

Preserving America's Heritage

**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2017**

February 2016

An independent federal agency, the ACHP promotes the preservation, enhancement, and sustainable use of our nation's diverse historic resources and advises the President and Congress on national historic preservation policy. It also provides a forum for influencing federal activities, programs, and policies that affect historic properties. The ACHP promotes historic preservation to foster the understanding of the nation's heritage and the contribution that historic preservation can make to contemporary communities and their economic and social well-being.

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ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2017

FY 2017 Request

The Advisory Council on Historic Preservation requests
\$6,493,000 and 36 FTE

SUMMARY

FY 2017 Direction and Request

The Advisory Council on Historic Preservation (ACHP) will continue to:

- Provide timely expert advice to the President, the Congress, and the executive branch on policies and programs affecting historic preservation;
- Manage the federal historic preservation review and consultation process under Section 106 of the National Historic Preservation Act (NHPA) in an effective and efficient manner that fully engages stakeholders and the public to find creative solutions to conflicts between preservation and other needs;
- Promote historic preservation as a strategy for addressing national economic, environmental, and community development priorities;
- Work with partners to raise awareness about the importance of historic preservation, promote the value and relevance of cultural heritage and the benefits of historic preservation in contemporary society, and strive to build a more inclusive preservation program that embraces all of our citizens and their diverse ethnicities, cultural backgrounds, and experiences; and
- Provide the training, guidance, information, and other tools necessary to address these needs.

This request for FY 2017 represents a 6.8 percent increase from the FY 2016 appropriation of \$6,080,000. The amount requested continues current program levels. A small amount of additional funding is sought to meet increased costs such as the government-wide 1.46 percent pay raise effective January 2016, a retroactive increase in the federal employee transit benefit, and required information technology and security upgrades imposed following recent government security lapses. The funding for the information security upgrades will be utilized to establish a new cybersecurity program and implement the related IT security infrastructure. Minimal cybersecurity protections are in place now to protect against current and emerging cyber threats. This effort will raise the agency's IT security capability to a minimal baseline standard in order to comply with current federal initiatives for cybersecurity.

Between FY 2014 and FY 2016, the ACHP's budget has been reduced from \$6,531,000 to \$6,080,000, a 6.9 percent reduction. The ACHP has accommodated this reduction by instituting structural cost-saving measures that have allowed it to generally maintain its previous level of operations. Most significant among these was the negotiation of a long-term, fixed-rate lease for office space that substantially reduces rent costs for a 10-year period. Additionally, the ACHP has absorbed increased costs of doing business, notably annual pay increases and technology-driven contract service costs, within these diminished appropriation levels through careful fiscal management and reprogramming of available funds to the highest priority activities.

The budget request includes no additional funds for new program activity. This budget commits the ACHP to addressing the highest priorities contained in the final cycle of its Six-Year Strategic Plan adopted in 2011, which was reviewed in the last quarter of FY 2014 and modified slightly in early FY 2015.

Historic preservation contributes significantly to employment opportunity, enhanced investment, and economic vitality throughout the nation. Preservation is also a key tool for communities to address sustainability, and to respond to the challenges of adapting to climate change. Encouraging the use of historic preservation tools to promote job creation, heritage tourism, renewable energy development, infrastructure improvement, climate change adaptation, and community sustainability and resilience will continue to be priority activities for FY 2017.

Developing efficiencies for the Section 106 review of federal and federally assisted projects that address a broad range of societal needs, and making environmental reviews for infrastructure projects and other critical priorities more efficient through continuing better coordination among Section 106, the National Environmental Policy Act (NEPA), and other environmental statutes, will continue to be high priorities, as will ongoing efforts to address federal agency mandates to “reduce the federal real property footprint.” Outreach to and support for Indian tribes and Native Hawaiian organizations (NHOs) will continue to be a significant portion of the ACHP’s work, especially as those efforts relate to improving efficiencies and outcomes in the Section 106 process. Training remains a high priority, as an investment in raising the skill levels of federal officials and other stakeholders pays significant dividends in reducing subsequent problems in project delivery. The ACHP will pursue its distance learning and training, guidance, and assistance priorities through electronic media, and use other cost-effective ways to meet many of the needs of its customers, partners, and the American public. The ACHP will stay relevant and accessible with its use of online platforms and will improve and enhance its web capabilities to support more effective two-way communication between the agency and stakeholders as well as with the public.

In fulfillment of its statutory charge to advise the President and the Congress on historic preservation matters, the ACHP will also advise the new incoming Administration and the 115th Congress on legislative, regulatory, and administrative policies that affect or enhance historic and cultural preservation interests. The agency will offer its expertise on strategies that more effectively combine preservation and heritage with other national goals, and cooperate in the joint development and implementation of such initiatives. As part of that policy effort as well as a component of its public outreach activities, the ACHP will pursue building and supporting a more inclusive preservation program, along with use of social media to connect with an increasingly diverse and technically sophisticated public. This effort complements the work of the National Park Service (NPS) and advances a key Administration goal of inclusiveness and environmental justice. In FY 2017 the ACHP also plans to follow up on any recommendations for program improvement that emerge from policy reviews and roundtables held as part of the 50th anniversary of the NHPA in 2016.

Since 2012, the ACHP has played an important role in Administration efforts on infrastructure, providing policy recommendations and guidance to the Office of Management and Budget (OMB) and the Council on Environmental Quality (CEQ) as a member of the Steering Committee that implements the requirements of Executive Order 13604, “Improving Performance of Federal Permitting and Review of Infrastructure Projects,” and as a member on CEQ’s Rapid Response Teams for Transmission and Transportation. As a member of this Steering Committee, the ACHP is an essential participant in implementing the requirements of related Presidential Memoranda, including “Modernizing Federal Infrastructure Review and Permitting Regulations, Policies, and Procedures” and “Transforming our Nation’s Electric Grid Through Improved Siting, Permitting, and Review.” These efforts are resulting in significant efficiencies and program improvements relating to Section 106 reviews (http://www.achp.gov/docs/NEPA_NHPA_Section_106_Handbook_Mar2013.pdf), as well as a Section

106 toolkit for applicants for federal assistance and permits (<http://www.achp.gov/apptoolkit.html>). The ACHP anticipates continuing these efforts as a member of the Permitting Improvement Council established by Title 41 of the Fixing America's Surface Transportation Act (FAST Act) as a high priority in FY 2017.

