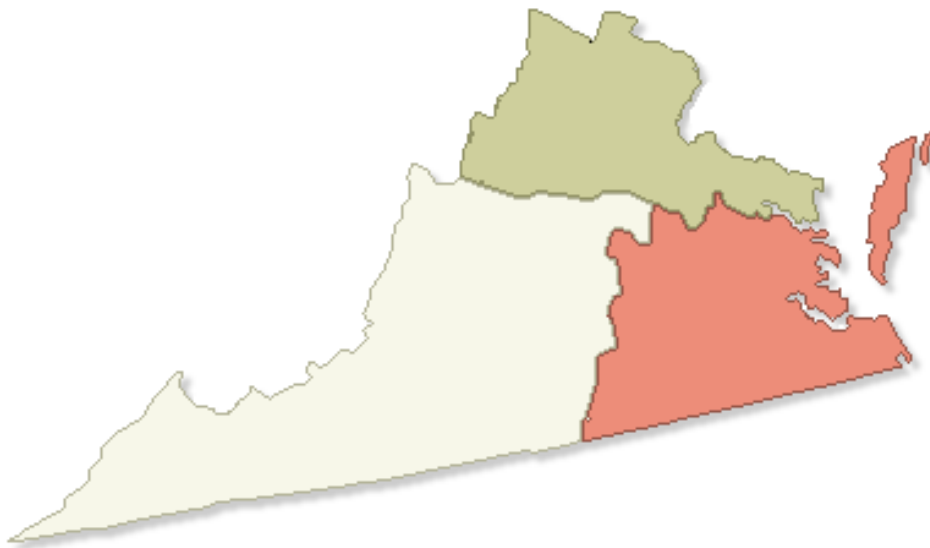


A New Direction for Virginia's CLG Program: A Strategic Plan



Produced by the National Alliance of Preservation Commissions

Kristin Sanders, Principal Consultant

2004



A New Direction for Virginia's CLG Program: A Strategic Plan

National Alliance of Preservation Commissions
Kristin Sanders, Principal Consultant
Center for Community Design and Preservation
College of Environment and Design
University of Georgia
Athens, GA
2004




Table of Contents

| | |
|---|------|
| Acknowledgements..... | p.1 |
| Introduction..... | p. 2 |
| Methodology..... | p.3 |
| Strategic Plan for Community Resource Protection Certification Program..... | p.5 |
| Strategic Plan for CLG Affiliate Program..... | p.9 |
| Recommendations for Virginia’s CLG Requirements..... | p.15 |
| Appendix A Interview Notes..... | p.19 |
| Appendix B Review Board Self-Assessment Form..... | p.29 |
| Appendix C Review Board Assessment Form..... | p.31 |
| Appendix D Timetable for Implementation..... | p.33 |
| Appendix E Major CLG Task Force Recommendations..... | p.36 |
| Appendix F State CLG Requirements Spreadsheet..... | p.43 |

Acknowledgements

Thank you to Pratt Cassity, Director of Center for Community Design and Preservation, College of Environment and Design, University of Georgia; Virginia CLG coordinator, Paige Weiss; and the NAPC Board of Directors chair, Dan Becker, for embracing this project. Thank you to the many state CLG coordinators who offered assistance in obtaining CLG requirements and to those interviewed who lent their time and expertise to the project.

Introduction

The Certified Local Government (CLG) Program, administered jointly by the National Park Service (NPS) and the State Historic Preservation Offices (SHPO), promotes historic preservation at the grassroots level across the nation. The CLG program seeks to develop and maintain local historic preservation programs that influence the zoning and permitting decisions critical to preserving historic properties and to ensure the broadest possible participation of local governments in the national historic preservation program while maintaining preservation standards established by the Secretary of the Interior. To become a CLG, a local government must satisfy the following minimum federal requirements: enforce appropriate state or local legislation for the designation and protection of historic sites, establish an adequate and qualified historic preservation review commission, maintain a system for the survey and inventory of historic properties, provide for adequate public participation in the local historic preservation program, and satisfactorily perform all responsibilities. Each state may establish guidelines in addition to the minimum federal regulations. The SHPO is required by federal regulation to allocate 10% of all Historic Preservation Funds for CLG grants.

Recognizing a need to reevaluate the CLG program in Virginia, a task force was established and in January 2001 the *Major CLG Task Force Recommendations* were issued. The task force first determined that a statewide goal should be to encourage the development and maintenance of preservation programs in all localities. Therefore, Virginia's CLG Program should promote viable communities through preservation, recognize and reward communities with sound local preservation programs, and establish credentials of quality for local preservation programs. The focus of the CLG program should be on education, good planning, and incentives the program should be capable of addressing local governments that are just beginning and know little about preservation, those who have begun preservation programs but are still maturing, and those who are well established. The task force further recommended a two-tiered approach that would designate local governments as affiliates of the CLG program. These affiliates would be given training, financial support, and technical assistance to reach the goal of becoming a CLG. After reaching CLG status, the local governments would continue to receive assistance to maintain the high level of performance standards.

Virginia's Department of Historic Resources (DHR) contacted the National Alliance of Preservation Commissions (NAPC) to develop a strategic plan to implement the CLG affiliate program and to develop a review board certification program as per the recommendations of the task force. While an effort has been made to address many of the task force recommendations, some components were not directly addressed by NAPC but should be given further consideration by the Department of Historic Resources. NAPC has also evaluated Virginia's CLG requirements and offered recommendations based on an analysis of relevant research.

Methodology

The first stage of developing the strategic plan and certification program was to research CLG requirements nationwide. Approximately twenty states' CLG manuals were available for download on the SHPO website. For the remaining states, CLG coordinators or other persons were contacted by telephone and/or email to request a copy of the CLG requirements for their state. A total of forty-one state's CLG requirements were received. A spreadsheet was developed to analyze the requirements of each state (see Appendix E). The federal requirements were used to establish overall categories. Virginia's requirements were then listed as a base of comparison. The CLG requirements for each state were examined and the appropriate requirements were noted on the spreadsheet, which was oriented with the most stringent state (Virginia) on the left to the least stringent state on the right. The percentage of states having a certain requirement was calculated and included on the spreadsheet.

Analysis of this information provided insight into the character of the CLG program. Virginia's CLG requirements proved the most stringent of all states' requirements, particularly in the evaluation criteria to determine if a CLG has satisfactorily performed the responsibilities delegated to it. A small number of states required little more than the minimum federal requirements for becoming a CLG. The majority of states fell in an intermediate category. These states had many of the requirements found in Virginia's CLG program; however, the evaluation criteria were often not as explicit. Overall, the maintenance of a system of survey and inventory of historic properties was the most consistently addressed aspect of the CLG program nationwide. New Jersey, with the approval of the National Park Service, accepts local governments into the CLG program conditionally. Within the first few years, the local government can use CLG grant monies to fulfill the conditions of their acceptance. Oklahoma offers an expanded program to its local governments. After two years of satisfactory performance, a local government can participate in the expanded program. The local government must employ two full time staff persons and can participate in additional activities, such as review of tax credit projects or Section 106 review. The approaches of New Jersey and Oklahoma offer possible precedent for an affiliate program in Virginia.

The next stage of the project was to interview a variety of state CLG coordinators and other select individuals. The following persons were contacted: George Chidley, New Jersey; Mike Johnson, Maine; Glen Vaughn-Roberson, Oklahoma; Joe DeRose, Wisconsin; Stephen Poyser, Oregon; Dan Corson, Colorado; John Renaud, NPS; Jennifer Lewis, Georgia; Kerry McGrath, Iowa; and Hampton Tucker, NPS. The questions asked include learning what requirements are most difficult for a local government to comply with, what training opportunities are available to commissions in their state, what aspects of training are most important and are these areas being adequately addressed, what factors hinder participation in training programs, and what improvements or changes could be made to the

CLG program. Based on responses to the inquiries, passing a comprehensive ordinance is one of the most difficult tasks for a local government. Designating properties as local landmarks also tends to prove challenging. These problems often stem from poor public relations and a lack of community support. Training programs are offered at least once a year in each state. However, personal obligations of commission members, the location of training events, and the cost of training often prohibit more than one or two members of a local commission from attending. Most improvements or changes suggested were an increase in funding and staff to better accomplish the goals of the CLG program. Notes from these interviews are included in Appendix A. Training programs, specifically the Virginia Certified Planning Commissioner's Program, were used as a base for creating the Community Resource Protection Certification Program.

