

Strategic Plan
(2012-2014 Version 1)

Department of Historic Resources (423)
Agency Plan

Mission Statement

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

Vision Statement

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--and where people recycle buildings as routinely as they recycle cans and glass. We also envision the Department of Historic Resources 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.

Information Technology

Current Operational IT Investments

The Department of Historic Resources (DHR) has long embraced information technology (IT) and its potential to improve information management, communication, training and educational services to the maximum extent possible within the limitations of a small agency and is nationally recognized as a leader in using technology to manage historic resource information to benefit a wide range of public and private customers that contribute to economic development, infrastructure, conservation and education goals.

DHR is a small agency that relies heavily on the Virginia Information Technology Agency/Northrup Grumman (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. Its current environment consists of file servers, a customized web application (Data Sharing System), an agency website, and personal computers distributed among its headquarters and four regional locations. The department has asked to be included during the pilot of a number of VITA initiatives.

The Department has created a nationally recognized historic resources inventory data-sharing system (known as DSS) through partnerships with the Virginia Department of Transportation, the National Park Service, and the Corps of Engineers. While the initial development and creation of the system was a joint partnership, DHR now retains all responsibility for maintenance and life cycle planning for the system. This application puts mapping capability and cultural resource information on over 200,000 surveyed historic properties literally at the finger-tips of public agency planners and their consultants through a licensed, web interface. Once leading-edge, the system is now badly outdated and in the process of being overhauled. A new system is expected to be in place by September of 2013.

In past years, the department's historic preservation staff, with the relatively easy to use Front Page web software, created an information-rich, award-winning web site that exponentially increased agency ability to disseminate basic information on legal, programmatic, and technical issues that public and private customers can use. This website has served the department's growing communication needs over the years as the agency moved away from traditional paper publications. However, the pages developed with Front Page using early web site standards are insufficient for the growing demand and complexity needed to meet today's expectations. Moreover, technical and security requirements have outgrown the time and expertise available from the public relations manager who has performed web duties in addition to his more traditional job requirements. For the past several years the department has sought opportunities to partner with VITA and outside firms to make the website more dynamic as well as reduce technical expertise burden that has been placed on the public relations manager. Making the transition to a "content management" system will be an important IT objective over the 2012-14 biennium in order to streamline business process opportunities, offer a website that is easier to navigate and institute a platform that takes less technical expertise to maintain.

The department has actively embraced the concept of telework both on a routine basis and to address organizational continuity. A successful telework program is dependent on effective remote access to agency files, generally through virtual private network (VPN) connections. DHR has made the transformation to the Enterprise VPN solution. There have been some issues with speed reported as well as configuration issues related to user's home network settings. VITA does not support issues related to home network configuration issues which makes resolving IT problems related to telework difficult to correct.

The department has completed transformation to a voice-over-internet provider (VoIP) solution for telecommunication. 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 was imperative that the department have a well-planned and tested disaster recovery solution.

In summary, the department's IT vision and objectives to manage and deliver data and services effectively routinely challenge its capabilities and resources. At the same time, the agency has a track record of rising to meet such challenges in a strategic manner. 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 Agency IT

Each year customer groups demand more and better data, tools, and analysis and demand that it be delivered faster. Customers also demand 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 solution to meet the demands and to ensure that the department can deliver its information and services effectively.

Availability of resources (funding and in-house IT expertise) impacts the department'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 with the skills to use sophisticated IT programs. Constant training is also needed to increase and refresh staff skills in using and maintaining IT applications.

In recent years a surge in federally funded projects caused an increase in projects brought to the department for review and technical assistance under the National Historic Preservation Act section 106. To streamline the process and address the additional workload, the department developed an IT application known as ePix. This system allows the agency review team to move away from paper to track federal projects electronically. EPix allows both the applicant and the reviewer to know where the application is at each stage of review. Additional funding will be required to allow for enhancements and life cycle maintenance of the application.

The necessity of the collaboration between all program areas within the Department of Historic Resources makes it obvious that the current structure of individual Access databases for each area 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 geographic information system (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 geographic positioning systems (GPS).

Proposed IT Solutions

The Department of Historic Resources' (DHR) preferred future IT environment would continue the agency's history of strategic commitments to use IT to improve data management and access to information for staff and customers alike. In such an environment the department would have sufficient stable funding, staffing, software, equipment and training to support a wide array of internal operations and databases including the mission critical historic resources inventory data-sharing system (DSS).

The department 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, Salem, and Stephens City with stable or reduced service costs.

