

# COMMONWEALTH of VIRGINIA

### **Department of Historic Resources**

Matt Strickler Secretary of Natural Resources 2801 Kensington Avenue, Richmond, Virginia 23221

Julie V. Langan Director

Tel: (804) 367-2323 Fax: (804) 367-2391 www.dhr.virginia.gov

October 12, 2018

Kim Chen Certified Local Government Coordinator Planning and Development Review 900 E. Broad Street, Room 510 Richmond, VA 23219

Re: General Outdoor Advertising Company Richmond Branch, City of Richmond

Dear Ms. Chen:

The Department of Historic Resources (DHR), Virginia's historic preservation office, is planning to present the **enclosed** National Register nomination for Virginia's State Review Board and Historic Resources Board for recommendation to the National Register of Historic Places and inclusion in the Virginia Landmarks Register.

Because this resource is within your Certified Local Government, the Architectural Review Board (ARB) is entitled to a sixty-day comment period during which the ARB may review the draft nomination and relay any comments or concerns to the DHR. I hope you will consider the enclosed nomination at your next meeting and relay your comments to us. All comments will be forwarded to the SHPO Director and the Boards for consideration along with the nomination. We have scheduled the nomination for presentation to our boards on **Thursday**, **December 13**, **2018**, and would like to receive your comments by that time in fulfillment of the comment period. This letter serves as notification initiating the sixty-day comment period and no further action will be taken on the nomination until we have received your comments or the full sixty-day period has passed.

I look forward to receiving your comments. Should you have any further questions regarding the nomination or the register program, please call me directly at 804-482-6445.

Sincerely,

James Hare

Director, Survey and Register Division

cc: Mayor Levar Stoney; Selena Cuffee-Glenn

Enclosure

Western Region Office 962 Kime Lane Salem, VA 24153 Tel: (540) 387-5443 Fax: (540) 387-5446 Northern Region Office 5357 Main Street PO Box 519 Stephens City, VA 22655 Tel: (540) 868-7029 Fax: (540) 868-7033 Eastern Region Office 2801 Kensington Avenue Richmond, VA 23221 Tel: (804) 367-2323 Fax: (804) 367-2391

#### COMMONWEALTH of VIRGINIA

Department of Historic Resources (DHR), 2801 Kensington Avenue, Richmond, Virginia 23221 (804) 482-6446; www.dhr.virginia.gov

Rights of Private Property Owners to Comment and/or Object to a Nomination for Listing in the Virginia Landmarks

Register and/or the National Register of Historic Places

The Department of Historic Resources (DHR) is Virginia's State Historic Preservation Office (SHPO). DHR administers the Virginia Landmarks Register on behalf of the Commonwealth of Virginia and, as the SHPO, administers Virginia's participation in the National Register of Historic Places, which is managed by the National Park Service. DHR is your primary point of contact for all matters related to the Virginia Landmarks Register (VLR) and the National Register of Historic Places (NRHP).

Supporting and/or Commenting on a Nomination

A private property owner who supports a nomination for listing in either or both the VLR and the NRHP is invited to send a letter of support but is not required to do so in order for the nomination to proceed. Private property owners also are welcome to comment on a nomination even if they do not seek to go on record with either a vote of support for or an objection to a nomination. Copies of letters of support and/or comment are provided to the State Review Board (SRB) and the Board of Historic Resources (BHR) for review, along with the nomination to which they refer, and are included with the nomination if the SRB has recommended it to proceed to the NRHP.

Objecting to a Nomination

A private property owner has the right to object to listing in either the VLR or the NRHP, or object to listing in both registers. For a private property that is being individually nominated, each owner or partial owner of the private property may object to listing regardless of the portion of the property that party owns. For a historic district that is being nominated, each owner of private property in the proposed historic district is counted as one individual regardless of how many properties that party owns, and regardless of whether the properties contribute to the significance of the district.

The private property owner's objection to listing must be provided to DHR in writing. Any owner or partial owner of private property who chooses to object to listing shall submit to DHR a written statement of objection that has been attested and notarized by a notary public and that references the subject property by address and/or parcel number and certifying that the party is the sole or partial owner of the private property, as appropriate. Only upon such submission shall such objecting owner be counted by DHR in determining whether a majority of private property owners has objected to a nomination. An objection to both the VLR and NRHP designations can be submitted in the same letter. However, in order for an objection to listing in the VLR to be counted, it must be submitted to DHR a minimum of 7 business days prior to the scheduled Board meeting listed in the notification letter. An objection to NRHP listing will stand even if the letter arrives too late for consideration of the VLR listing.

For an individually nominated private property, if a majority of the private property's owners object according to the process described herein, the nomination will not proceed. For a historic district nomination, if a majority of the private property owners within the historic district boundary object according to the process described herein, the nomination will not proceed. In both types of cases, as the SHPO, DHR shall submit the nomination to the National Park Service's Keeper for a determination of eligibility of the property for listing in the NRHP. If the property is then determined eligible for listing, although not formally listed, Federal agencies will be required to allow for the Advisory Council on Historic Preservation to have an opportunity to comment before the agency may fund, license, or assist a project which will affect the property.

Letters of objection must be addressed to the State Historic Preservation Officer at the Department of Historic Resources, 2801 Kensington Avenue, Richmond, Virginia 23221.

Letters of objection received a minimum of 7 business days prior to the Board meeting will be copied to the members of the SRB and BHR for review, along with the nomination to which they refer. If, at the Board meeting, the nomination is approved to proceed to the NRHP, all letters of objection will be forwarded to the National Park Service to consider with their review of the nomination, along with any letters of support or comment that DHR has received. Letters of objection to listing in the National Register of Historic Places may be submitted to DHR even after the Board meeting at which the nomination is approved. DHR will forward any letters of objection to the National Park Service. The National Park Service continues to accept letters of objection up to the date of listing in the NRHP. The National Park Service typically concludes review and approval of a nomination within approximately 55 days of receipt of the nomination from DHR.

#### COMMONWEALTH of VIRGINIA

Department of Historic Resources (DHR), 2801 Kensington Avenue, Richmond, Virginia 23221

#### Key Points about the National and State Register Process for Property Owners

- <u>Listing in the national and state registers is honorary</u>. It recognizes a historic property's importance to its community, the State, and/or the Nation as well as encouraging good stewardship of the historic property.
- National and state register listings do not place restrictions on private property owners. Owners have no
  obligation to open their properties to the public, to restore them, or even to maintain them, if they choose not
  to do so.
- Under Federal and State laws, private property owners can do anything they wish with their Register-listed property, provided that no Federal or State license, permit, or funding is involved.
- If a listed property is destroyed or its integrity is greatly altered, it is removed from the registers.
- To ensure public participation in the nomination process, property owners and local officials are notified of
  proposed nominations to the National Register and provided the opportunity to comment. In addition, once a
  nomination is submitted to the National Park Service another public comment period is published in the Federal
  Register. Further details about the public participation process are available at
  <a href="http://www.dhr.virginia.gov/registers/GuidanceMaterials/LegalNotificationForm\_2016.pdf">http://www.dhr.virginia.gov/registers/GuidanceMaterials/LegalNotificationForm\_2016.pdf</a>
- Federal agencies whose projects affect a listed property must give DHR (Virginia's State Historic Preservation
  Office) an opportunity to comment on the project and its effects on the property. Further details are provided
  below.
- Federal and State Investment Tax Credits for rehabilitation and other provisions are available, should a property owner choose to use them. Further details are provided below.
- Owners may also qualify for Federal grants for historic preservation when funding is available. Refer to the National Park Service web site for Federal grant information. Currently, Virginia has no grants available for privately owned properties.