Strategic Plan for Community Resource Protection Certification Program

The *Major CLG Task Force Recommendations* identified establishing credentials for local review boards as a goal of the Virginia CLG program.¹ An effective way of accomplishing this goal is to create a Community Resource Protection Certification Program for local review boards. The certification program would be modeled after the Virginia Certified Planning Commissioner's Program, a program widely accepted and promoted by local governments. A review board could become certified after ample instruction just as a local planning commission is certified. This method of establishing credentials for review boards has been discussed by the state CLG coordinator, numerous Virginia localities, and NAPC. The Community Resource Protection Certification Program has been determined to be the most promising method of meeting this recommendation.

The Virginia Certified Planning Commissioner's Program is a ten-week program that includes thirty hours of classroom instruction and nine weeks of home study. The program begins with a two-day opening session. The participants then begin home study, during which they read five selected texts, complete short answer essays, and complete a field assignment. The participants return to the selected location for a two-day closing session. Topics covered include the planning process, the powers and duties of local planning commissioners, planning's legal foundation, the tools of planning, and managing planning issues. Persons who complete the entire program receive a certificate of completion. The training program is offered three times each year and the class size for each session is limited to 40 participants. The program costs approximately \$395 per person and includes registration, materials, textbooks, selected onsite meals and all refreshment breaks at both sessions. After careful consideration of information collected from CLG programs nationwide, NAPC developed the Community Resource Protection Certification Program to resemble the Virginia Certified Planning Commissioner's Program, deviating from the format only when necessary.

The Community Resource Protection Certification Program shall consist of a two-day opening session, twelve weeks of home study, and a two-day closing session. The program differs from the Virginia Certified Planning Commissioner's Program home study length of ten weeks due to difference in the amount of material to be examined. A case study, drawn from the CLG Affiliate Program, will be selected for each offering of the training program. The selected affiliate/case study review board shall be one completing Stage Two of the CLG Affiliate Program. This will provide participants of the Community Resource Protection Certification Program with a practical application of skills learned during home study and also serve as the assessment and review required for affiliates entering Stage Three. Until the affiliate program can provide a case study, a local review board shall be chosen by the course mentor to serve as a case study. A course mentor will facilitate the home study and closing session. This course mentor could be the state CLG coordinator, other state staff person, an experienced commissioner, or other preservation

professional. The course mentor must be agreeable to evaluating course assignments in a timely manner and providing feedback to participants. The class size should be limited to no more than thirty participants to ensure that all commissioners receive adequate attention from the course mentor. The state may find it necessary to partner with an appropriate organization to provide this training.

Outline

- 1) Opening Session-two days
- 2) Home Study-twelve weeks
 - a) Preservation Law
 - b) Standards and Guidelines
 - c) Determination of Significance and Character Defining Elements
 - d) Public Education and Outreach
- 3) Closing Session-two days

“Opening Session”

The opening session of the program should be a two-day training event such as NAPC Commission Assistance and Mentoring Program or equivalent instruction. This session, providing approximately fifteen hours of instruction, should offer an intense introduction to the topics that will be explored during home study. Participants in the certification program would receive course materials and the schedule of assignments at the opening session, in addition to meeting the course mentor who will facilitate the home study.

“Home Study”

Home study is divided into four modules: Preservation Law, Determination of Significance and Character Defining Elements; Standards and Guidelines; Public Education and Outreach. Three weeks are devoted to each module for a total of twelve weeks of home study. Participants will be required to read selected texts and produce a summary of the main points by the midpoint of the module. An assignment allowing the participant to apply the knowledge gained during home study must be completed and submitted to the mentor by the last day of the module. In total, a participant should submit four summaries of texts and four assignments to the course mentor prior to the closing session. Eventually, CD-ROM based training programs may supplement the texts, offering participants more interactive learning experiences.

The first module of home study is Preservation Law. The curriculum should include a study of takings, procedural due process, conflict of interests, designation procedures, review and approval/denial, and the appeals process. Participants should produce a summary of readings to the mentor. The assignment should require participants to apply legal principles to a case study. Recommended texts for this module are:

Duerksen, Christopher and Richard Roddewig. *Takings Law in Plain English*. rev. ed. Washington, D.C.: National Trust for Historic Preservation, 2002.

- Miller, Julia. *Layperson's Guide to Preservation Law: Federal, State, and Local Laws Governing Historic Resource*. rev. ed. Washington, D.C.: National Trust for Historic Preservation, 2001.
- Reap, James K. "How to Conduct a Preservation Commission Meeting." *The Alliance Review* (Spring 1994).
- Stipe, Robert E. "A Letter to George: How to Keep the Preservation Commission Out of Court and Avoid Being Sued." *The Alliance Review* (1993).
- White, Bradford, Paul Edmondson and Julia Miller. *Procedural Due Process in Plain English: A Guide for Preservation Commissions*. rev. ed. Washington, D.C.: National Trust for Historic Preservation, 2004.

Module two is Standards and Guidelines. Specific areas of consideration are: what are standards and guidelines; how are each used; how do standards and guidelines relate to each other; and how are they practically applied by commissions and property owners. Recommended texts for this module are:

- Cox, Rachel S. *Design Review in Historic Districts*. Washington, D.C.: National Trust for Historic Preservation, 1997.
- The Alliance Review* (July/August 2003).
- Winter, Noré V. "Design Guidelines for Historic Districts within the Context of Community Planning." *The Alliance Review* (Fall 1990).

Determining Significance and Character Defining Elements is module three. This section addresses individual properties and districts eligibility for local designation and National Register eligibility. Recommended texts for this module are:

- Bzdak, Meredith. "Cultural Resource Surveys: Documenting Your Community's Character." *The Alliance Review* (April/May 1999).
- Cassity, Pratt. *Maintaining Community Character: How to Establish a Local Historic District*. Washington, D.C.: National Trust for Historic Preservation, 2001.
- Kocher, Ken. "Standards of Surveying: Using the Secretary of the Interior's Standards for Identification in Conducting a Local Survey." *The Alliance Review* (April/May 1999).
- Shrimpton, Rebecca H., ed. *How to Apply the National Register Criteria for Evaluation*. rev. ed. National Register Bulletin, no. 15. Washington, D.C.: U.S. Department of the Interior, National Park Service, National Register, History and Education, 1997.

Module Four addresses Public Education and Outreach. Participants will learn how to raise the public awareness and appreciation of historic resources and how to keep elected and other local officials informed on and interested in preservation. This module will also explore how to build a strong relationship with the local preservation non-profit. The final area of this module will focus on building a strong relationship with the media.² Recommended texts for this module are:

The Alliance Review (July/August 2004).

“Keeping Historic Preservation in the Public Eye.” *Helpline*. Atlanta, GA: Georgia Department of Natural Resources Historic Preservation Division, 1997.

“Public Relations.” *Preserving New Jersey: A Handbook for Municipal Historic Preservation Commissions*. Trenton: Preservation New Jersey, 1997.

“Public Relations for Historic Preservation Commissions: Guidelines for Public Talks.” Athens, GA: GA Alliance of Preservation Commissions, 1997.

“Closing Session”

The closing session lasts two days, for a total of approximately fifteen hours. The session is held in the case study locality. The affiliate/case study commission should provide the participants with all minutes, COA applications, and decisions of the previous two years. Additionally, the affiliate/case study commission should have collected all Review Board Assessment Forms completed by community members, local elected officials, and city staff that have a relationship with the review board in addition to Review Board Self-Assessment Forms.

Participants in the Community Resource Protection Certification Program will evaluate the affiliate/case study commission based on the information contained in each module. Commissioners should be divided into four groups of no more than eight members. Group one should evaluate the affiliate/case study commission’s minutes and decisions under the elements of preservation law. Group two assesses the commission’s determinations of significance and character defining elements. Group three considers all Certificates of Appropriateness for adherence to the appropriate standards and guidelines. Group Four examines the public education and outreach programs sponsored by the affiliate/case study commission. Each group is responsible for recognizing the positive elements of the affiliate/case study commission, identifying areas where improvement is needed, and providing recommendations on techniques to realize improvements. Each group should designate a secretary to take notes on the group’s discussions and act as a liaison to the other groups. The course mentor will be available to answer questions, ensure groups are managing time well, and aid in the production of the final product. The final product will be a report of each group’s findings and a presentation of these findings to the course mentor and affiliate/case study commission. After successfully completing the entire program, participants will receive a certificate of completion from the course mentor. The state CLG coordinator and appropriate local government will be notified of certification.