The department's data-sharing system would have routine technological improvements to keep pace with the current standard practices and the department would be able to build upon the system by collecting feedback from the system users to determine the capabilities that they need and desire.

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

The department's web site would continue to grow and to be an ever more effective communication and information dissemination tool. It would be converted to a content management system (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.

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.

The department's IT strategy is to review mission and customer needs on a continuing basis, and to identify IT solutions that improve operations, communications, and the quality and accessibility of data that staff and customers' need for sound historic preservation decisions. The department 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. The department anticipates one major IT project spread over state fiscal years 2013 and 2014 that totals \$720,000. The agency anticipates zero non-major IT procurements during the biennium.

Financial Overview

The Department of Historic Resources (DHR) carries out a variety of programs that encourage the preservation of Virginia's historic resources. Preservation programs include (but are not limited to) the Virginia Landmarks Register, Review of State and Federal Projects, State and Federal Historic Rehabilitation Tax Credits, Easements, Historical Highway Markers and Archaeological programs. Also, DHR administers grants to non-state entities under the Financial Assistance for Historic and Commemorative Attractions and the Financial Assistance for Historic Preservation 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 from FY2009-FY2014.

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.

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	3,428,353	1,805,907	3,428,353	1,805,907
Changes to Base	1,111,848	11,334	1,923,702	11,334
Total	4,540,201	1,817,241	5,352,055	1,817,241

Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels 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. Department 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.

Long Term Goal

Be a national leader in the preservation and enhancement of our economy.

Societal Indicator: Historic Resources

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

Societal Indicator: Historic Resources

Protect, conserve and wisely develop our natural, historical and cultural resources.

Societal Indicator: Historic 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.

Societal Indicator: Historic Resources

Objectives for this Agency Goal

Objective

Increase the protection and/or rehabilitation and reuse of historic properties for economic and community benefits through June 30, 2016.

Description

This objective represents the agency's commitment to strengthen the preservation of cultural resources that both tell the story of Virginia and bring tourists to Virginia communities.

Objective Strategies

- Acquire and manage historic preservation and open space easements to protect important historic assets
- Provide technical guidance to enhance consideration, protection, and use of historic assets affected by state and federal projects, funding, licensing, and permits

Measures

- Number of historic buildings rehabilitated for active use that are certified as meeting the criteria to receive historic rehabilitation tax credits

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Results are the total of all projects recorded in the agency rehabilitation project database and certified both as complete and as meeting Secretary of the Interior Standards to qualify for state historic rehabilitation tax credits. Calculated as the number of projects entered as complete in the tax credit database during the year being reported and corrected for duplicates and projects that were denied. Targets are generally based on the number of projects that have been brought to the Department of Historic Resources for Phase 1 or Phase 2 certification and current economic and construction industry trends.

- 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

The Department of Historic Resources 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 the department's goal to integrate historic resources into broader planning and development activities and that will be used to educate our children and our citizens as outlined in the department's goal that focusing on education in the broader sense.

Long Term Goal

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

Societal Indicator: Historic Resources

Protect, conserve and wisely develop our natural, historical and cultural resources.

Societal Indicator: Historic Resources

- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work

Goal Summary and Alignment

In general people will take better care of the things they know and care about, but all too often it is only when those things -- or places -- are already gone or on the brink of destruction that they realize the importance those things or places had in their lives. It is therefore incumbent on the Department of Historic Resources, 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 the agency's goals to integrate the preservation of historic resources into public and private activities statewide and the natural outcome of the information and archaeological collections managed as part of the agency's stewardship for records and objects in its care.

Long Term Goal

Be a national leader in the preservation and enhancement of our economy.

Societal Indicator: Historic Resources

Elevate the levels of educational preparedness and attainment of our citizens.

Societal Indicator: Historic Resources

Protect, conserve and wisely develop our natural, historical and cultural resources.

Societal Indicator: Historic Resources

Objectives for this Agency Goal

Objective

Increase knowledge of Virginia's historic assets and how to use them for greater economic, educational, tourism, and civic benefits

Description

Increase knowledge of Virginia's historic assets and how to use them for greater economic, educational, tourism, and civic benefits.

Objective Strategies

- Conduct or cosponsor educational activities to students, teachers, families, and the general public about Virginia history, historic places, and the benefits of preservation
- 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
- Provide information and guidance on-line and through publications

Measures

- Number of participants reached through historic preservation training and environmental education programs, classes, exhibits, and events

Measure Class **Agency Key** Measure Type **Outcome** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Division managers enter participant data provided by staff and partner organizations in quarter report spreadsheets which provides an annual total. Data from all units is aggregated in a single agency-wide spreadsheet and adjusted to eliminate duplication. Additions may also be entered based on emails with late arriving data.