The ACHP has also been pursuing a growing number of policy initiatives to address critical national preservation issues: rightsizing in cities across America, disaster recovery, post office closures, renewable energy, broadband development, and the modernization of railroads and other transportation systems, to name a few. The 5 percent reduction request maintains staffing to work on developing sensible approaches to meet the historic preservation review challenges associated with these issues. As a case in point, in the wake of Hurricane Sandy in October 2012 and the ensuing recovery efforts, the Sandy Recovery Improvement Act (SRIA) of 2013 directed the President to establish an expedited and unified interagency federal review process by July 29, 2014. A steering committee comprised of CEQ, Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), and the ACHP developed and submitted this review process to the President in accordance with SRIA, and coordinates with a broader group of federal agencies to improve the delivery of post-disaster recovery assistance. This unified federal review process will expedite approvals and release of federal funding to applicants as they recover from disasters and emergency situations.

The ACHP will continue its efforts to develop interagency partnerships. The ACHP has the authority to enter into reimbursable agreements with other federal agencies, whereby a staff position or staff services to assist the agency with historic preservation program improvement tasks along with travel and overhead are funded by that agency. The ACHP has maintained six such partnerships in recent years (Federal Highway Administration (FHWA), Bureau of Land Management, FEMA, General Services Administration (GSA), Department of Veterans Affairs, and Natural Resources Conservation Service), and added one with the Nuclear Regulatory Commission in early FY 2015. Due to sponsoring agency budget reductions or shifts in mission priorities, the ACHP has lost critical partnership positions with the Army and the Department of Energy in the last several years. Gaps created by staff turnover also affected the FHWA partnership in FY 2015. Overall, though, for FY 2017, the ACHP is optimistic that the remainder of the existing partnership agreements will be continued and the requested resources will fill the remaining need.

Supporting its efforts in the preceding areas, the ACHP will maintain its training efforts in FY 2017, building on the 1,500 participants in FY 2015. The agency will focus on the distance learning area, recognizing that existing budget and travel restrictions in other agencies are increasingly impacting participation in onsite training opportunities. Distance learning is lower in overall cost to both the ACHP and participants, although it does require some up-front development cost. Introduced in FY 2013, the ACHP's web-based training continues to grow in popularity, and reached 500 participants in FY 2015, and an even larger number is anticipated in FY 2016. On-demand training planned for release in early FY 2016 will be expanded with further offerings throughout the year.

It will be necessary to continue efforts to provide training and outreach to federal officials; NEPA and Section 106 practitioners; tribal, state, and local governments; and the public regarding the NEPA/Section 106 handbook issued jointly with CEQ to realize the maximum benefits of aligning these two reviews. Continuation of funding first provided in FY 2014 is therefore requested to educate State and Tribal Historic Preservation Officers, the key players in applying the techniques in the handbook, as well as for webinars and onsite training directed at federal officials and applicants for federal assistance and permits. These funds will also continue to facilitate ACHP participation in regional meetings and professional conferences to educate stakeholders about the opportunities to align these reviews.

Providing information and access to technical and other assistance online assumes increasing importance when trying to reach more diverse audiences efficiently and cost-effectively. The ACHP's online efforts, including the website, e-communications, and social media platforms, provide many benefits for the American public, federal partners, and the agency. The ACHP recognizes the importance of a broad range of strategies for communication, and is aware that online communication and social media allow it to create more transparent government while increasing reach and reducing printing and distribution costs. The FY 2014 request included funding to make the improvements necessary for modern online communications, allowing the ACHP to work toward minimizing the need for printed publications, to institutionalize social media activity, and to complete creation of an improved website with interactive capabilities as well as a platform to support "e-106," an electronic communication and case management system for Section 106. Those web improvements are moving forward and should be completed in FY 2016.

Engaging Indian tribes and NHOs in the national historic preservation program, particularly the Section 106 process, has taken on much greater importance in recent years, as large energy and infrastructure development projects impact traditional cultural properties on an unprecedented scale. ACHP initiatives, including the interagency Sacred Sites Memorandum of Understanding and Action Plan and the ACHP plan to support the U.N. Declaration on the Rights of Indigenous Peoples, will all advance that goal.

Additionally, the ACHP has been supporting the Administration's Generation Indigenous initiative since it was announced in December 2014, being the primary agency focusing on sacred sites and cultural heritage. Generation Indigenous is focused on creating opportunities for and removing obstacles to success for Native youth. The ACHP's Native Youth program is intended to introduce Native young people to historic preservation as a way to protect their cultural heritage and as a potential career path. The ACHP has hosted roundtable discussions, offered preservation lectures to Native college students, hosted field visits, and launched a Facebook page about Native preservation. These efforts will continue in FY 2017.

Other initiatives include the development of guidance on electronic communication and digital submission of Section 106 review materials, and educating applicants about the requirements of Section 106. All of these initiatives were in process during FY 2015 and will hopefully be completed or nearly so in FY 2016.

New financial demands are anticipated in FY 2017. Due to recent security breaches involving federal personnel records and the federal information technology infrastructure, the ACHP has been directed to improve its cybersecurity posture in accordance with the National Institute of Standards and Technology's cybersecurity framework, OMB guidance, and the Federal Information Security Management Act. The ACHP will need \$400,000 for implementing new hardware, software, services, and cybersecurity human capital skills. The ACHP's current IT infrastructure only includes basic computing and network infrastructure without sufficient cybersecurity capabilities.