Strategic Plan for CLG Affiliate Program

The *Major Task Force Recommendations* suggest creating an affiliate program for local governments who wish to work towards CLG status.³ The program will offer step-by-step guidance and financial incentives for local governments who wish to become a CLG. The goal of this program is to expand the CLG program in Virginia while creating sound local preservation programs across the state. The task force identified the following as key elements in a sound local preservation program: local government and citizen support; educational efforts aimed toward staff, commissioners, and the public; consistency in terms, application, and understanding of rules/criteria; identification of resources, especially those that reflect the uniqueness of the community; survey information, which is the basis for all other elements; a local preservation ordinance; and integrating preservation with other planning decisions.⁴ The affiliate program, while it may appear lengthy and demanding, attempts to address each of these key elements. At each stage the program provides training, assistance, and specific goals for a local government. Upon completion, a locality is capable of maintaining the high performance standards of the Virginia CLG program because, as an affiliate, the locality was able to create a sound preservation program.

The program consists of three stages. An affiliate CLG shall complete Stage One within two years of entering the program. The affiliate will then have up to three years per stage, but no more than four years in all, to complete the subsequent stages. An affiliate may complete the program at any time within the six year time period. The state should recruit four or five candidates to participate in the program initially. In the beginning, candidates should be selectively targeted based on the CLG coordinator's assessment of a local government's ability to satisfactorily complete the affiliate program. Subsequently, candidates should be recruited based on a demonstrated interest in and ability to complete the affiliate program. New localities should be allowed to enter the program every two years, allowing one group to complete stage one before another group begins. Affiliate review boards shall submit brief, but comprehensive quarterly reports to the state CLG coordinator. These reports shall include the affiliate's progress towards reaching their objectives, any challenges the review board is facing, resolutions to any conflicts that were discussed in a prior report, and any areas where assistance is needed. These reports will serve as a progress marker for the state CLG coordinator and as a way to maintain an open dialogue between the state and local government.

Outline

- 1) Stage One
 - a) Training and Orientation
 - i) Orientation to the affiliate program
 - ii) Preservation Law
 - iii) Determination of Significance and Character Defining Elements
 - iv) Standards and Guidelines
 - v) Public Education and Outreach
 - vi) Introduction to Archaeology
 - vii) Create a contract
 - viii) Assign buddies
 - b) Objectives
 - i) Begin a comprehensive survey
 - ii) Attend at least two review board meetings each year of CLG buddy
 - iii) Conduct at least three educational events in two years
 - (1) One informational meeting or event should be held for the general public each year
 - (2) One event each year must be aimed towards educating the business community
 - (3) The third educational event is left to the discretion of the local review board
 - iv) Present annual report to the city council
 - v) Complete a Review Board Self-Assessment Form prior to entering Stage Two
- 2) Stage Two
 - a) Training
 - i) Creating a comprehensive plan or strategic plan
 - ii) Training on subjects deemed necessary by assessment results
 - b) Objectives
 - i) Designate local districts/landmarks based on survey results
 - ii) Initiate NR nominations based on survey results
 - iii) Work towards strengthening the preservation element of the local comprehensive plan
 - iv) Work to have preservation integrated with other planning decisions
 - v) Continue visits to buddy review board meetings
 - vi) Continue educational programs
 - vii) Continue presenting annual report to the city council
 - viii) Begin developing a relationship with the local media
 - ix) Participate in an evaluation of the commission before entering Stage Three
- 3) Stage Three
 - a) Training
 - i) Becoming a CLG-tips for maintaining CLG status
 - ii) Training on subjects deemed necessary by assessment results
 - b) Objectives
 - i) Determine if the affiliate's contract, created in Stage One, must be amended based on their assessment
 - ii) Continue educational programs
 - iii) Continue presenting annual report to the city council
 - iv) Continue survey programs and designation of districts and landmarks
 - v) Continue to develop a relationship with the local media
 - vi) Complete the comprehensive plan strategic plan
 - vii) Meet requirements for full CLG status by final year
 - viii) Become a buddy to an affiliate review board entering Stage One
 - ix) Develop a CLG agreement with SHPO
 - x) Complete Review Board Self-Assessment Form

“Stage One”

Stage One of the CLG Affiliate Program shall begin with a mandatory two-day training and orientation session to introduce affiliates to the goals of the program, the three stages of the affiliate program, and the objectives of each stage. This training session should also give affiliates a basic knowledge of Preservation Law, Determination of Significance and Character Defining Elements, Standards and Guidelines, and Public Education and Outreach. Affiliates should be assigned buddies during this orientation session. One buddy will be an existing CLG review board and the other will be another affiliate review board. Many review boards often encounter similar challenges; and buddies can serve as a support system, offering insights from their own experiences and providing constructive criticism when requested.⁵ Careful consideration should be given to assign buddies who are geographically near the affiliate.

The affiliate review board will then embark on twelve weeks of home study, following the home study curriculum of the Community Resource Protection Certification Program. This program consists of four three week modules of home study: Preservation Law, which includes study of takings, procedural due process, conflict of interest, designation procedures, review and approval/denial, and the appeals process; Determining Significance and Character Defining Elements, which addresses individual properties and districts on eligibility for local designation and National Register eligibility; Standards and Guidelines, specifically what are standards and guidelines, how are each used, how do standards and guidelines relate to each other, and how are they practically applied by commissions and property owners; and Public Education and Outreach, which describes how to raise the public awareness and appreciation of historic resources, how to keep elected and other local officials informed on and interested in preservation, building a strong relationship with the local preservation non-profit, and building a strong relationship with the media. The affiliate review board should also be introduced to types of archaeological resources, when to address archaeology, and the role of archaeology in preservation planning.

Unlike the Community Resource Protection Certification Program, the closing two day session requires each affiliate to examine his/her own review board as a case study, using the knowledge acquired during home study to identify areas of weakness and offer strategies for improvement. Additionally, each affiliate review board will create a contract stating the locality's commitment to the CLG Affiliate Program and an anticipated schedule of completion for the goals of each stage. Each affiliate's local preservation program will vary. Some may already have certain objectives in place. Others may lack all necessary programs. As a result, each affiliate's contract and schedule will vary.

Following the training and orientation, an affiliate will have up to two years to accomplish the goals of Stage One. Affiliates should begin conducting a survey of the historic resources, including archaeological sites, within the affiliate's jurisdiction if one has not previously been undertaken. Maintaining a system for the survey and inventory of historic properties is a federal and state requirement for participation in the Certified Local

Government program.⁶ Furthermore, this survey aids a locality in creating a comprehensive plan that more strongly protects the area's historic resources. Local governments are encouraged to apply for a Survey and Planning grant from the state. Affiliates should be given priority for Survey and Planning grants. This can be accomplished by awarding bonus points to an affiliate in the application scoring process.

Each affiliate is required to conduct at least three educational events in two years geared towards the general public and the business community.⁷ To meet this goal, the review board is encouraged to partner with others, such as a buddy review board, the Main Street coordinator, local preservation non-profits, a college or university with a preservation program, local churches, nearby museums/historic sites, etc. One informational meeting or event should be held for the general public each year. This meeting or event should explain what the review board does and what it does not do, update the public on what the review board has accomplished, remind the public of the area's history to help foster understanding of why it is important to preserve, and survey those in attendance in order to gauge public support and areas of concern. One event each year must be aimed towards educating the business community. Suggestions for this include speaking at Chamber of Commerce meetings, speaking at luncheons/meetings of business organizations, and distributing information packets or brochures. The third educational event is left to the discretion of the local review board. However, events during Preservation Week are encouraged, and could include: hosting "Preservation Day" at a local historic site with hands on learning for the community and fun activities for kids; setting up a booth at a local fair to display and distribute information on preservation and offer fun activities; or hosting a Preservation Gala that could also serve as a fundraiser for the local preservation non-profit. For any event, review boards are encouraged to invite elected officials from other cities/states who have a great preservation record to speak. A review board should invite local elected officials to all events. This is a good way to gain support for preservation among elected officials.

The review board must also present an annual report to the city council outlining the need for preservation and the review board's accomplishments. This is an excellent opportunity to educate local officials about historic preservation and to gain support for local preservation efforts.⁸ Make a copy available to all members of the city council and the press because having elected officials and the press on your side can be invaluable.

Each member of an affiliate review board shall attend at least two review board meetings each year of their CLG buddy. These visits are intended to provide an example to the affiliate and foster communication between the two review boards.