## National Register of Historic Places (NRHP)

Established under the National Historic Preservation Act of 1966 (NHPA), as amended, the national historic preservation program is a partnership between the Federal, State, Tribal, and local governments; private organizations; and the public. The Act and its provisions establish the framework within which citizens plan, identify, evaluate, register, and protect significant historic and archeological properties throughout the country. Central to this framework is the NRHP—the Nation's official list of historic properties worthy of preservation, administered by the National Park Service (NPS), Department of the Interior. Properties listed in the NRHP include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture.

Historic places are nominated to the NRHP by nominating authorities: the State Historic Preservation Officer (SHPO), appointed by the Governor of the State in which the property is located; the Federal Preservation Officer (FPO) for properties under Federal ownership or control; or by the Tribal Historic Preservation Officer (THPO) if the property is on tribal lands. Anyone can prepare a nomination to the NRHP, at which time the SHPO, FPO or THPO reviews the proposed nomination, and notifies property owners and local officials of the intent to nominate. Nominations submitted through the State must first be approved by a State Review Board (SRB) before being reviewed by the NPS. The members of the SRB, who are appointed by the SHPO, use the same criteria as the National Register to evaluate properties and then recommend them to the NPS for listing in the NRHP.

The NRHP continues to reflect the desire of Americans, as expressed in the NHPA, that "the historical and cultural foundation of the nation should be preserved as a living part of our community life and development in order to give a sense of orientation to the American people."

# Virginia Landmarks Register (VLR)

In 1966, the Virginia General Assembly established the Virginia Historic Landmarks Commission, now the Department of Historic Resources (DHR). DHR is the State Historic Preservation Office responsible for managing

the VLR, the state's official list of properties important to Virginia's history. The Historic Resources Board (HRB), appointed by the Governor of Virginia, is responsible for listing properties to the VLR. Just as the same evaluation criteria are used for the National and State registers, the same register form is also used for both the VLR and the NRHP. Nearly 2300 historic properties are listed in the VLR. This number does not include the tens of thousands of properties within each listed historic district.

#### Federal and State Tax Provisions

The Tax Reform Act of 1986 revises the historic preservation tax incentives authorized by Congress in the Tax Reform Act of 1976, the Revenue Act of 1978, the Tax Treatment Extension Act of 1980, the Economic Recovery Tax Act of 1981, and the Tax Reform Act of 1984, and, as of January 1, 1987, provides for a 20% Investment Tax Credit (ITC) with a full adjustment to basis for rehabilitating historic commercial, industrial and rental residential buildings. The former 15% and 20% ITCs for rehabilitations of older commercial buildings are combined into a single 10% ITC for commercial or industrial buildings built before 1936. The Tax Treatment Extension Act of 1980 provides Federal tax deductions for charitable contributions for conservation purposes of partial interests in historically important land areas or structures. Whether these provisions are advantageous to a property owner is dependent upon the particular circumstances of the property and the owner.

Owners of properties listed in the VLR may be eligible for a 25% ITC for the certified rehabilitation of income-producing and non-income producing certified historic structures such as commercial, industrial, or rental or non-rental residential buildings. Owners who rehabilitate an income-producing building listed in both the National and State registers may use both Federal and State ITCs. Tax Credits are only available if a property owner chooses to use them and individuals should consult the appropriate local IRS office for assistance in determining the tax consequences of the above provisions. Refer also to 36 CFR 67 at the Heritage Preservation Services web site or to the Tax Credit Program on the DHR web site.

#### Results of Federal and State Listing

Property owners, historic district sponsoring organizations, and/or local governments may purchase an attractive official plaque noting designation for properties in historic districts and individually listed properties. Owners of recognized historic properties are also eligible for the Virginia Preservation Easement Program, as well as technical assistance from the staff of DHR. Professional architects, architectural historians, and archaeologists are available to provide technical guidance in the care and maintenance of buildings and sites.

Planning for Federal, federally licensed, and federally assisted projects includes consideration of historic properties. Section 106 of the NHPA requires that Federal agencies allow the SHPO an opportunity to comment on all projects affecting historic properties either listed in or determined eligible for listing in the NRHP. The Advisory Council on Historic Preservation (<a href="www.achp.gov">www.achp.gov</a>) oversees and ensures the consideration of historic properties in the Federal planning process. Buildings listed in the VLR may also be considered as part of a state-funded project, such as highway planning. Register listing also requires consideration in issuing a surface coal mining permit. In accordance with the Surface Mining Control and Reclamation Act of 1977 (30 U.S.C. 1201-1328; 91 Stat. 445), there must be consideration of historic values in the decision to issue a surface coal mining permit where coal is located. Staff at DHR are available to provide more information about these requirements.

Local governments may have laws to encourage the preservation of their historic places. Such programs are established at the local level and therefore are entirely separate from the Register process managed by DHR. Some local governments have enacted their own identification procedures; some use listing in the National and State registers as an indicator of historic significance. Local historic preservation programs can provide some protection against the possible harmful effects of State-funded, -licensed, or -assisted projects. Some provide limited financial assistance to owners in the form of grants, loans, or tax benefits. They may establish other protections or reviews for preservation purposes. Your local government's planning department can provide more information.

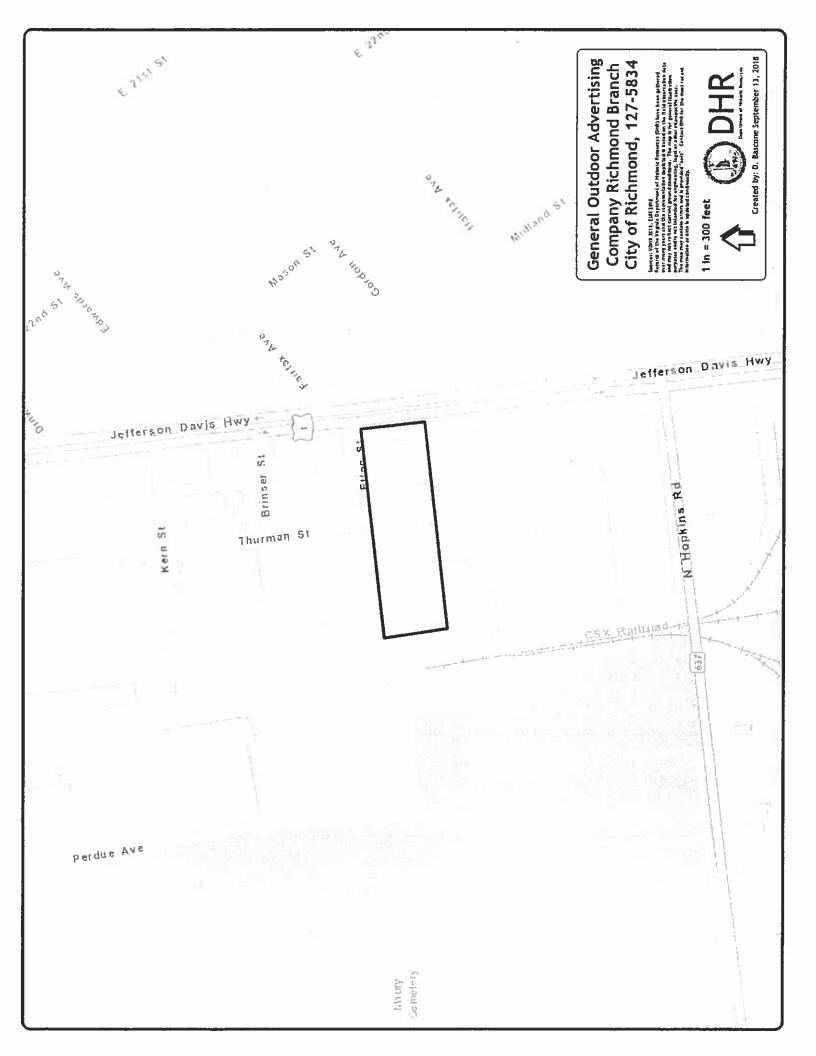
#### Websites with Additional Information

www.nps.gov/history - National Park Service's main website for Historic Preservation and History programs www.nps.gov/nr/- National Register of Historic Places main website www.cr.nps.gov/local-law/nhpa1966.htm - Provides the full text of the National Historic Preservation Act of 1966 www.dhr.virginia.gov - Department of Historic Resources (DHR) main website www.dhr.virginia.gov/registers/register.htm - Registers Homepage of DHR's website