The new investments will protect critical infrastructure and provide the capability to respond to requests such as the "cybersecurity sprint." The funding would be utilized to do the following:

- Protect resources by implementing multi-factor authentication (PIV) and tools for controlling and monitoring privileged system access.
- Improve situational awareness by having tools in place to scan and warn of indicators of compromise and provide centralized tools for security information and event management, monitoring and analytics.
- Add cybersecurity human capital skills by adding training and contracted resources, since the agency's current capabilities are minimal.

- Standardize management of configurations and patches through automation tools.
- Control and recovery from incidents utilizing malware detection, prevention, and end point protection tools.
- Reduce attack surfaces by adding next generation firewalls and vulnerability scanning tools and services.
- Effectively participate in and incorporate DHS cybersecurity-related shared services for proactive cyber defense and continuous monitoring.

The increase sought will also cover the cost of the FY 2016 pay raise (\$10,000) and a retroactive increase in the federal employee transit benefit (\$3,000).

Budgetary History

The FY 2016 appropriation for the ACHP was \$6,080,000. Figure 1 shows the recent funding background for comparison.

**Figure 1. Budgetary History, FY 2014-FY 2017
(in thousands of dollars)**

	FY 2014	FY 2015	FY 2016	FY 2017
President's Budget	6,531	6,204	6,080	6,493
Initial Appropriation	6,531	6,204	--	--
Appropriation Adjustment	--	--	--	--
Budget Authority	6,531	6,204	6,080	--
FTEs	36	36	36	36

Budget Request

Figure 2. Appropriation and Authorization Language

<p>Appropriation Language</p> <p>ADVISORY COUNCIL ON HISTORIC PRESERVATION SALARIES AND EXPENSES</p> <p>For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665, as amended), [\$6,080,000]* \$6,493,000</p> <p><i>* Consolidated Appropriations Act, 2016 [Public Law 114-113]</i></p>

<p>Authorization Language</p> <p>There are authorized to be such amounts as may be necessary to carry out this title.</p> <p><i>National Historic Preservation Act Amendments Act of 2006 [Public Law 109-453]</i></p>

PROGRAM STRUCTURE

Mission and Authorities

The ACHP was established by Title II of the NHPA (54 U.S.C. §300101 et seq.). The NHPA charges the ACHP with advising the President and the Congress on historic preservation matters and entrusts the ACHP with the unique mission of advancing historic preservation within the federal government and being a leader in the national historic preservation program. Since FY 2011, the ACHP has been guided by the following mission statement:

The Advisory Council on Historic Preservation promotes the preservation, enhancement, and sustainable use of our nation's diverse historic resources, and advises the President and the Congress on national historic preservation policy.

The ACHP's authority and responsibilities are principally derived from the NHPA. General duties of the ACHP are detailed in Section 202 (54 U.S.C. §304102) and include the following:

- Advising the President and the Congress on matters relating to historic preservation;
- Encouraging public interest and participation in historic preservation;
- Recommending policy and tax studies as they affect historic preservation;
- Advising state and local governments on historic preservation legislation;
- Encouraging training and education in historic preservation;
- Reviewing federal policies and programs and recommending improvements; and
- Informing and educating others about the ACHP's activities.

Under Section 106 of the NHPA, the ACHP reviews federal actions affecting historic properties to ensure historic preservation needs are balanced with federal project requirements. The ACHP achieves this balance through the Section 106 review process, which applies whenever a federal action has the potential to impact historic properties.

ACHP Membership

The ACHP has 23 statutorily designated members, including the chairman who heads the agency, and seven observers who have been invited to participate in the work of the ACHP (See Figure 5). The ACHP is currently pursuing a legislative initiative to convert the current part-time position of the chairman to a full-time one, commensurate with the ACHP's authorities and program responsibilities. This initiative would also extend formal membership to the General Chairman of the National Association of Tribal Historic Preservation Officers (NATHPO). The ACHP members address policy issues, direct program initiatives, and make recommendations regarding historic preservation to the President, Congress, and heads of other federal agencies.

Council members pursue ACHP activities both collectively and individually. The membership is organized into an Executive Committee and four program committees: Federal Agency Programs; Native American Affairs; Preservation Initiatives; and Communications, Education, and Outreach. Member task forces and committees are also formed to pursue specific needs such as policy development or regulatory reform oversight.

ACHP Staff

ACHP staff members, housed in Washington, D.C., carry out the day-to-day work of the ACHP and provide all support services for council members. The executive director supervises all staff components.

Figure 3. Staff Organization (Actual) and Proposed, FY 2014-2017

Function	FY 2014	FY 2015	FY 2016	FY 2017
Executive Director	1	1	1	1
Office of Native American Affairs	3	3	3	3
Office of General Counsel	2	2	2	2
Office of Administration	7	7	7	8
Office of Preservation Initiatives	3	3	3	3
Office of Federal Agency Programs	16	16	16	15
Office of Communications, Education, and Outreach	4	4	4	4
TOTAL	36	36	36	36

The Executive Director has senior management responsibility for all staff organizational units and reports to the chairman.

Office of General Counsel provides legal advice and analyses, reviews and manages Freedom of Information Act requests, and oversees the agency ethics program.

Office of Native American Affairs advises the ACHP leadership and staff on policy and program matters related to Native American issues, and offers technical assistance and outreach for tribal and NHO consultation under the Section 106 review process.

Office of Preservation Initiatives analyzes legislation, develops policy recommendations, oversees special studies and reports, and implements programs related to national preservation benefits such as community development, economic impacts, sustainability, and tourism. It leads efforts for the 50th anniversary of the NHPA and the Preserve America program.