The final objective of Stage One is to complete a Review Board Self-Assessment Form (Appendix B). Along with gauging an affiliate's progress, this assessment will identify areas of improvement and areas of concern. The assessment should also serve as a guide for future educational events.

“Stage Two”

Training, once again, is mandatory for all members. Training should focus on creating a strong preservation element in the local comprehensive plan and offer additional training on subjects deemed necessary by assessment results. This could be accomplished at the state conference, NAPC’s biennial Forum, a regional workshop, or other event approved by the state CLG coordinator. The archaeology toolkit should be incorporated into affiliate’s training and objectives as the toolkit is completed.

During Stage Two affiliates should continue conducting educational programs, presenting the annual report to the city council, and visiting CLG buddy review board meetings as begun in Stage One. A goal of Stage Two should be to designate local historic districts or landmarks based on survey results because local designation offers the highest level of protection for important historic resources. The affiliate should also initiate National Register nominations of significant resources. Affiliates may want to apply for a Survey and Planning grant to assist in the preparation of National Register nominations.

Affiliates in Stage Two should begin working to have preservation integrated with other planning decisions through strengthening the preservation element of the locality’s comprehensive plan.⁹ Generally, a preservation plan includes a summary of the history of the growth and development of a community, an analysis of the architectural styles represented in the community, a survey of the significant structures and areas in the community, a map showing all cultural resources surveyed except archaeological sites, a statement of the review board’s preservation policy and overall objectives, recommendations for specific properties or areas, identification of funding sources for community preservation projects, and recommendations for the integration of preservation goals into the community planning process.¹⁰ Affiliates should also examine all archaeological resources within the localities jurisdiction. Important archaeological resources should be identified and incorporated into the preservation plan.

Affiliates should begin developing a relationship with the local media. Often review boards see the media as a foe that will exploit the stereotype of the “hysterical commission.” Instead, the media should be used to help educate the public about the benefits of preservation by focusing on economic advantages as well as the less tangible aspects of preservation such as maintaining a sense of place. Local media should also be a tool to teach the public how the review board works and even to highlight preservation successes. Strategies for building a good media relationship include: inviting members of the press to cover meetings and educational events; providing journalists attending review board meetings and events with an appropriate press kit; contributing a weekly “Preservation Corner” column to the newspaper; submitting a monthly account of preservation activities to the press; sending press releases describing new or ongoing activities, such as the survey of an area; featuring successes of the review board on television and in print; and encouraging supporters to regularly submit Letters to the Editor in favor of preservation activities.

At the termination of Stage Two each affiliate commission must undergo an assessment. First, the review board must complete a Review Board Self-Assessment Form and distribute Review Board Assessment Forms to be completed by community members, local elected officials, and city staff who have a relationship with the review board. The Review Board Assessment Forms (Appendix C) should be distributed to residents and property owners within any historic district under the review board's purview. The review board should specify a date by which all forms should be returned. The review board should then summarize all Review Board Self-Assessment Forms and Review Board Assessment Forms. Results should be compared to determine areas where improvement is needed. The affiliate will then provide the Community Resource Protection Certification Program participants with the following information from the previous two years: review board meeting minutes, all COA applications, Review Board Self-Assessment Forms; Review Board Assessment Forms, and the summary of results. This assessment will identify the affiliate's strengths and weaknesses and offer recommendations for future improvement. Participants of the Community Resource Protection Certification Program will produce a final report containing their findings and present these findings to the affiliate review board.

"Stage Three"

Training is mandatory for all members and training topics will depend on where a need has been demonstrated. This stage should focus on satisfying the remaining CLG requirements. First, determine if the affiliate's contract, created in Stage One, must be amended based on their assessment. Specify what improvements must be made and outline the goals that must be reached by the end of Stage Three. Remember, the affiliate government is still bound by the schedule outlined in the original contract. Affiliate's should continue conducting educational programs, presenting the annual report to the city council, visiting CLG buddy review board meetings, working towards the designation of historic districts and landmarks, developing a relationship with the local media. During this stage the affiliate should also complete the preservation element of the local comprehensive plan and have it adopted by the city. Each affiliate in Stage Three will be assigned as a buddy to an affiliate entering Stage One and will become, after successful completion of the program, the new affiliate's CLG buddy. As a new CLG the buddy will be able to offer guidance to a new affiliate when problems arise, provide helpful resources, offer ideas on how to best complete requirements, and give constructive criticism. The new CLG will also serve as an example of what the new affiliate is working toward. As a buddy, visits to each other's review board meetings are required. Therefore, buddies should be geographically near each other if possible. The final steps of the CLG Affiliate Program are to complete a final Review Board Self-Assessment Form and to create a CLG agreement with the Department of Historic Resources. After successful completion of the stages of the CLG Affiliate program, an affiliate will become a full-fledged CLG.

Recommendations for Virginia's CLG Requirements

After researching many other state's CLG programs and comparing these to Virginia's CLG program, NAPC has concluded that overall Virginia's CLG requirements are in keeping with the task force's desire to create sound local preservation programs. The most noticeable difference between Virginia's CLG requirements and those of the majority of other states were the evaluation criteria to determine satisfactory performance. The majority of states loosely outline the evaluation criteria to maintain CLG status. In conversing with a number of CLG coordinators this was identified as a possible weakness in the program. Multiple CLG coordinators expressed an interest in developing a more stringent and better defined evaluation system. Currently, most CLG coordinators periodically review the annual reports of CLGs and look for consistency of decisions. This can be extremely time consuming and does not always provide an accurate assessment of a CLGs performance. Although Virginia's evaluation criteria may seem stringent, the specific questions allow the CLG coordinator to accurately assess a CLGs performance. Furthermore, these criteria can more easily provide a CLG with specific feedback on where the weaknesses and strengths of the locality lie.

The task force identified two elements as possible criteria for CLG designation that would denote a sound preservation program. The first is the presence of a strong historic preservation element in the local government's comprehensive plan.¹¹ The second is a program for public education.¹² Beginning in Stage Two, the Affiliate Program incorporates these two elements in the goals of the local government. Continuation of these two facets should occur after a locality receives CLG status. This should be included within the affiliate's CLG agreement. Existing CLGs should be required to incorporate a preservation element into the comprehensive plan of their locality and begin public educational programs within five years.

In addition to the continuation of survey and educational programs begun during the CLG Affiliate program, NAPC has developed several other recommendations for the VA CLG program requirements. First, DHR should closely examine the evaluation criteria that require a percentage of National Register nominations submitted by a locality to be technically complete, well documented, and affirmed by the state. Nominating a property to the National Register is a rigorous, time-consuming process that can also be very costly. As a result, individual local governments do not submit a large number of nominations on a regular basis. Therefore, these evaluation criteria should be reexamined to determine their necessity.

NAPC furthermore recommends DHR develop an ongoing assessment of the Virginia CLG program. This assessment should be based on the Review Board Assessment process outlined in the CLG Affiliate program, but should reflect the specific needs of the state CLG coordinator. Each local CLG staff person and review board chairperson should

complete the assessment form for the CLG program every three years. Approximately one-third of all CLGs in the state should complete the assessment each year with all CLGs participating in the assessment within a three-year cycle. This assessment of the statewide CLG program will allow DHR to identify areas needing improvement, challenges, and ways to meet challenges, as well as revealing emerging areas of concern. This process will also provide DHR with the means to continue addressing the task force recommendations and improving the CLG program in Virginia.

The task force identified the inclusion of incentive programs in a locality's preservation policy as a sign of a strong preservation program. The task force further explained that this should possibly be a consideration for CLG status.¹³ While incentives such as real estate tax abatement should be encouraged in local programs, NAPC recommends that this not be considered a CLG requirement. The availability of both human and financial resources will vary significantly from one locality to another. Therefore, to require incentives as a condition of CLG status could possibly pose a significant hurdle to some local governments, particularly more rural counties.

An additional area of concern that has been identified is the perception that Virginia's CLG program favors urban areas over rural counties. However, NAPC contends that the Virginia CLG requirements do not inherently favor urban area over more rural localities. Rural preservation typically poses a greater challenge than preservation in urban areas. Therefore, DHR should make a concerted effort to encourage rural preservation by recruiting these rural localities for participation in the CLG Affiliate program and by partnering with state or local non-profits to increase awareness and appreciation of rural resources in individual communities and across the state.