- 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 the Department of Historic Resources' 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 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.

Long Term Goal

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

Societal Indicator: Historic Resources

Protect, conserve and wisely develop our natural, historical and cultural resources.

Societal Indicator: Historic Resources

Programs and Service Areas for Agency

- 14307: Administration of Grants for Cultural and Artistic Affairs
- 50204: Financial Assistance for Historic Preservation
- 50205: Historic Resource Management
- 599: Administrative and Support Services

Customers

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Federal Agency	State and federal agencies	82	250	Increase
Local or Regional Government Authorities	Local governments	45	300	Increase

Property Owner	Owners of historic properties	900	95,000	Increase
Minority	Native American tribes and other Native American groups	9	11	Stable
Higher Education Institutions	Scholars and researchers	300	2,000	Stable
Organization	Non state agencies	200	300	Decrease
Organization	Preservation organizations and professionals	100	600	Stable
Student	Students, teachers and educational institutions (K-12--higher education)	2,000	1,100,000	Stable
Non-Profit Agency (Boards/Foundations),	Historic attractions and museums	57	700	Increase
Resident	General public and tourists	500,000	7,000,000	Stable
Property Owner	Owners of properties under historic/conservation easements	260	540	Increase

Key Risk Factors

Changing Demand: Increasing economic and community value of historic resources is leading to greater complexity and conflict. DHR is increasingly pressured to intervene in conflicts among citizens, local governments, public agencies and private developers. The agency's need for legal services grows with the potential for abuse of preservation tools such as tax credit fraud and as its inventory of eased properties increases at a time when the Office of the Attorney General has reduced such services.

Revenues: The future of federal funds is unclear. An 8-10% reduction is expected to DHR's annual apportionment to handle federal mandates. Transportation enhancement funding for historical highway markers will end in 2013. Interest has been stripped from interest-bearing accounts. Revenues are dropping as economic factors affect customers.

IT Costs and Demands: Both IT needs and costs are rising including elements such as computer services, security requirements and storage for ever-growing electronic data. A once-leading-edge online data-sharing system requires a complete overhaul as does the agency website. These systems and the recently developed electronic project information exchange (ePix) will have ongoing maintenance costs.

Leases: DHR has traditionally negotiated leases for satellite offices at little or no cost to the agency. Host localities and organizations can no longer afford to provide free space, particularly space that meets state leasing requirements.

Workforce: 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.

Products and Services

Agency products and services are a closely interwoven and inter-dependent set of tools to identify, evaluate, recognize and help a wide variety of stakeholders use to ensure that Virginia's rich historic heritage continues to play a role in the future of the Commonwealth, its citizens, and its communities. The agency's most widely visible services include:

- Surveys to identify and share information on a growing inventory of roughly 200,000 historic buildings, sites, districts, objects and structures
- Register and historic highway markers to recognize and bring to public attention significant historic places and events
- Review and technical assistance to private projects that rehabilitate and reuse historic buildings to ensure they meet the standards to qualify for tax credits
- Easements to protect significant buildings and sites in a public/private partnership
- Environmental review and technical assistance to all federally funded, permitted or licensed projects that may affect significant historic resources
- Grants to preserve Civil War battlefield lands and the graves of Confederate and Revolutionary War soldiers
- A federally mandated program to certify and provide grants to local government preservation programs
- Archaeological field research to document sites, especially those that are threatened with destruction, and to bring the lessons learned from those sites to the public through research reports and through diligent management and stewardship of the state's collection of several million artifacts
- Emergency response to property owners, localities and the Federal Emergency Management Agency and the Virginia Department of Emergency Management
- Education and technical assistance to help the public and private property owners understand and preserve historic places in a 21st century world

Trends

Rankings & Customer Trends

DHR's customer base includes individuals, agencies, and organizations that own or otherwise benefit from historic resources. Stakeholders deal directly with DHR to register their historic homes and commercial buildings and 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 of livable historic communities. Demand for and reliance on DHR services from one customer group to another varies greatly depending on the nature of the service (e.g. educational materials vs technical assistance for rehabilitation and economic revitalization) and on changing economic situations of the customers/industry served (e.g. an economic downturn in the construction industry results in proportionally more applicants who are not familiar with historic rehabilitation and who need more guidance to ensure an appropriate outcome).