Office of Federal Agency Programs participates in Section 106 reviews, develops and implements program improvement initiatives, provides technical assistance and guidance for Section 106 users, and works to improve federal agency and stakeholder understanding of Section 106. It also oversees implementation of Section 3 of Executive Order 13287, "Preserve America," and develops and administers the ACHP's training program, including delivery of the two-day ACHP course, "The Section 106 Essentials," the one-day "Advanced Section 106 Seminar," and distance learning initiatives.

Office of Communications, Education, and Outreach creates and conveys the ACHP's message to partners, stakeholders, and the general public via print and electronic media, meets information requests, handles media relations, and manages ACHP outreach, awards, and publications.

Office of Administration oversees a full range of administrative, personnel, procurement, space planning, information technology, budget, and fiscal services and coordinates related services provided by the Department of the Interior (DOI) and GSA on a reimbursable basis. The office also provides administrative and clerical support to ACHP leadership and the executive director.

ACHP'S PROGRAM PRIORITIES and EFFECTS OF BUDGET REQUEST

The major program emphases for FY 2017 outlined below are derived from the ACHP's Six-Year Strategic Plan, adopted in January 2011 and reviewed and updated in FY 2015.

The ACHP will continue to work with federal agencies, State and Tribal Historic Preservation Officers, and other stakeholders to improve the efficiency of the historic preservation program. Management of the federal historic preservation review process, mandated by Section 106 of the NHPA, has long been a core mission of the ACHP. The ACHP anticipates its involvement in individual cases will continue to focus on the efficient review of high-priority economic recovery, infrastructure development, broadband and energy-related projects, including alternative and traditional energy production as well as associated transmission facilities. Emphasis remains on early consideration of historic resource impacts and effective engagement of stakeholders to ensure outcomes that properly balance development and preservation issues. The development of programmatic Section 106 alternatives, which provide long-term savings and efficiencies for federal agencies, will focus on the priority areas noted above and include efforts that are supported by the requesting agency.

Section 106 training remains a critical component of an effective historic preservation review process and is consequently a major focus of the ACHP's work. Special emphasis will be placed on expanding the ACHP's web-based distance learning program (including online courses and webinars) in order to better reach audiences who cannot participate in onsite courses, although budget issues at other agencies may limit the ability of federal agency personnel to participate regularly and actively.

The ACHP is promoting historic preservation as a means to advance Administration policies for infrastructure improvement, climate change adaptation, energy conservation, community livability, broadband installation, surface transportation, sustainable design, and economic development. It will also continue to advocate heritage tourism as part of urban and rural development through its national network of 900 Preserve America Communities and 54 Preserve America Steward volunteer organizations and programs, as well as heritage tourism coalitions and other public and private partners.

Woven throughout these topical areas will be the ACHP's ongoing commitment to engaging and involving a broad range of diverse constituencies in the national historic preservation program. Building on and continuing its traditional focus on the participation of Indian tribes and NHOs, the ACHP will strive to reach other constituencies often underserved by and underrepresented in the federal historic preservation program. The ACHP will work with its members and preservation partners to ensure the national program reaches and serves the diverse needs of all Americans, notably in the context of the 50th anniversary of the NHPA, which will occur in 2016. This includes expanded efforts to engage and encourage young people in historic preservation. In addition, the ACHP will complete its major policy

review of the National Historic Preservation Program and prepare a complementary retrospective on the ACHP and its policy and program work over the last 50 years as part of its observance of the NHPA anniversary. It will pursue implementation of the recommendations emerging from those efforts in FY 2017 and beyond.

Finally, the ACHP will invest staff and other resources in the revamped ACHP website. The redesigned website will rely completely on staff-generated content development and content management work. The website, along with evolving ACHP social media tools, will be central to many aspects of the ACHP's activities and outreach efforts. The result will be a significant improvement in customer service and historic preservation information, offering greater access for stakeholders and the public, and bringing greater efficiencies to the Section 106 process.

2017 Program Priorities and Proposed Activity Highlights

This section sets forth the ACHP's projected activities for FY 2016 and FY 2017. FY 2017 activity entries are based on a continuation of FY 2016 level of operations.

Communicate the value of historic preservation and advance the policies and goals laid out in the National Historic Preservation Act of 1966 as a federal government priority and an instrument of national policy.

In 2016:

- Support and contribute to the development and implementation of Administration policies and programs as an advocate for historic preservation, particularly funding for preservation, tax reform, transportation, infrastructure, energy policy, sustainability, and engaging diverse communities in preservation.
- Provide analysis and advice on high-priority legislation in the 114th Congress, particularly historic preservation program funding, historic preservation tax credits and other tax reform initiatives, amendments to the NHPA, the National Park Service's (NPS) Centennial Initiative, federal property disposal, surface transportation reauthorization, streamlining of environmental reviews for infrastructure and broadband, and National Heritage Areas legislation.
- Work with other preservation organizations and stakeholders to carry out activities for the NHPA 50th anniversary commemoration in 2016, and cooperate with NPS to support its 2016 Centennial observance.
- Complete updating of the ACHP websites and its supporting content management system, ensure the ACHP has the fundamental online structure to support communications with the American public and other federal agencies via its improved website and social media, and ensure the information and resources provided serve the public interest and are authoritative, comprehensive, understandable, and accessible.
- Maintain support and encouragement for the Preserve America program to highlight the value of preservation in local communities as well as the accomplishments of the program to Congress; the executive branch; state, tribal, and local governments; and the public.

In 2017:

- Participate in new Administration initiatives as the voice for historic preservation.
- Continue to provide analysis and advice to the Administration and the Congress on legislation with consequences for historic preservation.
- Work with the outgoing Administration, as well as the incoming Administration, and with Congress to advance new policy and program initiatives identified during the NHPA 50th

anniversary commemoration in 2016. Manage and provide content for the updated ACHP websites, and expand the use of the ACHP's electronic social media tools.