The CLG Affiliate Program represents a substantial new layer to the existing CLG program. The demands of the program, both on the participating local governments and the Department of Historic Resources, are significant. The CLG Affiliate Program requires substantial training, technical and financial assistance, and monitoring. As more local governments begin participating in the program the Department of Historic Resources may find it necessary to hire additional staff to assist in the management of the program. Additionally, the state may need to increase the funding available for affiliates and CLGs as per the *Major CLG Task Force Recommendations*.¹⁴

NAPC has attempted to address as many of the task force recommendations as feasible. Those not directly addressed by NAPC should be explored further by DHR, possibly through the use of regular assessments of the statewide CLG program by participating CLGs. DHR should also consider requiring CLGs to conduct educational programs for the general public and to integrate a strong preservation plan into the local comprehensive plan. DHR should endeavor to include rural counties in the CLG affiliate program and promote rural preservation statewide. Finally, the *Major CLG Task Force Recommendations* identified a number of new goals for the Virginia CLG program that will lead the program in a new direction. The Community Resource Protection Certification Program and CLG Affiliate Program provide innovative layers that build on the strengths of

the existing CLG program while taking the program in a new direction. These programs will enable Virginia's CLG program to certify and maintain sound local preservation programs across the state. However, these new layers also demand considerable staff commitments and financial resources. The programs will not succeed unless the Virginia Department of Historic Resources is willing to commit the necessary financial and human resources to accomplish the stated goals.

Endnotes

¹ The task force reached consensus on the following specific goals for the program:

1. Promote viable communities through preservation.
2. Recognize and reward communities with sound local preservation programs.
3. Establish credentials of quality for local preservation programs” (Major CLG Task Force Recommendations, 1/04/01) 1.

² “The education role is primary. Public education and support are essential.” (Major CLG Task Force Recommendations 1/04/01) 3.

³ “Using the Virginia Main Street Program as a model, DHR should give a new direction to the CLG program with a focus on bringing “junior” local governments to CLG status. DHR should focus the S&P program on development of sound local preservation programs. CLG status should be a standard for local governments to reach but local governments need help to attain it. State could select four or five good candidates for CLG status and focus financial and technical assistance on helping them become CLGs.” (Major CLG Task Force Recommendations 1/04/01) 1.

⁴ Major CLG Task Force Recommendations 1/04/01, 2-3.

⁵ This will also help “create regional CLG networks.” (Major CLG Task Force Recommendations 1/04/01) 5.

⁶ “Survey information- basis for all other elements” and “The task force ranked the following elements ranked in descending order of importance: 1. Survey and planning” (Major CLG Task Force Recommendations 1/04/01) 3.

⁷ “The education role is primary. Public education and support are essential.” (Major CLG Task Force Recommendations 1/04/01) 3.

⁸ “It is important to educate local officials as to what the facts are. Local political support for preservation requires a strong public outreach program.” (Major CLG Task Force Recommendations 1/04/01) 3.

⁹ “The [Code of Virginia](#) directs each jurisdiction to develop a comprehensive plan and to update it every five years. Additional legislation calls for each locality to incorporate cultural resources into its comprehensive plans.” (Survey and Planning Frequently Asked Questions) http://www.dhr.virginia.gov/survey/Survey_faql.htm

¹⁰ *Preservation Planning Manual Local Historical Commissions: Their Role in Local Government*. Massachusetts Historical Commission (Boston, 1992) 50-52.

¹¹ “Having a strong preservation element in the local comprehensive plan could be a requirement for CLG membership and should be a goal of all CLGs.” (Major CLG Task Force Recommendations 1/04/01) 2.

¹² “Also do not forget the other signs of a sound local preservation program—incentives, public education.” (Major CLG Task Force Recommendations 1/04/01) 2.

¹³ “The criteria for CLG designation should reflect the intended goals of the CLG program and recognize the full range of sound local preservation programs in Virginia... Also do not forget the other signs of a sound local preservation program—incentives, public education.” (Major CLG Task Force Recommendations 1/04/01) 2.

¹⁴ “Increase funding for CLG program in Virginia. Possible approaches include:
General Assembly support for unspecified local programs (a la dollars for non-state agencies)
DHR could provide equal state match for federal dollars as a budget request or through a reallocation of existing funds, or through private support.
Political alliance among CLGs with private/sector connections.
Rethink CLG grant schedule to leverage additional funds.
DHR could provide information on additional sources of funding” (Major CLG Task Force Recommendations 1/04/01) 4.

Appendix A

Interview Notes

Mike Johnson-Maine
May 12, 2004

Challenges

- Homeowners who are not sympathetic to preservation; makes designating properties difficult
- Public Relations
- Getting an ordinance passed and convincing people to subject projects to review

Training

- One annual training offered by state
- Usually just a couple of representatives from each commission-actually require all to receive training, but that goal is hard to meet-would like to see changed because it has not been met and members have too many things going on and can't all make it
- Training subjects/areas differ from year to year based on what is perceived as greatest need
- Big state, far to travel to get to training, so offering 2 regional CAMPs this year

Improvements/changes

- He is only staff person who handles CLG program and also handles review and compliance; not able to give more time to CLG
- No funding
- Frustrating that in order to offer training he must funnel funds through a CLG instead of the state just writing check to person giving workshop

Evaluations

- Pleased with evaluation requirements
- Reviews annual reports, meeting notes, and projects to gauge what they are allowing/not allowing and how well the decisions comply with Sec. of Interior

George Chidley-New Jersey
May 12, 2004

Challenges

- Ordinances don't normally meet CLG standards at first because the land use law which authorizes preservation has inconsistencies with CLG requirements
- Can't outright prohibit demolition
- 2 types of commissions:
 - Strong commission-makes all decisions and are binding
 - Advisory-because they are just advisory, are they really protecting resources, which is a requirement of a CLG?

Training

- Partner with Preservation New Jersey and Drew University
- Offer workshops themselves
- Maintain a listserv that allows them to alert members to training in other nearby communities
- Suggests commission members attend land use training because it is such an important/complicated aspect of what they are doing

Improvements/changes

- Would like a bigger staff who can do more hands-on work (currently only one person)
- More financial incentives to become/maintain CLG
- Lack of communication with surrounding states
 - Everyone would benefit from each other's training workshops and from having knowledge of other programs
 - CLGs change leadership often and forget or don't know what requirements they should be fulfilling; basically has to start over educating government/community about CLG program

Evaluations

- Conducts 6-10 evaluations/yr.
 - Annual reports, minutes, membership and attendance, decisions
 - Standard format for CLG to plug information into
- Have worked to create evaluation system which they are happy with

Conditional Acceptance as a CLG

- Local government can apply for grants but the money has to be aimed at meeting the conditions (ex. City is allowed in with the condition that within two years they must have a survey program in place and a certain percentage surveyed)
- Sometimes difficult when too much needs to be done in order for a city to become a CLG

Joe DeRose-Wisconsin
May 13, 2004

Challenges

- Getting a commission established in the first place
- Sometimes takes years to get an ordinance approved and duties assigned to the commission

Training

- WAHPC-Wisconsin Association of Historic Preservation Commissions- offer training twice a year
- The most important thing to teach is the hardest-common sense; a commission doesn't always know which preservation battles to fight and end up wasting time on lost causes
- Hindrance to training is that members are all volunteers and there is a big turnover; by the time they begin to understand what the commissions need to do, they are off the commission/quit

Evaluations

- Happy with method of evaluation; does not need to be more stringent

Improvements/changes

- Financial incentives would help CLG program-currently few incentives for properties to be locally designated

Challenges

- City writing an ordinance that has enough “teeth” to truly monitor and regulate construction activities in designated historic districts.

Training

- Require a training session with the commission members within weeks after the community becomes a CLG; this first session is a combination of a brief introduction to the total CLG program, more extended presentations of the Sec. of Interior Standards, and role of the commission in the National Register Process. (2 1/2 to 3 hrs.)
- Periodic visits to hp commission meetings in all the communities to observe the decision-making dynamic and the level of technical understanding surrounding the Certificates-of-Appropriateness (not done on a regular basis).
- SHPO conducts an annual statewide 2-½ -day preservation workshop the first Wed.-Fri. of December, which includes: National Register, 106, Secretary of Interior Standards for Rehabilitation, and tax credits. The workshop is free-of-charge and open to the public.
- Partners with Oklahoma’s Main Street Program to conduct annual Statewide Preservation Conference usually in May. Approximately 200 – 230 people attend.
- Most important training sessions are where the local commission members learn to apply local ordinance using the Secretary of Interior’s Standards for Rehabilitation. Judging by decisions, perhaps the issue is not adequately addressed.
- The biggest hindrance is competition for time with other civic obligations, profession time requirements, and private time with families

Evaluations

- Try to develop a partnership attitude with the CLGs by providing technical assistance and training. When commissions do not operate as they should, work with the city staff and commission members to find a solution.
- Performance Review Evaluation of CLGs every three years.
- Written three-page questionnaire sent to the CLG and staff visit. Staff architect partners on these visits and review commission decisions on randomly selected Certificates-of-Appropriateness.
- The staff writes a follow-up letter outlining findings, recommendations, and conditions (usually a need for more technical training).