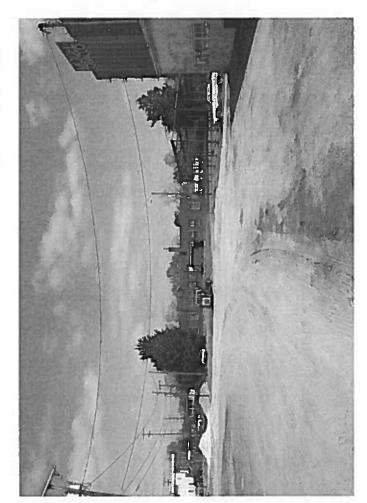
# General Outdoor Advertising Company Richmond Branch, City of Richmond, DHR #127-5834

The General Outdoor Advertising Company Richmond Branch building was built in 1930 and represents an excellent example of the Art Deco style. The building is particularly ornate for its location in South Richmond, and stands out among the otherwise primarily industrial corridor, with the exception of the equally ornate Art Deco Model Tobacco building immediately next door. The one-story building has a nine-bay by four-bay rectangular form with a small one-bay central rear ell. The masonry structural system is clad with a 6:1 American bond red brick façade and that rests on a continuous foundation. It is topped by a flat roof set behind a parapet. The property has one primary contributing resource, the office building, and one secondary contributing resource, a warehouse and shop building set to the rear.

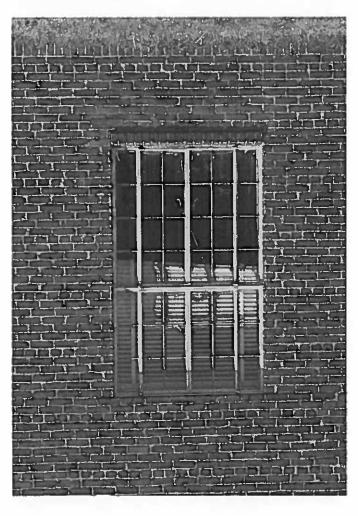
The General Outdoor Advertising Company Richmond Branch building was constructed in 1930, a time when Richmond's economy was booming and the outdoor advertising industry was rapidly expanding. The General Outdoor Advertising Company (GOA) was formed in Chicago, IL in 1925 by a merger of two competing companies. GOA quickly began to develop a network of satellite branches to facilitate regional advertising campaigns. GOA had a branch office in Richmond, Virginia located at 14 S. 7th Street and a shop in South Richmond on Thurman Street (Hill 1926) as early as 1926. Four years later the growing company built its Richmond branch office on the same property as its Thurman Street shop. The building was designed in the fashionable Art Deco style and fronted on the busy U.S. Highway 1 corridor, then known as the Petersburg Turnpike. The building was among Richmond's first facilities dedicated to the marketing, construction, and installation of highway billboards, and for over three decades was associated with the GOA, one of the largest and most prominent outdoor advertising companies in the nation. In 1962, it was acquired by and continued in its capacity as an advertising company office and production site for the Turner Advertising Company, another nationally renowned business that went on to become today's Turner Enterprises. As such, the property meets National Register Criterion A in the area of Art for the billboards it produced, Commerce for its local affiliation and representation of two of the largest outdoor advertising organizations, and Industry as the site where billboards and other advertising tools were manufactured. The building also meets National Register Criterion C for Architecture because it has high integrity as an excellent example of Art Deco design used in a commercial context. The period of significance extends from the year of construction 1930 to 1972, the zenith of popularity for traditional billboard advertising.