Promote historic preservation as a tool to help achieve energy efficiency, adapt to climate change, support sustainable communities, and as a strategy to help cities and other communities “right-size” building stock and infrastructure.

In 2016:

- Track sustainability issues relevant to historic preservation and Section 106 review, promote historic preservation in sustainability and other environmental and energy efficiency initiatives, and engage in discussions about climate change adaptation as it relates to protection and enhancement of historic resources.
- Participate in the Council on Climate Preparedness and Resilience (CCP&R) co-chaired by CEQ, OMB, and the White House, and provide feedback on policy issues relevant to historic preservation.
- Incorporate relevant sustainability information and guidance on the ACHP's website.
- Collaborate with CEQ and other executive branch agencies on the implementation of E.O. 13693 as it relates to federal historic buildings and agency strategic sustainability plans, including the ACHP's plan.
- Follow up on recommendations contained in the Section 3 Report to the President under E.O. 13287, issued in February 2015.
- Carry out the ACHP's implementation of recommendations from the 2014 rightsizing report, including adoption of a 2016 draft policy statement on the role of historic preservation in rebuilding resilient communities, and follow up on recommendations made to other agencies.

In 2017:

- Track sustainability and climate change issues relevant to historic preservation and Section 106 review, and promote historic preservation in sustainability and other environmental and energy efficiency initiatives.
- Participate in the CCP&R, and cooperate with NPS on development and dissemination of guidance on cultural resources for local, state, and tribal entities dealing with climate change adaptation and resilience.
- Disseminate and implement the policy statement on the role of historic preservation in rebuilding resilient communities, and continue to educate and advise federal agencies, communities undergoing rightsizing, and other stakeholders on the importance of incorporating historic preservation goals and strategies into community redevelopment plans.

Promote historic preservation as a means to continue to support economic recovery and development, stimulate investment, and create jobs.

In 2016:

- Act on National Travel and Tourism Strategy promotion under E.O. 13597 within existing resources and partnerships, and follow up on recommendations for federal agencies to help promote local economic development contained in the Section 3 Report to the President issued in February 2015 in accordance with E.O. 13287.
- Expand existing information (including statistics, case studies, and examples) on the economic value of historic preservation, and link this material to the 50th anniversary of the NHPA on the ACHP's website.
- Manage existing elements of the Preserve America program, especially Preserve America Communities and Stewards, and develop and provide case studies, best practices, and other

helpful information about local preservation and federal assistance resources through various strategies including electronic newsletters, social media, and the ACHP websites.

In FY 2017:

- Solicit agency information on heritage tourism as part of preparation for the 2018 Section 3 Report to the President under E.O. 13287.
- Continue to manage the Preserve America program and provide information on that program and participating communities and organizations through the ACHP websites.

Implement continued efforts to engage all Americans in a national dialogue about history and the benefits of historic preservation through listening sessions and expanded outreach efforts.

In FY 2016:

- Follow up on recommendations from 2015 ACHP outreach to Asian Americans and Pacific Islanders, including development of guidance for federal agencies, a preservation toolkit, model examples and case studies, and specific recommendations to other agencies on historic property inventory and evaluation, as well as community development training.
- Carry out a similar outreach program in 2016 for American Latino and Hispanic communities, and determine appropriate follow-up.
- Develop and carry out a multi-year partnership and outreach efforts to young people with DOI, Department of Education, National Park Foundation, HISTORY, Rutgers University, and other partners to raise awareness of the Civil Rights Movement through memorialization and interpretation of associated historic sites.
- Publicize and support partnership efforts that expand the understanding of diverse views of places of cultural importance, and examine ways to take into account a more complete understanding of the full range of the American experience under the NHPA.
- Identify and share examples and best practices that would appeal to diverse and underserved constituencies so they can better understand and become engaged in historic preservation.
- Expand education and clarification of the economic, cultural, and other benefits of historic preservation to new audiences, using social media and the ACHP's website as well as more traditional methods of outreach and communication.
- Use the observance of the NHPA 50th anniversary to develop and implement an integrated communications plan with social, mobile, and traditional media outlets.

In FY 2017:

- Continue dialogue and partnership with the citizens engaged in 2015-2016 listening sessions with diverse communities, and implement resulting recommendations for improving heritage preservation in Asian American and Pacific Islander communities as well as American Latino and Hispanic communities.
- Expand efforts to engage young people from diverse and underserved communities directly in historic preservation.
- Follow up on implementation of selected policy and program recommendations developed as part of the NHPA 50th anniversary, including development of guidance and strategies for federal agencies to provide technical assistance and expand their outreach to diverse communities through the Section 106 process and other program activities.
- Use distance learning tools and webinars to explore ways to develop and offer training to diverse communities in order to improve the participation of these communities in the national historic preservation program and the Section 106 process.

Promote historic preservation as a means of recognizing and documenting cultural diversity, and integrate different traditions and viewpoints into the national historic preservation program.

In FY 2016:

- Pursue development of a Presidential initiative to promote the recognition and preservation of the heritage of diverse and underserved constituencies, in consultation with CEQ.
- Implement selected projects to advance the goal of building a more inclusive preservation program, and further engage diverse constituencies in the ACHP's work (such as follow-up to the FY 2013 and 2014 presentations to the Congressional Black Caucus on historic preservation and community development, or 2015-2016 listening sessions).

In FY 2017:

- Depending on success of Presidential initiative, develop additional executive branch strategies to promote the recognition and preservation of the heritage of diverse and underserved constituencies.
- Continue partnerships begun through efforts such as listening sessions, media events, and forums to encourage an ongoing dialogue with members of all communities in the United States and use those opportunities to explore new ways to support cultural preservation.
- Actively encourage schools and programs to promote the importance of preservation through partnership with members such as the Departments of the Interior and Education to enhance heritage education and appreciation for history through the experience of place.
- Create expanded online and offline marketing and communications materials, blogs, web stories, and publications that consistently celebrate the heritage of diverse communities in the United States.
- Use public events, conferences, and presentations to open and expand the conversation about the importance of every culture as a part of modern historic preservation.