Improvements/changes

- Problems tend to be local community issues normally centered on commission correctly enforcing its local ordinance. Issues reappear in many communities, but solutions require problem-solving time with individuals within the communities.
- Currently working on better networking system for fostering communication between the various CLG communities so they can share problems/ideas.

Stephen Poyser-Oregon
May 14, 2004

Challenges

- The requirement that there be an equal balance of professionals and lay members. Many communities have a difficult time coming up with members who fit professional standards. They have to contract when necessary.

Training

- Encourage commissioners to apply for training opportunities, attend professional meetings, and SHPO tries to sponsor annual daylong training workshops.
- Recently sponsored one on preservation law; this year, sponsored a workshop on helping to develop our statewide preservation plan where stakeholders had an opportunity for input.
- Important training- familiarity with local codes and regulations, and applying them in an objective manner that will withstand appeals; most jurisdictions do a pretty good job; a lot has to do with staff liaisons and their training and commitment. Most are very well qualified and quite knowledgeable.
- Members have difficulty participating in training because it takes time away from their jobs without remuneration.

Evaluations

- It's important to make sure they are doing what they agreed to. Sometimes this doesn't come out until evaluations.

Improvements/changes

- Have more time to devote to the program—wears two hats: statewide preservation planner and CLG coordinator. Also starting up a preservation advocacy non-profit, so time is a factor.

Dan Corson-Colorado
May 14, 2004

Challenges

- None really; don't require that much from a local government, just an ordinance
- Some enact ordinance just to become a CLG because they offer grants with no match
- The money can then be used to establish a survey program, which is stressed (that's the whole point of the CLG program to survey and protect resources)

Training

- One or more training programs done by the state a year-free
- CLGs receive individualized training on Sec. of Interior Standards, tax credit review (projects can be reviewed locally by CLGs)
- Special training opportunities- regional forums that are facilitated by CLG coordinator for first two years, then taken over by someone in region
- Next year starting a thematic forum on ski towns
- Statewide conference allows them to offer training sessions
- Stress to commissions that training is important- only requires one member/yr. to receive training, but with all the opportunities most have multiple members participating in training

Evaluation

- Feels it is fair and reasonable
- Reviews decisions, minutes, etc. for consistency

Improvements/changes

- Pretty happy with program
- Sometimes wonders though if allowing a brand new local government with no experience to become a CLG is best because they have no track record and don't really know what they are doing at first
- Also, most CLGs don't initiate/do NR nominations, although they are required to comment on those within their jurisdiction. This is because local designation offers more protection and NR nominations are time consuming and costly; wonders how to get more CLGs involved in NR nominations

John Renaud-NPS
May 14, 2004

Challenges

- Biggest challenge is getting an ordinance passed because the more enforcement a state requires the harder it is to get support
- Second challenge is often gathering an adequately qualified commission (members who meet professional standards)
- Local designation also causes difficulties, once again, usually because of a lack of public support

The inventory requirement is less difficult because it does not involve owners' property rights

Participation in NR process is a good opportunity for local officials and community members to weigh in on resources; lets them feel a part of the process

Additional responsibilities that may be delegated tend to be the things the CLG is interested in or involved in such as Section 106 review.

Suggested I speak with Hampton Tucker who may be of more help.

Challenges

- Unique to every community- some have a lot of difficulty getting an ordinance passed
- Property owners demand design guidelines to be completed before passing the ordinance (they want to know what they are getting into); however, had a bad experience with giving money to a local government to hire someone to develop design guidelines; then the ordinance didn't pass; therefore, they stick to Sec. of Interior Standards to pass ordinance and then give a grant for more individual design guidelines after.
- Sometimes a CLG gets too focused on protection/designation that they do very little survey of possible resources
- Local districts have to be overlaid on NR districts

Training

- Provide grants to commissions to attend NAPC Forum
- Are trying to offer CAMP every other year
- Goes to a CLG and gives training when new members star or whenever commission feels it is necessary

Evaluation

- Not very formal, but would like to institute more formal evaluation criteria
- Only 8 CLGs and 3 working towards CLG status, so he is able to attend nearly every commission meeting and offer feedback continually
- Will speak to city council, if necessary, to help a CLG achieve goals

Improvements/changes

- Would like the program to grow, but really likes that the program is small because it allows a lot of individualized attention.
- It is not a regulation, but simply how it has always been done that each city may have multiple NR districts, but only one locally designated district. He would like to see CLGs get involved in other parts of the city and not just the locally designated district.
- Would like to have a strategic plan outlining the long term goals and expectations of the CLG program in Arkansas

Other things of note

- Offers pass through grant money to local governments who are trying to become CLGs.
- Most can go from nothing to full CLG in about two years, less if mayor and council are really behind preservation
- Just received money to do an economic impact survey for Arkansas that will focus in part on the impact of local and NR designation

Jennifer Lewis- Georgia
May 19, 2004

Challenges

- Getting a local government to realize just how important it is to dedicate a staff member to the preservation commission

Training

- Two training events per year, one in spring and one in fall.
- Cities around the state bid to host the training because it brings people and generates money for the city's downtown, it gives a boost to the local program by showing officials and community members how important preservation is, and it offers a chance to "show off" successes.
- Also takes some responsibility of state CLG coordinator—state handles advertising, creating the agenda, and arranging for speakers and the host city organizes venues, lodging, tours, and food.
- An average of twenty preservation commissions represented at each training session. Only one or two representatives from each commission because most don't have the budget to send any more members.
- Legal issues-the biggest and most important part of training.
- Showing cities how to get all elected officials/staff involved is another focus; use cities with successful programs as examples and have them speak at events.

Evaluations

- Monitoring and assessment is the biggest challenge for her as a CLG coordinator.
- Has not been able to figure out a real great system for monitoring.
- No travel budget for visiting commissions.
- Tries to make sure they are all on the right track, but with so much to do the squeaky wheels get the oils and the rest don't get as much attention.

Improvements/Changes

- Lobbying for more money in order to do more projects for the community.
- Another national survey of preservation commissions would be useful (NAPC did one in 1998).
- Has created a listserv for commissions to communicate with each other, which has proven very useful.
- Hoping to do a large survey of all preservation commissions in Georgia and organize information in database.

Kerry McGrath-Iowa
June 10, 2004

Challenges

- o In Iowa, recruiting commission members who are willing to put in the time and who meet professional qualification standards.

Training

- o Orientation for newly established and newly certified commissions; survey and evaluation, preparing National Register nominations, setting up a system for local designation and design review, developing design guidelines, financing historic preservation projects, using the State's historic preservation incentives, doing design review, basic commission operations (conducting a meeting; setting up, maintaining the inventory and using the inventory; recruiting volunteers and new commissioners, working with staff and elected officials), other ways to protect historic properties (incentive programs, demolition delay, easements, deed restrictions, public ownership, etc.), public education both to inform about historic preservation and to inform and enjoy historic properties in the community
- o Applying what they are learning through discussion, exercises, and assignments is the most important aspect of training. Does not think this is being adequately addressed because of the time and creative effort needed to develop the exercises and to do the follow up with trainees to see if they have done their assignments and to provide feedback.
- o Time is a big hindrance to participation in training programs. Iowans who serve on historic preservation commissions, typically are major volunteers in their communities and are stretched very thin.