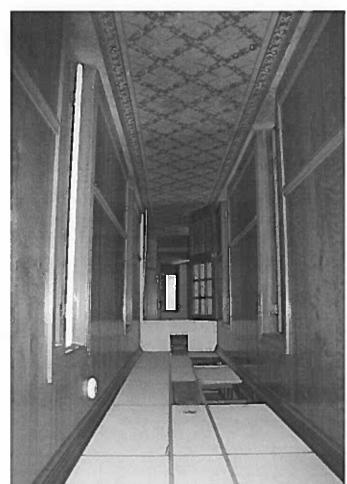


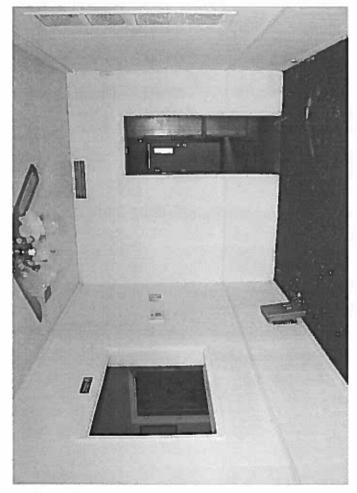




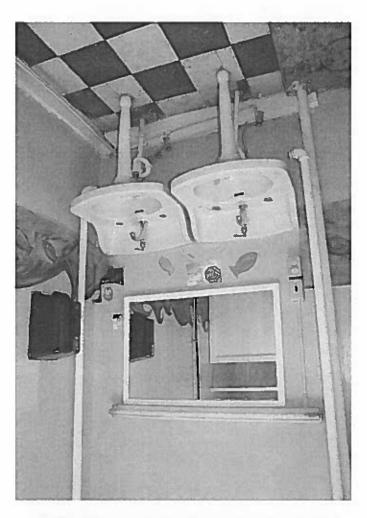


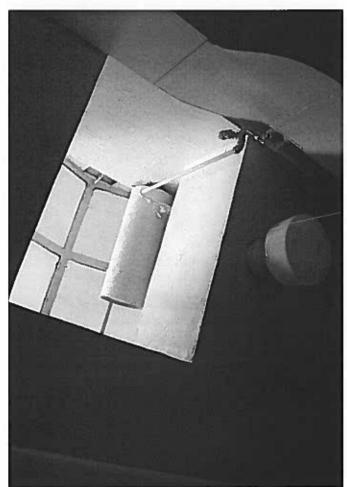


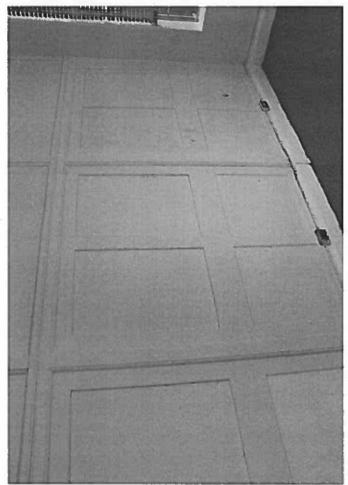




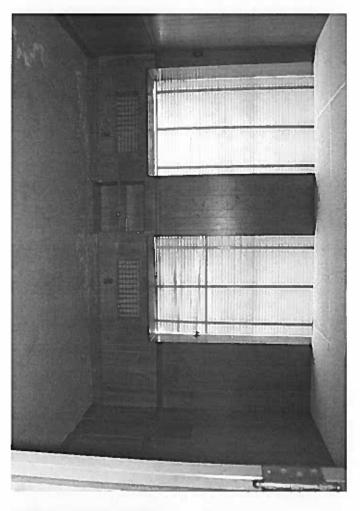


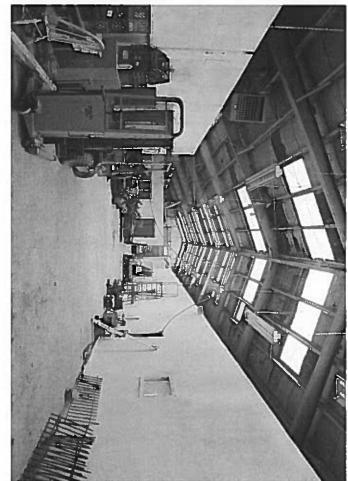






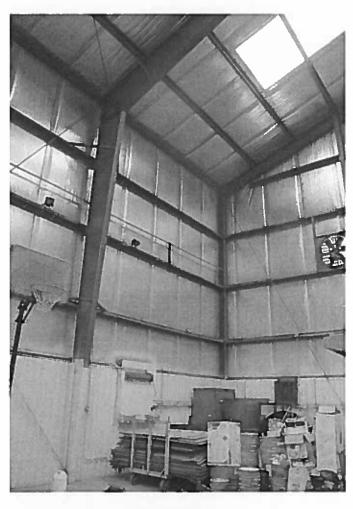




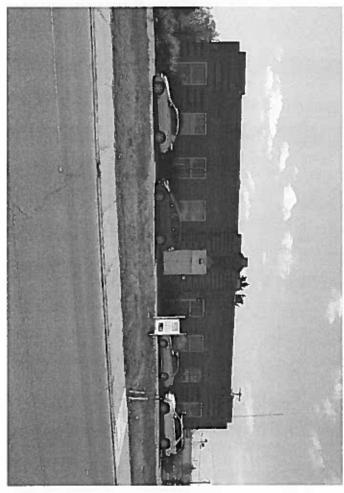


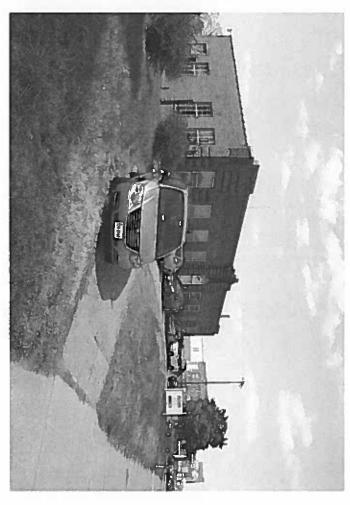




















# National Register of Historic Places Registration Form

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in National Register Bulletin, How to Complete the National Register of Historic Places Registration Form. If any item does not apply to the property being documented, enter "N/A" for "not applicable," For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions.

1. Name of Property Historic name: General Outdoor Advertising Com	many Diahmand Branch
Other names/site number: VDHR #127-5834	pany Richmond Branch
Name of related multiple property listing:	
N/A	
(Enter "N/A" if property is not part of a multiple pro-	operty listing
2. Location Street & number: 1000 Jefferson Davis Highway	0.00
City or town: Richmond State: VA County	: Independent City
Not For Publication: N/A Vicinity: N/A	·
3. State/Federal Agency Certification	
As the designated authority under the National Hist	oric Preservation Act, as amended,
I hereby certify that this X nomination requirements require the documentation standards for registering propert Places and meets the procedural and professional requirements.	uest for determination of eligibility meets ies in the National Register of Historic
In my opinion, the property X meets does not recommend that this property be considered significance:	
nationalstatewideX_local Applicable National Register Criteria:	cal HIS II
<u>X</u> A <u>B</u> <u>X</u> C <u>D</u>	
	`
Signature of certifying official/Title:	Date
Virginia Department of Historic Resources	
State or Federal agency/bureau or Tribal Go	vernment
In my opinion, the property meets does	not meet the National Register criteria.
Signature of commenting official:	Date
Title:	State or Federal agency/bureau or Tribal Government

National Park Service / National Register of Historic Places Registration Form NPS Form 10-900 OMB No. 1024-0018

General Outdoor Advertising Company Richmond Branch Name of Property Richmond, VA County and State

4. National Park Service Certification	
I hereby certify that this property is:	and an income
entered in the National Register	
determined eligible for the National Regi	ster
determined not eligible for the National I	Register
removed from the National Register	
other (explain:)	
	A HILL A HILLS II III O
Signature of the Keeper	Date of Action
5. Classification	11
Ownership of Property	
(Check as many boxes as apply.)	
Private:	
Public – Local	
Public – State	
Public – Federal	
Category of Property	
(Check only one box.)	
Building(s)	
District	
Site	
Structure	
Object	

General Outdoor	Advertising	Company	Richmond	Branch
Name of Property				

Richmond	l, VA
County and	State

Contributing	Noncontributing	hoddin on
2	0	buildings
0	0	sites
0	0	structures
0	0	objects
2		Total
Historic Functions (Enter categories from instructions.) COMMERCE/TRADE: business		
XidDalll		
Xi=		
Current Functions		
Current Functions  Enter categories from instructions.)  VACANT/NOT IN USE		

General Outdoor Advertising	Company Richmond Branch	
Name of Property		_

Richmond, VA	
County and State	

Description		
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rchitectural Classification		
nter categories from instructions.) MODERN MOVEMENT: Art Deco		
- 1		
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#### **Narrative Description**

(Describe the historic and current physical appearance and condition of the property. Describe contributing and noncontributing resources if applicable. Begin with a summary paragraph that briefly describes the general characteristics of the property, such as its location, type, style, method of construction, setting, size, and significant features. Indicate whether the property has historic integrity.)

#### **Summary Paragraph**

The General Outdoor Advertising Company Richmond Branch building was built in 1930 and represents an excellent example of the Art Deco style. The building is particularly ornate for its location in South Richmond, and stands out among the otherwise primarily industrial corridor, with the exception of the equally ornate Art Deco Model Tobacco building immediately next door. The one-story building has a nine-bay by four-bay rectangular form with a small one-bay central rear ell. The masonry structural system is clad with a 6:1 American bond red brick façade and that rests on a continuous foundation. It is topped by a flat roof set behind a parapet. The property has one primary contributing resource, the office building, and one secondary contributing resource, a warehouse and shop building set to the rear.

#### **Narrative Description**

#### Exterior

The General Outdoor Advertising Company Richmond Branch building vividly reflects the popular Art Deco style. The symmetrical one-story brick façade features dramatic projecting brick ribs with contrasting glazed brick headers. A soldier course of glazed brick forms a frieze

General Outdoor Advertising Company Richmond Branch

Richmond, VA County and State

Name of Property

below the beveled, cream-colored, terra cotta coping. The main entry is centered on the nine-bay front facade in a projecting bay with a raised parapet. A central relief of glazed brick headers extends up from a stepped terra cotta panel over the doorway to the parapet where it terminates with a stepped and crenelated cap topped by a beveled terra cotta block. The doorway itself consists of a pair of replacement blind-front French doors with a blank panel above in what was likely the location of a transom.