Increase the efficiency and effectiveness of the Section 106 process by encouraging improved planning and consultation, and by developing guidance and training.

In FY 2016:

- In collaboration with federal agencies, state and tribal representatives, and preservation stakeholders, implement the ACHP's Action Plan adopted in 2015 regarding actions federal agencies can take to support the effective engagement of State and Tribal Historic Preservation Officers in Section 106 reviews.
- Work with CEQ to educate stakeholders on the jointly issued handbook regarding the coordination and integration of compliance with Section 106 and NEPA, and encourage federal agencies to use the principles of the handbook to support environmental reviews for key projects.
- Support pre-application reviews conducted by applicants for federal assistance consistent with the requirements of the Presidential Memorandum on Transmission.
- Implement and expand upon ACHP guidance that supports the effective participation of stakeholders in the Section 106 process, with special attention to Indian tribes, including guidance on Section 106 agreement documents, the use of protective covenants, and electronic communication to facilitate the Section 106 process.
- Advise the Federal Communications Commission on its efforts to implement the ACHP's Program Comment regarding Positive Train Control communication facilities.
- Work as a member of the Steering Group with CEQ and DHS/FEMA to implement a Unified Federal Review process for disaster recovery efforts consistent with the Sandy Recovery Improvement Act of 2013.

- Support the implementation of recent nationwide program alternatives that promote efficiencies and improve decision making for certain programs subject to Section 106 review in the FHWA, FEMA, and Natural Resources Conservation Service (NRCS) through partnerships with each agency that include the support of liaison positions.
- Maintain partnerships with FHWA, Department of Veterans Affairs (VA), Bureau of Land Management (BLM), GSA, FEMA, the Nuclear Regulatory Commission (NRC), and NRCS to strengthen their preservation programs and advise them on Section 106 matters.
- Support the implementation of the amended ACHP program comment for agencies that fund, assist, or provide approvals for the development of broadband, and consult with federal property managing agencies on the development of a new program alternative to promote efficiencies and improved decision making regarding the implementation of the Administration's broadband goals on federal lands.
- Continue to advance recommendations contained in the ACHP's 2014 report to Congress on Section 106 and U.S. Postal Service disposals.
- Carry out the plan to improve the implementation of the Section 106 regulations developed pursuant to E.O. 13563 through the development of further procedural efficiencies and working with federal agencies and others to improve their compliance efforts with a special emphasis on web-based applications. Conduct new assessment of the Section 106 regulations in 2016, in accordance with the requirements of the E.O.
- Educate Section 106 participants about the use and benefits of electronic communication in Section 106 reviews.
- Work with applicants for federal assistance or permits to educate them about the Section 106 process and improve their ability to participate in it.
- Implement and expand upon guidance on Section 106 agreement documents, including provisions on developing, implementing, and monitoring Memoranda of Agreement and Programmatic Agreements, as well as the role of Indian tribes as signatories to these documents.
- Maintain the ACHP's onsite training program at current levels and expand the distance learning program, to add on-demand courses to the current program of webinars, and identify opportunities to market the expanded offerings to new clients including diverse constituencies, applicants for federal assistance, and the public.

In 2017:

- Continue to implement the ACHP's Action Plan adopted in 2015 regarding actions federal agencies can take to support the effective engagement of State and Tribal Historic Preservation Officers in Section 106 reviews.
- Continue efforts to implement the NEPA/Section 106 handbook to promote operational efficiencies in environmental reviews.
- Further expand use of electronic communication to improve efficiency and transparency of Section 106 decision making.
- Provide additional training and education on the use of ACHP guidance on agreement documents.
- Expand ACHP guidance on improving the efficiency and effectiveness of the Section 106 process and implement the 2016 plan to improve the Section 106 process pursuant to E.O. 13563.
- Use partnerships with FHWA, BLM, GSA, VA, NRC, and NRCS to strengthen their preservation programs and advise them on Section 106 matters, and seek additional agency partnerships when feasible.
- Support the development of federal agency program improvements and the use of program alternatives to meet the goals of the Presidential Memorandum on Infrastructure.

- Continue to expand the distance learning program to incorporate additional online, on-demand courses and webinars.

Assist federal agencies in improving their stewardship, accountability, and resource management.

In FY 2016:

- Implement the work plan developed as part of the 2015 Section 3 Report to the President in order to assist federal agencies in better managing historic properties under their ownership or control.
- Encourage the involvement of Senior Policy Officials (SPOs) in the consideration of historic preservation issues in agency programs and policies and promote federal agency program improvements pursuant to E.O. 13287.
- Continue to expand the working relationship with the Federal Real Property Council (FRPC) begun in 2013 to address the impacts of efforts to reduce the federal footprint on historic properties as well as the recommendations of the December 2012 Government Accountability Office Report on Federal Historic Buildings, and ensure federal reporting on historic properties under the Federal Real Property Profile is consistent, useful, and supportive of existing goals for identifying, using, and protecting historic properties.
- Assist the NPS in its efforts to complete and issue revisions to the Secretary of the Interior’s Professional Qualifications Standards for cultural resources management.
- Collaborate with NPS on the development and issuance of guidance on implementing National Register Bulletin 38, “Guidelines for Evaluating and Documenting Traditional Cultural Properties,” in Section 106 reviews.