Trend Name	Trend Area
Customer Service Demands	Increase
IT Costs	Increase

Performance Highlights: Service Performance & Productivity Initiatives

Numerical measures tell only part of the larger story of the role that historic preservation and the Department of Historic Resources (DHR) play 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 rehabilitation tax incentives has proven to be the single most effective tool in successful urban revitalization. In the current economy and that of the past several years, rehab projects are sometimes the only construction opportunities available and among the few that banks will finance. A study released by Virginia Commonwealth University in 2008, and updated through August 2011, showed that over the past 15 years the state rehabilitation tax credit program leveraged over \$3.26 billion in private investment, of which 70% or \$2.27 billion was due to the incentive provided by the state tax credit, and the technical assistance provided by the program that has recycled 2,048 historic buildings and supported (directly and indirectly) more than 31,866 in-state jobs.

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:

- DHR initiatives such as the online energy savers toolkit and its leading edge online project review process (ePIX) consistently garner national attention.
- DHR's work with Virginia's military installations has received awards from the National Trust for Historic Preservation, the federal Advisory Council on Historic Preservation, and the Secretary of Defense.
- For nearly a decade, DHR has been consistently ranked #1 or #2 nationwide by the National Park Service for nomination of historic properties and/or districts to the National Register of Historic Places and for completion of rehabilitation projects that qualify for federal tax credits.

Management Discussion & Analysis**Future Direction, Expectations, and Priorities**

The Department of Historic Resources (DHR) is a lean, dynamic, service-oriented agency. A small agency with many complex programs, DHR faces high expectations for performance both internally and externally. As a result of the impact of the broader economic situation on both DHR and its stakeholders, the agency has strategically focused more and more on the most essential aspects of highly interconnected core programs and services, including greater emphasis on training to help stakeholders help themselves.

In this light, agency priorities include:

- Emphasizing core programs and services including environmental review, rehabilitation tax credits, registration, historic resource data management and easement management. Other mandated services that will be reduced due to limited resources include survey, training and educational efforts, and general technical assistance.
- 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;
- Finding and retaining qualified, knowledgeable, and customer-oriented employees;
- Providing timely and responsive service in all service areas;
- Using technology to enhance transparency, efficiency, and both accurate and timely data management and delivery.

DHR remains committed to ongoing initiatives:

- State Stewardship including helping state agencies become better stewards of lands and buildings;
- Sustainability including emphasizing historic resources' role in an environmentally sensitive and economically dynamic future;
- Inclusiveness including ensuring programs are both accessible to and representative of the full range of stakeholders and cultural and ethnic influences in Virginia history.

14307: Administration of Grants for Cultural and Artistic Affairs

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.

Mission Alignment and Authority

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.

Customers for this Service Area

Anticipated Changes to Customers Base

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

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Natural Resources and Earth Science	Non state agencies	253	300	

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

Products and services are impacted by the number, and funding level of grants appropriated by the General Assembly as well as the administrative capacity and compliance of the grant recipients with conditions of receiving state funds. 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 and the agency at large.

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. No new grants to non-state entities have been funded by the General Assembly for the past several years.

Listing of Products and / or Services

Grant funds are disbursed to non state agencies in accordance with law.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	0	0	0
Changes to Base	0	0	0	0
Total	0	0	0	0

Objectives for this Service Area

50204: Financial Assistance for Historic Preservation

Description

The Governor and the General Assembly authorize matching grants to museums and historic sites through the annual General Appropriation Act for the 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. Appropriations are also made for grant programs that support Civil War battlefield preservation, maintenance and restoration of the graves of Revolutionary War Veterans and Confederate veterans.

Payments for maintenance of Revolutionary and Confederate veterans' graves are determined by a formula and administered by the Department of Historic Resources (DHR) through contracts with the Sons of the American Revolution and the United Daughters of the Confederacy.

Matching grants to preserve Civil War Battlefields are awarded to specific projects through a competitive process. Requirements include, among other criteria and conditions, donation of easements to be held in perpetuity by the Commonwealth on the properties preserved using state grant funds.

DHR's administration of the 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 ensure 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. Requirements to receive these grants also require donation of an easement on properties which receive \$50,000 or more in state funds over a 5 year period.

Mission Alignment and Authority

Grants administered through this service area are in direct alignment with DHR's mission to put Virginia's history to work. Many of the "bricks-and-mortar" preservation grants restore or rehabilitate historic buildings used by the public (county courthouses or other public buildings, etc.) or open to the public as part of museum or historic site offerings. Civil War battlefield grants ensure the long-term conservation of battlefield lands and lead to their interpretation for the public benefit. DHR's administration of these grants supports appropriate care and treatment of the Commonwealth's historic resources for public benefit.