Evaluations

- o Whether or not evaluation criteria are stringent enough really depends on a State's CLG program goals and objectives. Good discussion point for CLG coordinator's meeting

Improvements/changes

- o Annual set training schedule and/or annual weekend long training session
- o Regular quarterly newsletter
- o Actually do evaluations and provide feedback on-site with Commission and staff
- o Improve contact with and information for elected officials
- o Improve contact with and information for staff
- o CLG program administered by a team, e.g., architect, planner, and financial/business type or architectural historian/archaeologist
- o Do annual reporting during a meeting with each commission and staff
- o Make completion of survey-evaluation-registration projects a requirement for CLG status
- o Provide interactive training curriculum on CDs
- o Annually visit each CLG
- o Have all CLGs on-line

Appendix B

Review Board Self Assessment Form

1. Please rate the commission’s performance in the following areas.

| | Low | | | | | High | | | | |
|--|-----|---|---|---|---|------|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Following Policies and Procedures | | | | | | | | | | |
| Preventing Demolition | | | | | | | | | | |
| Enforcement | | | | | | | | | | |
| Working Relationship with Elected Body | | | | | | | | | | |
| Avoiding Conflict of Interest | | | | | | | | | | |
| Public Relations | | | | | | | | | | |

2. Please list the top three weaknesses of the Review Board.

3. Please list the top three strengths of the Review Board.

4. What do you believe is the single most important issue facing the Review Board today?

5. Please list the top three opportunities of the Review Board.

6. How do you believe the general public **perceives** the Review Board?

7. Please list the top three threats to the Review Board.

8. Please circle the training topics that interest you.

- Conflict of interest
- Demolition by neglect
- Communications
- Enforcement
- Historic Designation
- Preservation Planning
- Staff rights and responsibilities
- New Materials
- Tax Credit Review
- Secretary of the Interior's Standards
- Satellite dishes/telecommunications
- Fifth Amendment/Takings Law
- Procedural Due Process
- Public Relations
- Working Relationship with Elected Body
- Other

Appendix C

Review Board Assessment Form

1. Please rate the commission's performance in the following areas.

| | Low | | | | | High | | | | |
|--|-----|---|---|---|---|------|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Following Policies and Procedures | | | | | | | | | | |
| Preventing Demolition | | | | | | | | | | |
| Enforcement | | | | | | | | | | |
| Working Relationship with Elected Body | | | | | | | | | | |
| Avoiding Conflict of Interest | | | | | | | | | | |
| Public Relations | | | | | | | | | | |

2. Please list the top three weaknesses of the Review Board.

3. Please list the top three strengths of the Review Board.

4. What do you believe is the single most important issue facing the Review Board today?

5. Please list the top three opportunities of the Review Board.

6. How do you **perceive** the Review Board?

7. Please list the top three threats to the Review Board.

8. Please circle the educational topics that interest you.

- Conflict of interest
- Demolition by neglect
- Enforcement
- Historic Designation
- Review Board rights and responsibilities
- Satellite dishes/telecommunications
- Fifth Amendment/Takings Law
- New Materials
- Tax Credit Review
- Secretary of the Interior's Standards
- Other

Appendix D

Timetable for Implementation

| Month | Review Board Certification Program | CLG Affiliate Program |
|-------|--|---|
| 1 | Begin recruiting a case study review board. Alert review boards by sending preliminary course information and schedule/registration deadlines. Enlist a course mentor, if necessary. | Recruit four or five local governments who are good candidates for the program. Also, begin recruiting current CLGs who are willing to be a buddy to a new affiliate. |
| 2 | Finalize dates, case study, and expenses. Open registration to review board members. | Inform participants of training/orientation dates and costs. Organize training/orientation material |
| 3 | Organize course material and coordinate with course mentor. | Begin opening session of training/orientation. |
| 4 | Opening session of certification program. Participants begin home study. | Affiliates undertaking home study. Finalize plans/prepare for closing session. |
| 5 | Continue home study. Coordinate with course mentor and case study to ensure closing session runs smoothly. | Finish home study and hold closing session. Affiliates return home with contracts and schedules |
| 6 | Prepare certificates for participants and letters of certification to send to participants' local government. Hold closing session. | Offer technical assistance to affiliates as needed. |
| 7 | | Encourage affiliates to hold educational events. |
| 8 | | Assist affiliates in applying for survey grants and/or beginning surveys. |
| 9 | | Review quarterly reports. Offer technical assistance to affiliates as needed. |
| 10 | | Offer technical assistance to affiliates as needed. |
| 11 | | Offer technical assistance to affiliates as needed. |
| 12 | | Review quarterly/annual reports. Discuss progress with each affiliate and outline goals that must be met before completing Stage One. |

| Month | Review Board Certification Program | CLG Affiliate Program |
|--------------|--|---|
| 13 | Begin recruiting a case study review board. Alert review boards by sending preliminary course information and schedule/registration deadlines. Enlist a course mentor, if necessary. | Offer technical assistance to affiliates as needed. |
| 14 | Finalize dates, case study, and expenses. Open registration to review board members. | Offer technical assistance to affiliates as needed. |
| 15 | Organize course material and coordinate with course mentor. | Review quarterly reports. Offer technical assistance to affiliates as needed. |
| 16 | Opening session of certification program. Participants begin home study. | Offer technical assistance to affiliates as needed. |
| 17 | Continue home study. Coordinate with course mentor and case study to ensure closing session runs smoothly. | Check that affiliate's progress is on track to complete Stage One. |
| 18 | Prepare certificates for participants and letters of certification to send to participants' local government. Hold closing session. | Review quarterly reports. Offer technical assistance to affiliates as needed. |
| 19 | | Check that affiliate's progress is on track to complete Stage One. |
| 20 | | Offer technical assistance as needed. |
| 21 | | Review quarterly reports. Recruit potential local governments to begin Stage One. Begin enlisting a course mentor, if necessary. |
| 22 | | Have affiliate review boards finishing Stage One complete Review Board Self-Assessment Forms. Send out training information to new affiliates who will be entering Stage One. |
| 23 | | Collect information from Review Board Self-Assessment Forms to determine training topics for Stage Two. |
| 24 | | Review quarterly/annual reports. Ensure all affiliates have met the necessary requirements to advance to Stage Two. |

| Month | Review Board Certification Program | CLG Affiliate Program |
|--------------|--|---|
| 25 | Begin recruiting a case study review board. Alert review boards by sending preliminary course information and schedule/registration deadlines. Enlist a course mentor, if necessary. | Opening session of training/ orientation and home study for affiliates entering Stage One. |
| 26 | Finalize dates, case study, and expenses. Open registration to review board members. | Training for Stage Two Affiliates. Home study continues for Stage One affiliates. Finalize plans for closing session. |
| 27 | Organize course material and coordinate with course mentor. | Review quarterly reports. Complete home study and hold closing session. |
| 28 | Opening session of certification program. Participants begin home study. | |
| 29 | Continue home study. Coordinate with course mentor and case study to ensure closing session runs smoothly. | |
| 30 | Prepare certificates for participants and letters of certification to send to participants' local government. Hold closing session. | Review quarterly reports. Work with affiliates in Stage One to prepare grants for surveys. Work with affiliates in Stage Two to develop a strong preservation element to the comprehensive plan and to work towards designations of landmarks or districts based on survey results. |

Appendix E

Major CLG Task Force Recommendations 1/04/01

Redefine the Goals of Virginia's CLG Program

A statewide goal for preservation in Virginia should be to encourage the development and maintenance of sound local historic preservation programs in every locality in Virginia. The success of the CLG program should be measured against this larger goal by how well it encourages the development of sound local preservation programs across the state--not by how many local governments are designated as CLGs.

The task force reached consensus on the following specific goals for the program:

1. Promote viable communities through preservation.
2. Recognize and reward communities with sound local preservation programs.
3. Establish credentials of quality for local preservation programs

Give New Direction to the Certified Local Government Program

The focus of historic preservation has changed over time. The arena for historic preservation has changed over time. Given those changes, Virginia needs a new game plan for working with local governments to foster strong local preservation programs. The CLG program needs to be tailored to the realities of the 21st century. The new focus must be on education, good planning and incentives-carrots rather than sticks. Commitment to preservation of resources can be shown in a variety ways not only by laws and regulations.

The program needs capability of addressing at least three types of local government situations:

1. Local governments that are just getting started and know nothing
2. Local governments that are on the road but have a long way to go.
3. Local governments that have their act together.

The Task Force recommends a two-tiered approach. The program has to deal with maintaining existing CLG designation and CLG wannabes.

Using the Virginia Main Street Program as a model, DHR should give a new direction to the CLG program with a focus on bringing "junior" local governments to CLG status. DHR should focus the S&P program on development of sound local preservation programs.

CLG status should be a standard for local governments to reach but local governments need

help to attain it.

State could select four or five good candidates for CLG status and focus financial and technical assistance on helping them become CLGs.

Expand Membership in the CLG Program

The CLG program should be an inclusive program. Every local government should be welcomed into the CLG program and encouraged to climb the steps of a ladder of increasing commitment. All local governments should be invited for training and networking. There could be a sliding scale related to resources and degree of commitment.