In 2017:

- Work with NPS to issue and implement the guidance on National Register Bulletin 38 and its use.
- Work with SPOs and Federal Preservation Officers (FPOs) to implement the recommendations of the ACHP’s 2015 Report to the President on federal historic property stewardship.
- Continue efforts to work with the FRPC to improve the management of federal historic properties.
- Provide guidance to federal agencies on the development of progress reports regarding their efforts to identify, use, and protect historic properties under their ownership and control as required by Section 3 of E.O. 13287. These reports are due to the ACHP by the end of 2017.

Help accommodate infrastructure and energy development both on and off federal lands.

In FY 2016:

- Seek further efficiencies and improvements to the federal environmental review and permitting process by serving on the Steering Committee established by E.O. 13604 and the Permitting Improvement Council established by Title 41 of the FAST Act. Advise OMB on measures to expand the use of these efficiencies to all federal environmental reviews consistent with any newly issued Administration initiatives that maintain or expand the reach of this E.O. Support the goals and requirements of Presidential Memoranda on Infrastructure and Transmission.
- Coordinate with the Departments of Transportation (DOT) and the Interior on the issuance of regulations and guidance that implements Section 1301 of the FAST Act, including procedures for compliance with Section 106 of the NHPA and Section 4(f) of the DOT Act,

and support the implementation of other provisions of the FAST Act that have implications for historic properties such as rail exemptions.

- Serve on Rapid Response Teams managed by CEQ for transportation, renewable energy, and transmission to identify specific environmental review efficiencies in these areas.
- As a member of the workgroup established under Executive Order 13616 “Accelerating Broadband Deployment,” continue to implement the workgroup’s recommendations on appropriate steps to expedite environmental reviews for broadband projects consistent with the recommendations of the Broadband Opportunity Council.
- Support the Administration’s efforts to improve environmental reviews for offshore wind energy development and advise on opportunities to develop efficiencies and improvements to Section 106 reviews regarding offshore wind energy development.
- Work with the FHWA to monitor and implement a Program Comment on effects to concrete bridges subject to Section 106 review.

In FY 2017:

- Serve on the E.O. 13604 Steering Committee and the Permitting Improvement Council established by Title 41 of the FAST Act to improve environmental reviews for infrastructure projects.
- Facilitate the review of individual projects being tracked under E.O. 13604 and Title 41 of the FAST Act.
- Implement the ACHP’s agency plan under E.O. 13604, including implementing guidance on electronic communication in Section 106 reviews, guidance on agreement documents, and an applicant toolkit including expanded education and outreach to applicants.
- Continue implementing with CEQ the recommendations of the handbook on NEPA and Section 106 reviews, including onsite and online training and education for NEPA and Section 106 practitioners; state, tribal, and local governments; and industry.
- Support implementation of Administration directives that might seek further efficiencies in the review of transmission projects tracked by the Rapid Response Team on Transmission.
- Continue to support efforts to improve environmental reviews for offshore wind energy development.

Develop and advance policy and program initiatives that support and enhance the involvement of Indian tribes and Native Hawaiian organizations in the national historic preservation program and in the Section 106 review process.

In FY 2016:

- Participate in the White House Council on Native American Affairs.
- Implement the ACHP’s plan to support the U.N. Declaration on the Rights of Indigenous Peoples, focusing on additional guidance development; participation in Department of State consultations; and reporting to the Department of State regarding the potential for the NHPA to serve as a model for the protection of sacred sites in other countries.
- Implement the Sacred Sites Action Plan with the other signatory agencies, in fulfillment of the Sacred Sites Memorandum of Understanding (MOU), focusing on the policy review, training, and public outreach tasks.
- Develop online training for federal agencies and applicants regarding early coordination with Indian tribes to facilitate better project planning and Section 106 training for Indian tribes and NHOs.
- Encourage and support improved State Historic Preservation Officer (SHPO)-Tribal Historic Preservation Officer (THPO) relations.

- Continue implementation of the ACHP traditional cultural landscapes initiative including the development of guidance.
- Implement ACHP tasks identified in the Northern Plains federal-tribal energy summit held in FY 2014.

In FY 2017:

- Participate in the White House Council on Native American Affairs, at least through the end of the current Administration, and lead the Generation Indigenous subgroup.
- Implement the ACHP's Native American initiatives, including the plan to support the U.N. Declaration on the Rights of Indigenous Peoples and the Traditional Cultural Landscapes Action Plan, and communicate this support in appropriate forums.
- Continue to implement the Sacred Sites Action Plan with the other signatory agencies in fulfillment of the Sacred Sites MOU.
- Expand online training for Indian tribes and NHOs on specific Section 106 topics and challenges.
- Continue to host opportunities for Native youth to learn about historic preservation as a means to protect their cultural heritage and as a potential career path.

Improve understanding of the ACHP's mission and programs and the benefits of historic preservation through a variety of media and tools, including an enhanced website, social media, and print materials.

In FY 2016:

- Improve and expand the use of the ACHP websites as primary sources for historic preservation information and as a vehicle for increased agency transparency.
- Move more information about the benefits of historic preservation online, including brochures, press releases, and fact sheets on the ACHP's programs, and reduce printing and distribution costs.
- Provide information about Section 106 reviews in which the ACHP participates, including agreement documents it signs, to the public via social media and the ACHP website.
- Participate in new venues focused on priority ACHP programs, including citizen participation in Section 106 review, cultural diversity and historic preservation, and the economic impacts of preservation.
- Conduct ACHP awards programs to promote a preservation ethic among federal agencies and their partners while promoting the efforts of diverse audiences and increasing the visibility of preservation successes.
- Upgrade the capability of ACHP websites and develop other online initiatives including e-newsletters and e-106 tools, to reach a wider range of constituencies and to integrate a seamless portfolio of online and offline marketing and communications strategies.
- Grow the social media program in an effort to reach out to Americans who rely more regularly on electronic communication.
- Utilize emerging online technologies connected to the ACHP website, such as interactive mapping, in order to improve understanding of ACHP work and advance government effectiveness.

