

Measure Target Value: Date:

Measure Target Description:

Data Source and Calculation: Source: Archaeological Collections Transaction Database

- Percentage of incoming and outgoing objects and collections tracked through Collections Transactions Database

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

Measure Baseline Value: Date:

Measure Baseline Description: Number of objects/collections received or loaned and entered into the Collections Transactions Database during 2009

Measure Target Value: Date:

Measure Target Description: Maintain 100% entry of objects/collections received/loaned in the Collections Transactions Database

Data Source and Calculation: Number of incoming/outgoing deposit or loan agreements compared to the numbers entered into the transactions database during the year.

- 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: 1200 participants each year through SFY2012

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 sponsored/co-sponsored 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 2012

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: 41 historic markers approved in 2009

Measure Target Value: Date:

Measure Target Description: 25 new markers annually through SFY2012. Reduced target reflects end of federal grant and return to primarily private funding sources.

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.

- Percentage 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: Of the total audience reached through DHR educational programs and partnerships, 50% were reached by programs representing Virginia's rich diversity

Measure Target Value: Date:

Measure Target Description: Maintain 50% of audience contact/participation through programs that reflect

Virginia's rich diversity

Data Source and Calculation: Source: Quarterly staff reports including reports from partner agencies
Calculation: Audience reached through educational programs that reflect Virginia's diversity compared with the total audience from all DHR sponsored or cosponsored environmental education events.

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

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

Measure Baseline Value: Date:

Measure Baseline Description: Average percent of diversity markers compared with total markers from SFY2007 through 2009

Measure Target Value: Date:

Measure Target Description: Target of 45% each year through SFY2012 reflects depletion of grant and partnership funds set aside for this initiative; now relies on leveraging more private funding

Data Source and Calculation: Source: Agency board meeting minutes. Calculation: Number of "diversity" markers compared with the total number of markers approved at each board meeting. In 2002 at the beginning of this initiative there were 209 markers that reflected Virginia's rich diversity; by the close of 2009 we had leveraged 158 new diversity markers on Virginia's highway.

- Numbers of audience leveraged through educational exhibits with partnering with museums, technical assistance and archaeological artifact loans

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

Measure Baseline Value: Date:

Measure Baseline Description: Leveraged audience reported in the first year we began collecting this data

Measure Target Value: Date:

Measure Target Description: Target of 100,000 audience members reached through exhibits using DHR artifacts and/or technical assistance annually through SFY2012

Data Source and Calculation: Source: Audience reports from partnership museums Calculation: Total numbers of audience reported by museums and recorded in agency quarterly reports Target is based on an average results over the past two years, adjusted for major exhibits coming to a close before the beginning of the biennium.

- Percentage of professional/educational reports/publications based on DHR-sponsored or leveraged excavations, analyses, and artifact collections that are presented or published in statewide or regional conferences and journals.

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

Measure Baseline Value: Date:

Measure Baseline Description: New measure: Baseline based on four year average of articles in ASV Quarterly Bulletin; may be adjusted after first year of formal tracking

Measure Target Value: Date:

Measure Target Description: Initial target is to maintain the baseline at a minimum through SFY2012

Data Source and Calculation: Source: Review of contents and programs for publications and conferences such as the Archeological Society of Virginia Quarterly Bulletin and Annual Conference, Uplands Conference, Mid-Atlantic Conference and articles on Virginia archaeology in national publications such as the Society of American Archaeologists and the Society for Historical Archaeology. Calculation: Number of published articles/reports and conference presentations based on agency data, collections, or recommendations compared with the total comparable published reports and presentations on Virginia archaeology.

- To strengthen local government stewardship of historic resources

Objective Description

In Virginia land use decisions are delegated to the local governments and implemented largely through planning and zoning. Local governments may pass ordinances that protect historic buildings, sites, objects, structures, and districts and establish review boards (generally called Architectural Review Boards or ARBs) to review building permits and other actions that would affect these locally designated resources. Both state and federal laws call on the Department of Historic Resources to "aid and encourage" local governments in their preservation efforts and also calls on local governments in some cases to use information on historic resources collected by DHR as the localities carry out their planning and incentive programs. Federal law also establishes a program of certified local governments that is administered by the Department in partnership with the National Park Service.