A local government could then join the CLG program with the goal of designation as a CLG. Following designation, then the issue becomes one of maintaining performance level.

Only full-fledged CLGs (those who have their acts together) deserve the full benefits of CLG designation, including CLG subgrants.

Re-evaluate Criteria for CLG Designation

The criteria for CLG designation should reflect the intended goals of the CLG program and recognize the full range of sound local preservation programs in Virginia. The CLG program should recognize good work being done in various kinds of communities-- not just in cities and towns.

Having a strong preservation element in the local comprehensive plan could be a requirement for CLG membership and should be a goal of all CLGs.

Designations of historic properties do not have to be coercive. They can be voluntary. Also do not forget the other signs of a sound local preservation program—incentives, public education. Preservation is so much more than regulating paint color.

It should be a requirement that every CLG have an ordinance but not be required to designate a district to be a CLG.

Make the program “minimally regulatory.” The terms “review board” and “architecture” hardly begin to capture the big picture. Also encourage local staff to expedite reviews to a much greater degree. A sound local program cannot be successful if it is perceived as essentially a regulatory program.

The task force identified the following as key elements in a sound local preservation program:

1. Local government and citizen support
2. Educational efforts aimed toward staff, commissioners and public

3. Consistency in terms, application of rules, understanding, rules/criteria
4. Identification of resources-especially reflecting the uniqueness of resources to a community
5. Survey information- basis for all other elements
6. Local preservation ordinance—
7. Preservation integrated with other planning decisions.

The task force ranked the following elements ranked in descending order of importance

1. Survey and planning
2. public participation
3. review board
4. ordinance
5. performance/accountability

CLGs should work actively to broaden local support for historic preservation among local officials and decision makers.

The local process works best with the earliest possible contact with a property owner long before design work begins. The education role is primary. Public education and support are essential

CLG coordinators need to let colleagues know that being a CLG involves a team effort. For example, it is good to have a preservation training component for positions such as building inspectors and public works officials.

It is important to educate local officials as to what the facts are. Local political support for preservation requires a strong public outreach program.

Presentations work better if the presenters are invited to speak by local decision makers and opinion leaders. There could be an opportunity for a traveling show. A great opportunity for presentations comes with Preservation Week in the spring. It is sometimes good for preservation experts to make appearances and presentations but this works only if a local person opens the door first.

Encourage property owners in historic districts to form coalitions of historic districts, as is happening in Lynchburg

Task Force members recommended that local commissions take the following steps:

1. CLGs need to hold open annual training events and keep elected officials informed.
2. Bring as outside speakers to your community elected officials who are strong preservation advocates (eg. Mayor Riley of Charleston, S.C.).
3. CLGs need to present their annual reports to their respective local boards and councils.
4. Each CLG needs a local elected official to serve as liaison between the review board

- and the local elected body.
5. Use the local comprehensive plan to broaden, strengthen and justify historic preservation.
 6. Bring in an outside facilitator to help broaden role of ARB and educate review board members. Involve your community and business leaders in this process.
 7. ARB members need education and training on how to work effectively with local elected officials and how to broaden public support for what they do.
 8. Include local officials in local toolbox events; and coordinate these events so local officials can participate.

Increase funding for CLG program in Virginia

Possible approaches include:

1. General Assembly support for unspecified local programs (a la dollars for non-state agencies)
2. DHR could provide equal state match for federal dollars as a budget request or through a reallocation of existing funds, or through private support.
3. Political alliance among CLGs with private/sector connections.
4. Rethink CLG grant schedule to leverage additional funds.
5. DHR could provide information on additional sources of funding

Strengthen Networking Among Local Governments and Other Preservation Partners

1. Include non-CLGs (interested localities) in the network
2. Use E-mail to maximize exchange of information. – *we're working on this, but can always improve*
3. Share information with other local agencies dealing with federal funds (recognize that preservation information is useful to many local agencies)
4. Use the PAV conference to promote networking *DONE, though in limbo as PAV may merge with APVA*
5. DHR's role should include:
 - Contact lists should be regularly updated on Web pages.
 - Foster a strong network of CLGs. – *in process, though can always be improved*
 - A CLG newsletter and articles targeted to CLGs would be helpful.
 - Create a list serve for CLGs—could be the same list serve as that for toolbox campaign
6. PAV's ARB Committee needs to play major role in the network in planning for local government needs, in providing training at conference and workshops, and in advocacy. – *PAV no longer views itself as a liaison to ARB's – they view this as DHR's role*
7. CLGs need to connect with the National Alliance of Preservation Commissions – *working on this through training facilitated by NAPC*
8. DHR and CLGs should maximize use of Web pages, email and Internet networking.

Provide greater level of technical assistance to local governments that are designated as CLGs.

Create a full-time CLG coordinator position.

More funding is important but we need to increase DHR visits to CLGs to provide practical advice as well as to provide more dollars.

Increasing DHR visits can happen without increasing funding. – *We've conducted 12 visits in the last year, and are schedule another 10-12 for this year*

Use RPOs to provide training, using a local government as host – *we've budgeted \$4800 for 4 regional trainings in Spring 2004; this is brand new money and in early stages of development*

Decentralize the program as much as possible

1. Involve CLGs in determinations of eligibility by SHPO(DHR)
2. Use regional office system to decentralize service to CLGs
3. Create regional CLG networks.
4. DHR needs to be visible and present on the local scene and at CLG/ARB meetings
5. DHR should work directly with CLGs on all nominations and tax credit projects.

Hold a CLG Conference in tandem with PAV conference – *Done, though this might change with PAV's changing status/role*

1. Could be done at least every other year.
2. Should be one-day, free registration.
3. DHR could set aside money from the 10% allocation for the conference and other training
4. DHR and PAV would consult with CLGs in developing the program.
5. A steering committee could be formed for this purpose with regional representation.

Streamline the Program and Reduce Paperwork – *Have merged federal and state reporting requirements, but few other changes have been made*

Focus on streamlining the grants and administrative process for members of the CLG program. The CLG program currently involves too much paper work. It should run more like DHR's survey and planning program if possible.

Take the following steps to reduce paperwork

1. Revise CLG annual report for database manipulation.
2. Insure statewide collection of information for CLGs and voluntary input from non-CLGs.
3. Make it relevant- information should be mutually useful to DHR and localities.
4. Share information that is provided by each CLG in annual reports.

Give the Program a New Name – have discussed, but is controversial among DHR staff

The name of Virginias' Certified Local Government program should change to reflect the realities of the 21st century. A name such as “Community Preservation Partners” would better reflect the purpose and goals of the program as well as the relationships among local governments, the Department of Historic Resources, the National Park Service, and private preservation organizations.

Other Recommendations to DHR

“Infiltrate” elected officials training events and retreats (eg. Virginia Tech planning commissioners institute, VAZO, VAPA, statewide newsletters to elected officials). **CLG coordinator has presented at VAPA conference, and sits on Virginia Downtown Development Association Board, and DHR was at VDDA conference**

DHR needs to educate planning officials and elected officials about the CLG program.

DHR and PAV could develop an ARB training booklet and provide regional training for CLGs. **Have developed a local government resource guide, but not training booklet**

Broadening the role and mission of ARBs could involve state as well as local legislative changes.

CLG Task Force Participants

Annette M. Chenault, Lynchburg Department of Community Planning and Development
W. Floyd Gary, City of Suffolk Review Board
Jane Ghramm, Vice Chair of Planning Historic Preservation Commission of Clarke County
Neil Holthouser, City of Roanoke Department of Planning
Chuck Johnston, Clarke County Planning Department
Bruce Krivisky, Fairfax County Historic Preservation Officer
Steve Moore, Assistant Town Manager, Wytheville
Leonard Muse, Petersburg Department of Planning and Community Development
Clare Novak, Herndon Department of Community Development
Margaret Pickart, Design Planner, Albemarle County
Jeryl Phillips, City of Suffolk Department of Planning
Mark Shea, City of Chesapeake Department of Planning
Debbie A. Stinson, Lynchburg Planning Department
Kris Tierney, Frederick County Department of Planning

Representing the VA Department of Historic Resources were:

Alex Wise, Director (SHPO)
Bob Carter, Director, Community Services Division
Ann Andrus, State Grants Coordinator
David Edwards, Director, Winchester Regional Office
Scott Brooks-Miller, CLG Coordinator
Joanna J. Evans, Office Manager, Winchester Regional Office

Non-CLG Participants

Albemarle County
Roanoke City
Wytheville
Chesapeake
Frederick