Customers for this Service Area

Anticipated Changes to Customers Base

Amounts appropriated to ongoing grant programs vary based on appropriations to those programs and awarded according to Code. Historic preservation directly to organizations can fluctuate greatly from year to year as they are awarded by the General Assembly; these have not been funded for several years.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Non-Profit Agency (Boards/Foundations),	Non-profit organizations that purchase, conserve, and manage Civil War battlefield lands and easemen	7	10	Stable
Organization	Historic attractions and museums	55	700	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

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

Grants to non-profit organizations to preserve Civil War battlefield lands under §10.1-2202.4.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	541,767	0	541,767	0
Changes to Base	1,003,050	0	1,503,050	0
Total	1,544,817	0	2,044,817	0

Objectives for this Service Area

Objectives for this Service Area

Objective

Increase the protection and/or rehabilitation and reuse of historic properties for economic and community benefits

Description

This objective represents the agency's commitment to strengthen the preservation of Civil War Battlefields--as tangible reminders of a turning point in American history and as places that both tell the Virginia story and bring tourists to Virginia communities.

Objective Strategies

- Manage all funds to ensure that the funds are spent including re-evaluation and redistribution should any projects come in under budget and/or fail to proceed with the fiscal year
- Monitor project progress to ensure timely completion in accordance with grant agreements.
- Review applications and make awards from a combination of General Fund and bond moneys for projects that meet the eligibility requirements in Code of Virginia 10.1-2202.4.
- Work with grant recipients to ensure completion of a perpetual easement to the Commonwealth.

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work

Objective

Improve the maintenance and operation of historic attractions and museums through restoration, rehabilitation, or educational projects

Description

Historic attractions and museums, along with natural areas, provide the foundation for Virginia's multi-billion tourism industry. They link us to our roots, educate children and adults alike, and help provide the quality of life that makes Virginia communities attractive places to live and work. The objective to strengthen these economic and cultural assets helps to ensure that they continue to serve Virginia's communities into the future.

Objective Strategies

- Review and approve all grant reimbursement and payment requests are completed in timely manner and in accordance with the law and the purpose for which the grant was awarded.

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Out of the requests for payments received during the year, number of grantee payments made in 30 days or less. Calculated as the number of payments made within 30 days or less of receiving complete requests and documentation divided by the total number of completed payment requests received during that year.

50205: Historic Resource Management

Description

Historic resource management implements the Department of Historic Resources' (DHR) federal role as Virginia's State Historic Preservation Office (SHPO) 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.

Mission Alignment and Authority

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.

Customers for this Service Area

Anticipated Changes to Customers Base

The Department of Historic Resources' (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. In many cases while the pool of customers in a given category (such as state agencies) may remain stable, the numbers who seek out DHR services is expected to increase and their needs are expected to become more complex.

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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
State Agency(s),	State and federal agencies	82	250	Increase
Local or Regional Government Authorities	Local governments	45	300	Increase
Property Owner	Owners of historic properties	900	83,000	Increase
Minority	Native American tribes and other Native American groups	11	11	Increase
Higher Education Institutions	Scholars and researchers	300	2,000	Stable
Organization	Preservation organizations and professionals	100	600	Stable
Student	Students, teachers, and educational institutions	1,500	1,100,000	Stable
Non-Profit Agency (Boards/Foundation),	Historic attractions and museums	57	700	Stable
Consumer	General public and tourist	500,000	7,000,000	Increase

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

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):
- Changes to state or federal law;
 - Changes to state or federal funding and staffing—not only for the agency, but equally important to the agencies customers/stakeholders/partners;
 - Slowdown in the construction industry counterbalanced by the increased importance of rehabilitation tax incentives for jobs and economic recovery;

- Delegation of federal and state responsibilities—usually to agencies without the expertise and experience to handle those responsibilities;
- Office of the Attorney General advisory regarding Constitutional ban on General Assembly appropriations to non-profit organizations—puts additional stress on the capacity for small historic museums and attractions to keep their doors open;
- Changes in information technology and the need to keep up with those changes to keep data and services accessible and current;
- Internal changes to staff expertise as senior employee reach retirement over the next 3 to 6 years, combined with issues of staff retention. Retirements have already begun to have major impacts.

Anticipated Changes to the Products and/or Services

The nature of Department of Historic Resources' (DHR) products and services is expected to remain constant. The demand for DHR service is expected to increase requiring a combination of greater efficiency, and a continuing shift of direct services to providing training and "self-help" tools, increased staff.

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 2012-2014 biennium.

DHR expects to shift even more of its publications and information services to electronic media including greater use of web-based services and service delivery and electronic versions of agency publications and expand into social media for even greater customer interaction.