The façade flanking the entry bay is punctuated by four window openings on each side. Each opening holds a multi-light steel casement window. The openings do not have exterior frames or trim, and modern storm windows have been installed. The rest of the front façade mimics the ornamentation on the entry bay with a continuous solider course of blazed bricks beneath limestone coping on the parapet. A similar soldier course extends along the lower edge of the wall at-grade. The outermost window on each side is flanked by courses of glazed brick ribbing which continues around the corner of the building. There is additional ribbing over this window as well. The parapet over these bays is raised to the same height as the entry bay. The glazed brick solider course is replaced with glazed brick dentils. Solid panels of glazed brick headers adorn the upper corner of each end of the façade. The parapet steps down at each corner.

The four-bay sides of the building are less ornamented than the front. The glazed brick ribbing continues from the front around the side between the corner and the fowardmost window. The limestone parapet extends only minimally around the corner before terminating at which point the parapet steps down and is topped by glazed terra cotta coping. A panel of crenelated glazed brick headers adorns the upper front corner on each side to match the front. Each of the four windows on each side consists of a similar casement window to those on the front, and rest on concrete lintels without any other frame or trim.

The rear of the building is plain and unornamented. The casement windows rest on brick sills and the parapet is topped by terra cotta coping. A single-width replacement door with a boardedover transom is set centrally on the rear with two smaller casement windows next to it. Flanking the opposite side of the back door from the smaller windows is the one-bay boiler room rear ell. This block is covered by metal-clad shed roof. There are two small windows on the north side of the ell and a concrete bulkhead stairwell enclosed by metal shed is set on the south side and provides access to the subterranean interior. A common bond brick chimney stack extends from the roof of the boiler house ell up the exterior wall of the main building and is topped by a concrete cap.

#### Interior

The plan of the interior of the building is designed to accommodate use as office space. The main entry leads into a small lobby/reception area with a service window connecting it to an adjacent office room. Through a door at the back of the lobby is a central hallway run that extends the length of the building and a small hall that leads to the back door. Offices flank both sides of the hallway, in addition to a restroom on each side of the building. Set off the rear hallway is a small utility room.

## General Outdoor Advertising Company Richmond Branch

Richmond, VA County and State

Name of Property

As primarily an office building, the interior is finished accordingly. The finishes and materials reflect the original c.1930 construction date of the building with a few updates. The walls of the central hallway have been covered with laminate wood paneling complimented by molded baseboards, chair rails, and crown molding; although inspection of several closets reveals that the historic textured plaster wall surfaces remain intact underneath the paneling. The floors in the hallway are covered with wall-to-wall carpet and the original floor surface is unknown. The ceilings have been dropped with acoustic tile and fluorescent lights to conceal later systems. Missing panels reveal the historic ceiling height with molded picture rail.

The individual offices retain varying degrees of historic materials and finishes. Several have been renovated with similar wall paneling, carpet, and drop ceilings as in the hallway. Others retain original plaster walls with molded picture rail and chair rail, but have been updated with carpet and drop ceilings. Others still retain original plaster walls on three walls with the addition of original paneled wainscoting on one wall. Wainscoting consists of recessed panels with molded rails and a compound cornice two-thirds of the way up the wall. In these offices, the original ceiling height is also retained with asbestos tiles. Several rooms, including the restrooms and what was likely a kitchen or breakroom, also have possibly original asbestos tile floors. In the offices with original plaster walls, the window openings are untrimmed and accentuated only with rounded corners. In the offices with laminate paneling, stock trim has been installed around the openings and soapstone sills added.

Systems and fixtures throughout the building also reflect some original and some later additions. In areas with drop ceilings, lighting is provided through flush florescent lighting units. In rooms with full ceiling height, florescent light units have been suspended from the ceiling with chains. Electric receptacles are provided in all rooms at baseboard level with exposed conduit. A metal sprinkler system is suspended from the ceiling and extends along the outside wall of all rooms. In many rooms it has been concealed behind a faux wooden beam. HVAC ducts are concealed in the drop ceiling in the central hallway, but exposed in many of the office rooms.

The restrooms in the building retain much of their original character and are finished with plastered walls, asbestos tile floors, and plastered ceilings. Additional illumination to each restrooms is provided by a skylight in the ceiling. Each restroom has two porcelain pedestal sinks with modern plumbing. Historic wood doors divide two stalls in each facility.

#### Integrity

Overall, the building continues to reflect its historic character, and retains a high level of historical physical integrity. On the exterior, its Art Deco detailing remains evident with no apparent alteration or manipulation. Likewise, the interior continues to convey its historic character and layout with only minimal replacement or concealment of historic materials.

#### Warehouse

Set to the rear of the main building is a large warehouse building that likely replaced an earlier building that burned in 1943 ("Fire Damages" 1943). It appears that the extant warehouse was built in at least three separate phases. The forward and rear blocks were originally separate and

General Outdoor Advertising Company Richmond Branch

Richmond, VA County and State

Name of Property

subsequently connected by the later middle block. The oldest portion is set closest to the main building and according to aerial photography was built between 1952 and 1968. The one-story building has concrete block walls set on a continuous foundation, although the central portion of the long wall on the north side has been clad with corrugated metal. The building is topped by a gable roof covered with corrugated metal, although a series of corrugated plexiglass skylights pierce the metal. Roll-up garage bays are situated centrally on the end of the building as well as centrally on the side. A single pedestrian entrance is set on the end and two more on the side. The two pedestrian entries on the side are sheltered by cantilevered canopies with knee braces and labeled "Shipping" and "Receiving". Additional fenestration consists of irregularly placed eight-light steel casement windows.

Appended to the rear end of the warehouse is a later warehouse block, built post-1968. This block is taller than the original and its steel frame is clad with corrugated metal. There is a tall roll-up garage door set centrally on the side. Attached to the rear of this block is a third warehouse block that is smaller and shorter. This block was also built between 1952 and 1968. It has a steel frame structural system clad with corrugated metal pierced by four roll-up garage doors and a single pedestrian doorway on the side.

The interior of the original block appears to have been built as a mostly open space with only small partitioned areas, but now has been divided into a number of smaller rooms and spaces. Most of the space is minimally finished with the steel frame structural system exposed on the walls and the ceiling. Flooring throughout the interior is exposed concrete slab with the exception of several small rooms where vinyl tiles have been installed. The modern partition walls are typically frame with sheetrock or paneling and do not extend the full-height of the ceiling. Many have open ceilings although in some partitioned rooms a false ceiling has been added with drop tiles. The central block and rear block or both completely unfinished with the structural steel frame and exterior cladding exposed. Floors in the central block are poured concrete while those in the rear block are dirt and gravel.