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

Objective Strategies

- Provide technical training to local architectural review board members and funding for a CLG track each year at the Virginia Preservation Conference; Advise local boards about training from other sources such as the National Alliance of Preservation Commissions.
- Provide technical guidance through e-mail newsletters
- Stress direct contact with CLGs by DHR regional offices and improved evaluation of CLG performance.
- Explore creating a regular training program for architectural review board members and preservation commissioners at Mary Washington University in Fredericksburg, modeled on the program for certification of local planning commissioners at Virginia Tech.
- Contact localities that have local architectural review boards and preservation ordinances, promotion of CLG and Preserve America programs and increase support to localities that seek the designations.
- Target technical and financial assistance to CLGs to support increased recordation of historic properties.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of architectural review board members in Virginia's Certified Local Governments who receive technical training in historic preservation issues and practices

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

Frequency Comment: Annual reports are received in January for the preceding federal fiscal year (October through September) and will be included in Virginia Performs in the next quarter.

Measure Baseline Value: Date:

Measure Baseline Description: 52% of ARB members serving Certified Local Governments recieved specialized training during FFY2008

Measure Target Value: Date:

Measure Target Description: Increase by 13% and maintain through FFY2012

Data Source and Calculation: Source: Annual CLG reports (submitted to DHR each January) Calculation: Number of board members who received specialized training compared with the total number of board members serving on Certified Local Government architectural review boards

- o Percentage of applications for Certificates of Appropriateness meeting local requirements for approval by architectural review board members in Virginia's Certified Local Governments

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

Frequency Comment: Annual reports are received in January for the preceding federal fiscal year (October through September) and will be included in Virginia Performs in the next quarter.

Measure Baseline Value: Date:

Measure Baseline Description: In 2008, local architectural review board/preservation commission members in 31 CLGs reviewed a combined total of 1,596 Certificates of Appropriateness. They approved 1363 applications (85.4%).

Measure Target Value: Date:

Measure Target Description: Increase approval rate by 5% and maintain through FFY2012

Data Source and Calculation: Source: Annual CLG reports (submitted to DHR each January) Calculation: Number of COA applications received by CLG ARBs compared with the number approved

- o Percentage increase in national recognition of local government historic preservation in Virginia

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

Measure Baseline Value: Date:

Measure Baseline Description: A total of 31 Virginia Local Governments are designated as Virginia Certified Local Governments and 22 Virginia communities are designated as Preserve America communities

Measure Target Value: Date:

Measure Target Description: Increasing by 15% the number of Virginia communities that receive and maintain these combined designations--for example from 31 to 35 CLGs and from 22 to 26 Preserve America communities

Data Source and Calculation: Source for measurement of outcome: National Park Service Website and Preserve America Website Calculation: Total number of local governments recognized through NPS CLG program and Preserve America awards each year compared to the baseline in 2009.

Service Area Strategic Plan

Department of Historic Resources (423)

3/11/2014 2:28 pm

Biennium: 2010-12 ▼

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:
[Nothing entered]
- Anticipated Changes to the Products and/or Services
[Nothing entered]
- 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.

Finance

- *Financial Overview*

Administrative Services consists of General Agency Management , Human Resources, Procurement, Fiscal, and Grants Administration. 72% of Administrative Services Appropriation is general fund and 28% non-general funds.

- *Financial Breakdown*

FY 2011	FY 2012
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$527,909	\$208,635	\$527,909	\$208,635
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$527,909	\$208,635	\$527,909	\$208,635

Human Resources

• *Human Resources Overview*

There are 5 FTE's including the Agency Head, General Administrative Office support, Director of Administration, Financial Services Specialists, and Human Resource Officer.

• *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	5	
Vacant Positions	0	
Current Employment Level	5.0	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	5	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	1	
Contract Employees	0	
Total Human Resource Level	6.0	<i>= Current Employment Level + Wage and Contract Employees</i>

• *Factors Impacting HR*

The workload has increased due to the factors noted below:

- 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.
- 14% increase in personnel and related payroll, Human Resources and travel processing.
- ARMICS reporting and review requirements mandated by DOA.
- Administration of over 300 grants during fiscal years when state grant to nonstate entities are awarded by the General Assembly.

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)