There is a need for new products and services to new audiences and growing constituencies—for example information services and digital 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.

While demand for service delivery at the regional level continues to grow, retirement of key regional staff and past staff reductions require that the agency rethink its regional service delivery overall.

Listing of Products and / or Services

Archaeology—promoting and supporting identification, preservation, documentation, and interpretation of Virginia's fragile archaeological resources. May include 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—managing the state's archaeological collections and making them accessible for research and educational purposes statewide. Includes 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 our 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. Includes grant selection, project monitoring, and technical assistance for projects, guidance for local governments developing ordinances, design guidelines, and historic preservation plans.

Survey & Inventory—identifying historic resources and making that information available for planning and decisions. Includes project selection management 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 nearly 200,000 historic properties and districts, retrieving and analyzing data for public agency and private planning.

Register —evaluating the significance of historic resources and listing 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 required 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 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 and complicated property and project plan review, 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 participation in permits issued by the Virginia Marine Resources Commission for recovery of historic artifacts from Virginia's rivers and streams and by the Department of Conservation and Recreation 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—informing and educating all customer categories 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—coordinating processes to gain Historic Resources Board approval and Virginia Department of Transportation placement of appropriate historical highway markers along Virginia's roadways. Involves research, writing, interpretation, working with marker sponsors, board members and various interested parties.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF

Base	2,373,139	1,597,272	2,373,139	1,597,272
Changes to Base	106,166	11,334	417,935	11,334
Total	2,479,305	1,608,606	2,791,074	1,608,606

Objectives for this Service Area

Objectives for this Service Area

Objective
Focus priority attention on historic resources that represent the full range of Virginia's rich and varied history and cultures, and Virginia's rapidly disappearing Civil War battlefields

Description

This objective focuses on an agency initiative to ensure that its programs are inclusive and that we work with a variety of interest groups to list on the Virginia Landmarks Register, include in the state system of historical highway markers, and include in agency educational efforts historic places that tell the story of all groups that have made Virginia what it is today--including but not limited to Native Americans, African Americans, and women.

Objective Strategies

- Actively encourage private sponsorship and funding to place historical highway markers that tell the stories of Virginia Indians, African Americans, women and other groups that are less well represented in Virginia's historical highway marker system.
- Actively encourage registration of significant historic properties that tell the stories of Virginia Indians, African Americans, women and other groups less well represented in the total number of properties honored through listing on the Virginia Landmarks Register.
- DHR will administer a program of grants competitively awarded to non-profit organizations for the specific purpose of purchasing significant Civil War battlefield lands or interests in those lands, donating a perpetual easement to the Commonwealth and managing those lands for long-term conservation, education, and tourism purposes

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Total number of landmarks approved each year by the Board of Historic Resources, as documented in minutes of quarterly board meetings and quarterly division reports, for listing on the Virginia Landmarks Register that relate to African-American, Native American, women, or other less-well represented cultural groups divided by the total number of landmarks listed during the relevant state fiscal year. This measure converts an earlier version from numbers to a percentage of the total number of landmarks registered in a given year.

- Percentage of new or replacement historical highway markers that directly reflect the rich variety of Virginia's people and culture

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Total number each year of new or replacement historical highway markers that relate to African-American, Native American, women or other less-well represented cultural groups, divided by the total number of new or replacement markers approved by the Board of Historical Resources; data taken from minutes of quarterly Board meetings. This measure converts an older version from numbers to a percentage of total highway markers for a given year.

- Percentage of participants reached by education programs with themes emphasizing the rich variety of peoples and cultures in Virginia's history

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Total number of participants/audience in agency sponsored or cosponsored educational programs and exhibits that tell the story of Native Americans, African Americans, women, or other less well-represented groups as submitted in quarterly staff reports, divided by the total audience in those reports for all agency sponsored or cosponsored educational programs and exhibits. This measure revises an earlier version from a number to a percentage of total participants in broader agency educational activities.

Objective
Enhance the accessibility of records documenting historic properties both on-site and on-line while maintaining a high level of care and security

Description

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

Objective Strategies

- Continue verifying and updating current digitized mapping layers in DHR's geodatabase (GIS) to ensure an accurate base line, with a target date for completion of Architectural resources by the end of SFY2014
- Continue cleanup of architectural records within the current DSS data management system, and in the new data management system; merge records of

individually recorded properties that are also recorded as contributing historic district resources with target date extended into SFY2013-2014.