General Outdoor Advertising Company Richmond Branch Name of Property Richmond, VA County and State

8. St	atement of Significance
	able National Register Criteria "x" in one or more boxes for the criteria qualifying the property for National Register )
х	A. Property is associated with events that have made a significant contribution to the broad patterns of our history.
	B. Property is associated with the lives of persons significant in our past.
х	C. Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
	D. Property has yielded, or is likely to yield, information important in prehistory or history.
Criteri	ia Considerations
(Mark	"x" in all the boxes that apply.)
	A. Owned by a religious institution or used for religious purposes
	B. Removed from its original location
	C. A birthplace or grave
	D. A cemetery
	E. A reconstructed building, object, or structure
	F. A commemorative property
х	G. Less than 50 years old or achieving significance within the past 50 years

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Areas of Significance					
(Enter categories from ir	structions.)				
ART					
<u>INDUSTRY</u>					
ARCHITECTURE					
- 11 - 10 1 1 1 1					
Period of Significance					
1930-1972					
Significant Dates					
1930					
-madicum H					
Significant Person					
(Complete only if Criter	ion B is marke	d above.)			
N/A					
Cultural Affiliation					
<u>N/A</u>					
Architect/Builder					
Unknown					
<u> </u>					

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Statement of Significance Summary Paragraph (Provide a summary paragraph that includes level of significance, applicable criteria, justification for the period of significance, and any applicable criteria considerations.)

The General Outdoor Advertising Company Richmond Branch building was constructed in 1930. a time when Richmond's economy was booming and the outdoor advertising industry was rapidly expanding. The General Outdoor Advertising Company (GOA) was formed in Chicago, IL in 1925 by a merger of two competing companies. GOA quickly began to develop a network of satellite branches to facilitate regional advertising campaigns. GOA had a branch office in Richmond, Virginia located at 14 S. 7th Street and a shop in South Richmond on Thurman Street (Hill 1926) as early as 1926. Four years later the growing company built its Richmond branch office on the same property as its Thurman Street shop. The building was designed in the fashionable Art Deco style and fronted on the busy U.S. Highway 1 corridor, then known as the Petersburg Turnpike. The building was among Richmond's first facilities dedicated to the marketing, construction, and installation of highway billboards, and for over three decades was associated with the GOA, one of the largest and most prominent outdoor advertising companies in the nation. In 1962, it was acquired by and continued in its capacity as an advertising company office and production site for the Turner Advertising Company, another nationally renowned business that went on to become today's Turner Enterprises. As such, the property meets National Register Criterion A in the areas of Art for the billboards it produced, Commerce for its local affiliation and representation of two of the largest outdoor advertising organizations, and Industry as the site where billboards and other advertising tools were manufactured. The building also meets National Register Criterion C for Architecture because it has high integrity as an excellent example of Art Deco design used in a commercial context. The period of significance extends from the year of construction 1930 to 1972, the zenith of popularity for traditional billboard advertising.

Narrative Statement of Significance (Provide at least one paragraph for each area of significance.)

#### **Historic Context**

The General Outdoor Advertising Company Richmond Branch building was constructed in 1930 to serve as the branch offices and production facilities for the General Outdoor Advertising Company (GOA). This was a time period of large growth and expansion for the outdoor advertising industry. Commercial outdoor advertising first came to existence in the midnineteenth century with the Circus as its primary client; promoting its traveling show through posters and paintings in cities to be visited. Following the Civil War, commercial brands and businesses also began to lease space on the sides of buildings and fences as a means to promote their products and services. By the early twentieth century, outdoor advertising, including billboards, signage, and murals had grown to a massive and organized economic industry. Around this time, several organizations were formed to promote a greater understanding of the poster medium, provide an expanded nationwide organization for coordinating the services

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offered by member companies, and to address the ethical concerns of early industry leaders. These included, the Associated Bill Posters' Association of the US and Canada, the National Outdoor Advertising Bureau (NOAB), the Poster Advertising Association, and the Painted Outdoor Advertising Association. In 1925, several of these joined to become the Outdoor Advertising Association of America (OAAA) combining the interests of posters and bulletins into one association.

By this time, the largest advertising company was the Poster Advertising Company, formed by the merger of the Barney Frank and Kerwin Fulton companies, with 18 other smaller companies. Between 1916 and 1925, Poster operated in 602 cities and towns across the country and handled more than 75-percent of all national outdoor advertising campaigns. Meanwhile, another nationally prominent company, the Thomas Cusask Company, founded in 1875, operated in 41 states and by 1924 was the most valuable advertising in the world with assets of over \$26 million (Gudis 2004).

With overlapping areas of interest, the Poster Advertising Company and the Thomas Cusack Company battled for dominance of the East Coast and the Midwest until 1925 when the two firms decided to join forces rather than continue in competition. Nearly two dozen smaller poster advertising companies were also involved in the deal, resulting in the first major merger of the outdoor advertising industry. The resulting brand was the General Outdoor Advertising Company (GOA), with Kerwin Fulton as its president, and Chicago as its primary headquarters. The merger, coupled with the combined presence in the OAAA from the multiple firms that now composed GOA resulted in GOA's immediate control of over 90-percent of its business (Gudis 2004).

Although based in Chicago, GOA quickly began to assemble and develop a network of satellite branches and offices to facilitate regional advertising campaigns. Richmond, Virginia had a branch office as early as 1926, located at 14 S. 7<sup>th</sup> Street although they had a shop facility in South Richmond on Thurman Street (Hill 1926). A 1926 advertisement stated the tasks that GOA performed: "We Plan and Design Signs of Every Kind, Including Electric" (Advertisement 6 June 1926). The popularity of the company is reflected in signage throughout the city and its use by different companies. Multiple newspaper blurbs and advertisements featured various local companies, such as Tragle Stores and Nolde Bros., extolling the benefits of using GOA for all of the outdoor signage needs.

In 1930, the company built a new branch office on the same property as its shop in South Richmond on Thurman Street. This became the extant General Outdoor Advertising Company Richmond Branch building at 1000 Jefferson Davis Highway (Hill City Directory 1930). The building was designed in the fashionable Art Deco style prominent among many other commercial and industrial buildings present along the route which had recently become part of the U.S. Highway I corridor. The complex included both administrative and office functions, as well as fabrication and art facilities. Warehouses to the rear of the office building included woodworking, poster storage, painting, lighting, and other shops necessary for the full gamut of billboard, sign, and poster production (Monocle 1941).

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Interestingly, the construction and opening of this new facility occurred at a time when advertising, and the nation as a whole, were struggling economically. By 1931, the national volume of outdoor advertising had dropped from its peak at \$50 million the year GOA was created in 1925 to just \$22 million (Guide to the Papers of the OAAA n.d.). The Richmond Branch's net profits in 1929 was \$1,313,399 (Article 1930).

GOA's ability to construct a new building at this tenuous time may likely be tied to Richmond, Virginia's relatively lessened impact from the Great Depression as a result of the city's diversified industry and tobacco industry that aided in keeping the economy above average and advertising as an important business medium. The Branch played its role in during the Depression by becoming one of many local companies and organizations to participate in the 'Buy Now' campaign by offering the committee use of large outdoor boards along Broad Street. This campaign centered on helping the weakened market by buying rather than hoarding money in savings ("Organization Invited to Aid 'Buy Now' Plan" 1930).

By 1932, the Richmond Branch had an impressive list of clients served in the region, including some of the biggest regional and national corporations such as H.J. Heinz Company, General Foods Company, U.S. Rubber Co., Quaker Oats, Richmond Times-Dispatch, Gulf Refining Company, Atlantic Refining Company, Campbell's Soup, American Oil Company, Tom's Toasted Peanuts, Standard Oil Co of N.J., Chevrolet Motor Company, Buick Automobile Company, Continental Baking Company, Hexin, Inc., Ligget & Myers Tobacco Co., and Hungerford Coal Company (Richmond Times-Dispatch 1932). In addition to working with companies, Richmond's GOA also produced billboards on behalf of non-profit causes, such as for the National Tuberculosis Association's Christmas drive in 1929, and local causes, for example a local campaign against drunk driving in 1935 ("Billboard Posters" 1929; "Police, Fire Units" 1935). In addition to creating billboards, GOA had the opportunity of created a marquee and neon tubing for The Henrico Theatre at 305 E. Nine Mile Road, Highland Springs in 1938 ("Grand Opening" 1938).