- Make historic resource survey records available through onsite research and archives search services
- Process and accession in a timely fashion an expected intake of 3000 new survey records and 250 cultural resource management reports, plus incorporation of several thousand pieces of correspondence, newspaper articles, etc. into existing property files.
- Work to create the new online database system that will supersede the current Data Sharing System/DSS, with a completion date of September 2013.

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- 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
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work

Measures

- Number of customers using agency inventory records on-site and/or using agency research services

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Results compiled from archives sign-in sheets and research services requests logged in. The rate of use increased dramatically during the middle of the past decade but has dropped and may continue to drop based on the effect that the economic downturn has had on public projects as well as an increase in the use of the agency's on-line data services.

Objective

Increase the number of historic resources identified, evaluated and registered

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.

Objective Strategies

- Evaluate significance of historic properties.
- Manage public notifications, public meetings, board review, and board meetings to support registration.
- Partner with local governments, universities, and other organizations to conduct historic resource 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.
- Review and provide quality control for federal and other public surveys.

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- 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
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Total number of individual properties and/or historic districts identified and reported from cultural resource management surveys, cost-share project surveys, local surveys, and volunteer sources as recorded in the Department of Historic Resources historic resources inventory as newly identified. Calculated as the total of new records added to the architectural inventory during the quarter being reported added to the total of sites recorded in the archaeological inventory for which new site numbers are issued during the same period.

Objective

Increase the protection and/or rehabilitation and reuse of historic properties

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.

Objective Strategies

- Provide quality review and technical guidance to owners of properties under easement to ensure appropriate treatment options

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

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- 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
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

- Private dollars invested in historic rehabilitation projects leveraged and enhanced by the state tax credit program

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Agency records on the monetary value of rehabilitation projects leveraged by state and federal rehabilitation tax credits and certified through Department of Historic Resources assistance as meeting Secretary of Interior Standards. 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 agency 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 the Department of Historic Resources

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Agency easement records; calculated as the total number of new easement donations during the state fiscal year. In the late 1990's with roughly 250 easements at that time, the Department of Historic Resources challenged itself to protect a total of 400 properties through preservation easements by the end of calendar 2007. The agency met that commitment and now holds more than 500 easements. Current targets reflect the effects of a slowing economy and a strategic shift in agency priorities to managing and monitoring the easements it already holds.

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

Measure Class Preferred Trend Frequency

Data Source and Calculation

Data sources are the agency's legacy project review database, its new digital project review system – ePIX, and monthly reports provided by the Federal Communications Commission's online E-106 system. The measure is calculated by dividing the number of project review requests completed within 30 calendar days of receipt by the total number of review requests received where the 30-day turnaround target falls within the quarter.

- Cost of rehabilitation project certifications

Measure Class Preferred Trend Frequency

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 Commonwealth Accounting and Reporting System (CARS) summary downloads performed quarterly. Denominator equals: total tax credit Parts I, II, and III applications certified annually 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 fiscal year performance measure.

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Source: Agency Reports Calculation based on the number of properties inspected divided by the total number of properties under easement at the beginning of the fiscal year.

Objective

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

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.

Objective Strategies

- Prepare a biennial report due in odd numbered years on the status of state-owned historic properties, their management, threats, and priorities for registration
- Work with property-owning agencies to identify and register historic properties owned by state agencies

- Work with property-owning agencies to improve the treatment and/or consideration of historic resources in the agencies day-to-day operations or projects

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

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

Measure Class **Other Agency** Measure Type **Outcome** Preferred Trend **Increase** Frequency **Annually**

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.

Objective

Maximize the care and public benefits of the approximately six million objects curated in the department's archaeological collections

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.

Objective Strategies

- Continue to enhance the quality and quantity of data on historic resources in the agency databases and geographic information system
- Encourage use of archaeological collections by researchers and for educational purposes
- 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

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- 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
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

- Number of new archaeological collections curated under appropriate management standards

Measure Class **Other Agency** Measure Type **Outcome** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Source: Archaeological Collections Transaction Database; database tracks collections transferred to agency care as a result of public projects such as highway planning and construction, and planning for everything from utility lines to reservoirs. Calculation is the total number of collections (which vary in size and number of artifacts from just a few to many thousand) transferred to the care from other agencies and private entities to the Department of Historic Resources.

- Numbers of visitors to educational exhibits that have been leveraged or enhanced by agency partnerships with, or by technical assistance and archaeological artifact loans to, museums and other institutions

Measure Class **Other Agency** Measure Type **Outcome** Preferred Trend **Stable** Frequency **Annually**

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 downward to reflect major exhibits that came to a close before the beginning of the biennium.

Objective

Increase knowledge and appreciation of Virginia's historic assets and how to use them

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.

Objective Strategies

- 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
- 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

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future
- Increase understanding and knowledge about the value of historic resources in educational and economic success and the tools available to put resources to work
- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Total number of historical highway markers approved annually as documented in minutes of the Virginia Board of Historic Resources quarterly meetings. Most new markers are sponsored by private organizations. Replacement marker funding has ended resulting in lower targets for the next biennium.

- Number of participants reached by Department of Historic Resources sponsored or cosponsored training sessions and environmental education programs

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Annual total number of participants reported by division managers in quarterly reports listing training or educational events and estimated audience for each. The target is based on targeted agencies and partnerships already "in the works" for the coming year; adjusted annually based on budget and strategic priorities for the Department of Historic Resources and its partners. This measure combines data from a former training measure and the non-exhibit data from a former broadly defined education measure.

599: Administrative and Support Services

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.

Mission Alignment and Authority

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.

Customers for this Service Area

Anticipated Changes to Customers Base

Nonstate grantees will change by the number of grantees served in any given fiscal year. If decision packages are approved, there will be additional full time employees added to customer base. There are also anticipated increases in customers served due to enhancements made to agency historic resources inventory data-syaring system (DSS) and Archives which will result in an increase to the volume of invoices and collections for fees in these areas.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
State Agency(s),	Agency Employees	46	46	Stable
State Agency(s),	Other governmental agencies	25	30	Stable
Organization	Grantees	10	15	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

Availability of staff and expertise. Reliance on outside contracts for human resources, payroll, and similar services.

Anticipated Changes to the Products and/or Services

None.

Listing of Products and / or Services

Agency Management • The agency Director is appointed by the Governor to serve as the Director of the Department of Historic Resources (DHR), a position which is also charged by Code to serve as the State Historic Preservation Officer (SHPO) 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, Fair Labor Standards Act (FLSA), Records Retention Management, Equal Employment Opportunities (EEO) and Compensation. • Handles all grievance and complaint activities. • Provides training as needed; and ensures staff is proficient. All HR activities are now completed in coordination with DHRM.

Grants Administration • National Park Service – Historic Preservation Fund (HPF) 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. • Monitors the Cost Share and Threatened Sites fiscal activities. • 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.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	513,447	208,635	513,447	208,635
Changes to Base	2,632	0	2,717	0
Total	516,079	208,635	516,164	208,635

Objectives for this Service Area

Objectives for this Service Area

Objective

Maintain and/or increase Small, Woman and Minority (SWaM) spend goals.

Description

To maintain and/or increase our Small, Woman and Minority (SWaM) spend goals. DHR has set forth a goal of spending 60% of all qualifying discretionary spend transactions with a SWaM vendor. The Commonwealth goal is currently set at 40%. To ensure the 60% target is achieved DHR will review the spend percentages quarterly to see what percent of the goal has been completed. If 30% has been spent in the first quarter then the agency would be 50% of the way toward achieving it's overall goal of 60%.

Objective Strategies

- Periodically review and actively seek out SWAM vendors for discretionary agency purchases.
- Periodically review SWAM reporting data to ensure that the agency targets are being met.

Alignment to Agency Goals

- Integrate historic resources as a viable part of the environment for communities, organizations, and agencies at all levels well into the future

Measures

- Percentage of Small, Women and Minority (SWAM) agency goal achieved.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

The Department of Historic Resources (DHR) will pull data from the the Department of Minority Business Enterprise's (DMBE) SWaM Dashboard quarterly to calculate the total percentage of Small, Woman and Minority (SWaM) spend. Each quarter will be compounded to come up with a year to date percentage. This will be compared to the Agency's overall SWaM goal detailed in the SWaM Plan submitted to DMBE annually. The Department of Historic Resources has set an annual goal of 60%. The Commonwealth goal is 40%.

Objective

Maintain and/or increase the percentage of eligible employees that sign-up to telework.

Description

This objective is designed to monitor DHR's progress toward encouraging telework opportunities for all eligible employees.

Objective Strategies

- Ensure that each new employee is advised as to whether or not his/her position qualifies for telework, provide information on the program and encourage the employee to work with his/her supervisor to develop a telework agreement appropriate to the nature of his/her position.
- Periodically review telework agreements on file; and encourage each employee to keep his/her agreement up to date.

Alignment to Agency Goals

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

Measures

- Percentage of eligible employees that are signed-up to telework.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

The total number of signed telework agreements submitted to Human Resources annually will be divided by the total number of classified employees that are eligible to telework.