The company, and building, continued to be of some import to the local community throughout the mid-twentieth century. The Richmond Branch would sponsor movie events in the city, such as that for the Forest Hill Garden Club in 1942, and the GOA's plant on Petersburg Pike was used for events by various organizations including the Quota Club, American Legion, and Cozy Corner Club, Shriners of Acca Temple (various articles).

Through the 1940s, nearly all outdoor advertising efforts were focused on World War II and promotion of the military and civic service. During the conflict, the outdoor advertising industry contributed nearly \$22.5 million worth of posters to the education, publicity and recruitment of the war effort (Florida outdoor Advertising Association n.d.). In Richmond, the GOA met to discuss methods and ideas of ways in which new outdoor advertising should be used during the war ("Outdoor Advertising" 1943).

In the years after the war, outdoor advertising continued to grow at rapid rates, fueled by the rise of travel and tourism and suburban expansion. In 1948, there were 600 outdoor advertisements up in Richmond. According to city directories, GOA continued to be the only outdoor

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advertising company in the city providing a product that was "an important part of the American economy" and providing safety to areas by having illuminated signs in "otherwise dark corners" in the city ("Billboards Prohibited" 1948).

Further consolidation resulted in the GOA being one of just four major organizations in the outdoor industry by 1936; also including Outdoor Advertising Incorporated, National Outdoor Advertising Bureau and Traffic Audit Bureau, Inc. Of these, the GOA was considered the organization of plant owners. All of the sites upon which the billboard structures, signs, or other advertisement were placed were either owned or leased by a member of the company. At that time, roughly 200,000 landlords received rentals from company members (Hoyle 1936).

Such growth and competition led to involvement by the U.S. Justice Department which filed suit against the OAAA and 46 state Associations, charging them with price-fixing and discriminating against potential Association members through the use of their Minimum Poster Plant Requirements. The suit named the GOA on anti-trust charges, claiming that the company operated a monopoly in 1,500 cities (Guide to the Papers of the OAAA n.d.). In 1952, the OAAA and its members, including the GOA, received a judgment in the suit, which forced them to clarify and/or alter several practices concerning Association membership requirements and competition between its members (Guide to the Papers of the OAAA n.d.).

Despite the change in practices, GOA and its individual branches continued to expand. In the late-1950s or early-1960s, several additional warehouses were built at the General Outdoor Advertising Company Richmond Branch property to provide additional production space. The need for these additional facilities was likely a result of the evolving trends popular in outdoor advertising at the time.

GOA eagerly adopted innovations made in the outdoor advertising industry. One such development was the trend of the cutout image extending above the billboard itself which took the industry by storm in the 1950s (Florida Outdoor Advertising Association n.d.). In 1950, the GOA produced the first animated cutouts on a billboard for Peter Pan brand bread (Guide to the Papers of the OAAA n.d.). The "full bleed" board with no frame also became popular at this time. This style allowed segmented boards so that panels could be rotated from site to site in a city or region. This breakthrough not only permitted most boards to be painted in the studio, but the advertiser was also assured a wider viewing of any given campaign (Florida Outdoor Advertising Association n.d.). A third development popularized in the 1950s was the three-dimensional effect. This look used various types of plastic materials to create one-of-a-kind designs that were popular through the end of the decade (Florida Outdoor Advertising Association n.d.).

In 1953, the GOA partially designed and constructed a bank sign giving the public the time and temperature. Today this is a common sight in the country, but it was a novelty in the 1950s and this sign would be placed at the State-Planters Bank and Trust Company at 6<sup>th</sup> and Broad streets in Richmond ("Bank Sign" 1953). As the use of neon became more popular throughout the country, in 1960, GOA installed possibly the largest neon sign in the Commonwealth at the American Tobacco Co. in Shockoe Bottom, Richmond, Virginia. The sign, 39 feet high and 244

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feet long, weighed 35,000 pounds and advertised the company's products ("Virginia's Biggest" 1960).

All of these innovations would likely have necessitated additional production and fabrication space for advertising companies, and likely occupied much of the new warehouse space at the General Outdoor Advertising Company Richmond Branch property.

By 1960s, new advertising companies emerged to take advantage of the ever-growing industry, fueled in large part by the introduction of advertising along the nation's new Interstate Highway system. The GOA remained one of the largest and most dominant organizations at this time, however, two growing companies entered a pact to break it up. The firms were Metromedia of Minnesota, owned by Bob Naegele, and Turner Advertising Company of Ohio, owned by Robert Edward Turner II. Turner and Naegele had developed a close relationship as competing billboard advertisers, and both faced stiff and constant competition from GOA. Turner had in the previous years become more focused on the southern market where GOA had recently opened a large headquarters in Atlanta. The plan was that Turner and Naegele would work together to purchase GOA and then split it in two pieces, with the northern branches going to Neagele and the southern branches going to Turner (Turner 2008).

In September 1962, the deal went through and the two primary GOA branches in the south including Richmond, Virginia and Atlanta, Georgia and were acquired by the Turner Advertising Company for \$4,070,000 (U.S. Tax Court 1966). It was at this point that the Turner Company relocated from its original headquarters in Cincinnati, Ohio to GOA's offices in Atlanta (Turner 2008).

Unfortunately, the following year, Turner committed suicide and the Turner Advertising Company was taken over by his son, Robert Edward Turner II, more popularly known as Ted Turner. From that point on, Ted Turner helped to grow the Turner Advertising Company into its current organization, Turner Enterprises. Turner retained the Richmond branch of the former General Outdoor Advertising Company as a significant market for the company. From that point on, the complex was termed the "Richmond Division of the Turner Advertising Company." The branch operated under the leadership of Executive Vice President and General Manager Leonard S. Trester (Richmond Times-Dispatch 1965).

The year 1972 brought a boon to outdoor advertising as tobacco products and producers were banned from broadcast media, leaving billboards and other outdoor mediums as its most popular venue (Florida Outdoor Advertising Association n.d.). This was particularly beneficial to the Richmond Division of the Turner Advertising Company in a city and region where tobacco remained a significant industry. The increase in this sect of advertising likely contributed to the decision by Turner Advertising Company to enlist the Hendrick Construction Company to build a \$16,500 warehouse addition to the complex the following year (Richmond Times-Dispatch 1973).

The 1980s and 90s, however, began to mark the slow demise of traditional outdoor advertising and billboards. This period brought the use of advertising on buses, trains, cars, etc. to the

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forefront of outdoor advertising (Florida Outdoor Advertising Association n.d.). The rise of computers also interrupted the practice of hand-painting billboards as computer-painted billboards become more prominent. The continued growth of outdoor advertising beyond the traditional billboard resulted in the development of the term "out of home" (OOH) advertising which includes not just billboards, but also street furniture, transit, and alternative outdoor. By the early 2000s, digital technology introduced more flexibility than traditional billboards, with advertisers having the ability to change ad messages quickly and efficiently to display real-time information (O.A.A.A. n.d.).

All of these changes drastically impacted the way that advertising companies did business, and the types of facilities needed to provide advertising mediums. Traditional warehouse space for billboard painting, lighting, woodworking, and other fabrications became largely obsolete. New facilities with increased computer processing space and better connectivity are now required. As such, a variety of older, more traditional operations have closed.

This was the case for the Richmond Division of the Turner Advertising Company in the former General Outdoor Advertising Company Richmond Branch building. The property was sold in 1985, and since that date has functioned as general commercial space, housing a daycare, and assorted other businesses. At present, the front office building remains vacant while the warehouse space is used for general storage by the property owner.

#### Significance

The General Outdoor Advertising Company Richmond Branch property is recommended as eligible for listing in the NRHP under Criterion A for its representation of the growth and evolution of the outdoor advertising industry as reflected in Richmond, Virginia, and its association to two major national outdoor advertising companies. It is also recommended eligible under Criterion C as an excellent and intact example of the Art Deco style as applied to a small-scale commercial building. The recommended period of significance begins in 1930, the year the primary building was constructed, and ends in 1972, representing the zenith of traditional outdoor advertising and a period of unique prominence for the Richmond branch as a result of federal legislation that made outdoor advertising the primary means of promoting the regionally dominant tobacco industry.

From its inception in the nineteenth century, the outdoor advertising industry and the various associations and companies within it were integral in creating, defining, and maintaining advertising campaigns as we know them today. From the earliest posters created to promote the Circus in the 1830s, to painted buildings and structures in the late nineteenth century, and the emergence of billboards in the early-twentieth century, the industry has evolved from simply business and product promotion to a recognized form of art and commercial medium. As the industry grew and evolved, the industry took steps to improve our experience as consumers and citizens through pleasing aesthetics, to donation of space to charitable organizations, to leading the effort to maintain scenic byways, to aiding the nation in civic responsibility. During periods of war, the industry has responded by supporting war efforts. In peacetime, public service advertising has supported causes that improve society.

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From its construction in 1930 and up until 1962, the General Outdoor Advertising Company Richmond Branch was owned and operated by the GOA. Throughout much of the twentieth century, the GOA was one of the largest and most prominent outdoor advertising agencies, nearly always at the forefront of the advertising industry's endeavors. In its heydey, the corporation and its subsidiaries had advertising display plants in more than 30 states, sold its services through local corporation salesmen in 41 cities, and employed over 2,200 people. During this period, the company had numerous branch offices and affiliates, although the branch in Richmond was among its most important markets, and one of two major branches operated by the company in the South, the other being in Atlanta, Georgia.

The significance of the GOA and their work have been recognized and preserved throughout the country in recent times, such as the large illuminated Pepsi-Cola Sign on the New York Waterfront and the Grain Belt Beer Sign on Minneapolis, Minnesota, both listed in the NRHP as significant aspects of the twentieth century outdoor advertising industry. The General Outdoor Advertising Company Richmond Branch property represents the company's presence in Richmond, Virginia from 1930 through 1962 and its significance to the local advertising and commercial industries.

From this location, the company provided billboards and outdoor advertising to numerous national and regional clients. In 1962, the company was acquired by Turner Advertising Company, another leader in the industry at the time and the precursor to today's Turner Enterprises. The acquisition of the GOA and its southeast operations by Turner was the basis for the company to relocate its corporate headquarters to Atlanta, where it remains today, however, the Richmond branch office remained a key center for Turner's advertising endeavors in the upper South.

The property included all facilities necessary for branch operations of both the GOA and Turner, including offices and administrative space in the front building, and supply storage, production, and fabrication shops in the rear warehouses. The earliest warehouse space built in the 1930s no longer remains extant, however, the additional warehouses built in the 1950s and 1960s do remain on the property and reflect the expansion of the industry during that period.

The General Outdoor Advertising Company Richmond Branch is also significant for its characteristic and ornate representation of the Art Deco style. The primary office building exhibits many aspects and features of the style including geometric emphasis achieved through form and materials. Embellishments include protruding glazed brick headers, ribbing, stepped parapets, and terra cotta panels and coping. These features are focused on the outside corners and the projecting central entry bay. All these design aspects are intact and the building retains a high level of historical integrity from its original construction date. As such, the building continues to reflect its original design that helped to solidify the company's status and prominence on Jefferson Davis Highway that served as the important regional U.S. Highway I through Richmond. It also remains as one of the best examples of the Art Deco style in South Richmond, complimented by the equally ornate Model Tobacco building set next door.

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11. Form Prepared By			11111111	Time i ann		f firma r
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organization: <u>Duttor</u> street & number: <u>111</u>	<u>1 + Associates, LLC</u> 5 Crowder Drive	<u>;</u>				
city or town: Midlothi	an	state:	VA	zip c	ode:	23113
e-mail <u>rtaylor@dutto</u>	n-associates.com			<u> </u>		
telephone: 804-897-19	960					
date: August 2018			_			

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#### Additional Documentation

Submit the following items with the completed form:

- Maps: A USGS map or equivalent (7.5 or 15 minute series) indicating the property's location.
- Sketch map for historic districts and properties having large acreage or numerous resources. Key all photographs to this map.
- Additional items: (Check with the SHPO, TPO, or FPO for any additional items.)

#### **Photographs**

Submit clear and descriptive photographs. The size of each image must be 1600x1200 pixels (minimum), 3000x2000 preferred, at 300 ppi (pixels per inch) or larger. Key all photographs to the sketch map. Each photograph must be numbered and that number must correspond to the photograph number on the photo log. For simplicity, the name of the photographer, photo date, etc. may be listed once on the photograph log and doesn't need to be labeled on every photograph.

#### Photo Log

Name of Property: General Outdoor Advertising Company Richmond Branch

City or Vicinity: City of Richmond

County: Ind. City State: Virginia

Photographer: Robert J. Taylor, Jr.

Date Photographed: March 2018

Description of Photograph(s) and number, include description of view indicating direction of camera:

1 of 24: General Outdoor Advertising Company Richmond Branch property, general view, facing southwest

2 of 24: Primary building, front facade, facing west

3 of 24: Primary building and driveway, facing northwest

4 of 24: Primary building, rear and south side, facing northeast

# General Outdoor Advertising Company Richmond Branch Name of Property

Richmond, VA County and State

5 of 24: Primary building, detail of entry bay, facing west	
6 of 24: Primary building, detail of corner brickwork, facing west	
7 of 24: Primary building, boiler room, facing southeast	
8 of 24: Primary building, detail of typical window, facing west	
9 of 24: Rear warehouses, general view, facing southwest	
10 of 24: Primary building, from warehouse area, facing east	
11 of 24: Rear warehouse, oldest block, facing southwest	
12 of 24: Rear warehouses, newest block, facing southwest	
13 of 24: Primary building interior, entry lobby, facing west	
14 of 24: Primary building interior, main corridor, facing south	
15 of 24: Primary building interior, typical office finishes, facing northeast	ţ
16 of 24: Primary building interior, typical wainscoting, facing west	
17 of 24: Primary building interior, detail of wainscoting, facing southwest	t
18 of 24: Primary building interior, skylight, facing north	
19 of 24: Primary building interior, restroom vanities, facing south	
20 of 24: Primary building interior, renovated office, facing east	
21 of 24: Warehouse interior, oldest block layout, facing west	
22 of 24: Warehouse interior, oldest block shoproom, facing west	
23 of 24: Warehouse interior, oldest block renovated office, facing north	

24 of 24: Warehouse interior, middle block finishes, facing north

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Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C.460 et seq.).

Estimated Burden Statement: Public reporting burden for this form is estimated to average 100 hours per response including time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Office of Planning and Performance Management. U.S. Dept. of the Interior, 1849 C. Street, NW, Washington, DC.