In FY 2017:

- Continue to improve and expand the ACHP websites and social media in order to efficiently communicate information about the ACHP and the national historic preservation program.
- Expand use of the ACHP website as a primary source for historic preservation information and as a vehicle for increased agency transparency.

- Move more information about the benefits of historic preservation online, including brochures, press releases, and fact sheets on the ACHP's programs.
- Continue and enhance ACHP awards programs designed to institutionalize a preservation ethic among federal agencies, the public, and their partners while increasing the visibility of preservation successes.
- Expand outreach via social media to raise the visibility of historic preservation.
- Monitor emerging online technologies as they relate to the ACHP online presence, such as interactive mapping and online Section 106 tools in order to improve understanding of ACHP work and advance government effectiveness.
- Focus on reaching a wider range of constituencies and integrating a seamless portfolio of online and offline marketing and communications strategies.

Develop new opportunities, highlight and share successful models for engaging youth in historic preservation.

In FY 2016:

- Expand multi-year partnership and outreach efforts to young people by rolling out the national Civil War to Civil Rights initiative in conjunction with the Department of Education.
- Work with partners to support youth summits to engage the next generation of preservationists and conservationists and raise awareness about the benefits of historic preservation.
- Partner with federal agencies and other partners at select venues in order to support specific youth programs (such as the Department of Justice's National Intertribal Youth Summit).
- Identify opportunities to participate in youth summits and similar events that help the preservation community raise awareness and become more relevant to young people.
- Increase use of the website and new media tools to disseminate service learning models, templates, and related youth-oriented educational content about preservation.
- Plan a youth-oriented initiative as part of the recognition of the 50th anniversary of the NHPA in 2016 that can appeal to younger and more diverse audiences.
- Support the Administration's commitment to Native American youth by engaging tribal youth in historic preservation programs to grow education and career opportunities.

In FY 2017:

- Institutionalize the multi-year national Civil War to Civil Rights initiative as an effective mechanism for engaging young people and diverse audiences.
- Partner with the NPS, the Department of Education, and others to create and disseminate a template for youth service learning projects that can be used to reach traditionally underserved youth.
- Help promote youth summit programs that can bring more awareness about historic preservation to a new generation of preservationists.
- Use emerging technologies and new media to publicize youth efforts to memorialize young people's contribution to community history and historic preservation.
- Implement a youth-oriented initiative affiliated with the 50th anniversary of the NHPA in 2016.
- Continue to host opportunities for Native youth to learn about historic preservation as a means to protect their cultural heritage and as a potential career path.

Develop, improve, and manage the ACHP's organizational and administrative capacity.

In FY 2016:

- Support ACHP member meetings and other activities.
- Complete the IT infrastructure improvement project to support office work and teleworking, and provide necessary support for distance learning initiatives.
- Maintain existing agency partnerships supporting liaison positions and cultivate additional ones if possible to address ACHP priority needs.
- Contract with outside vendors to provide IT system support for IT online training program and ensure effective operation of distance learning for students and instructors.
- Implement the Records Retirement Schedules.
- Carry out the agency's Strategic Sustainability Performance Plan in cooperation with CEQ and as called for by E.O. 13693, including the annual update.
- Develop an agency personnel plan for succession and partial retirements to accommodate possible senior staff retirements.

In FY 2017:

- Support ACHP member meetings and activities.
- Undertake necessary upgrades to IT infrastructure to maximize benefits from the FY 2014 IT improvement project and implement improvements to its cybersecurity posture in accordance with NIST's cybersecurity framework, OMB guidance, and FISMA.
- Implement Records Retirement Plan.
- Carry out the agency's Strategic Sustainability Performance Plan in cooperation with CEQ and as called for in E.O. 13693, including the annual update.
- Implement an agency personnel plan for succession and partial retirements to accommodate senior staff retirements.
- Plan for Administration transition in the second quarter of FY 2017.

Effects of Requested Level

Continuation of the FY 2016 level of operations, which requires the addition of \$413,000 to the FY 2016 request amount, will permit the ACHP to pursue its current level of policy initiatives and program activities that advance the ACHP's mission and the purposes of the NHPA. While challenging, it should provide most of the resources to meet the demands before the ACHP in FY 2017. It represents a favorable message of support to send the national preservation movement on the 50th anniversary of the national historic preservation program, and will position the ACHP well for addressing the priorities of a new Administration and the new 115th Congress.

Figure 4. Expenditures by Object (in thousands of dollars)

		FY 2015 Actual	FY 2016 Enacted	FY 2017 President's Budget	FY 2017 Change from FY 2016
11/12	Salary/Benefits	4,922	4,822	4,835	13
21	Travel	122	112	112	0
22/23	Freight, Rent, Communications, Utilities	562	640	640	0
24	Printing	14	4	4	0
25	Contract Services	567	492	892	400
26	Supplies	17	8	8	0
31	Equipment	0	2	2	0
	TOTAL	6,204	6,080	6,493	413
	FTEs	36	36	36	0

**Figure 5. Members, Advisory Council on Historic Preservation
(February 2016)**

Chairman

Milford Wayne Donaldson, FAIA (California)

Vice Chairman

Teresa Isabel Leger de Fernandez (New Mexico)

Expert Members

Terry Guen, FASLA (Illinois)

Dorothy T. Lippert, Ph.D. (Washington, D.C.)

Lynne Sebastian, Ph.D. (New Mexico)

Robert G. Stanton (Virginia)

General Public Members

Bradford J. White (Illinois)

(Vacant)

Native American Member

Leonard A. Forsman (Washington)

Governor

Vacant

Mayor

Vacant

Architect of the Capitol

Hon. Stephen T. Ayers, FAIA

Secretary, Department of Agriculture

Hon. Thomas J. Vilsack

Secretary, Department of Defense

Hon. Ashton B. Carter

Secretary, Department of Education

John B. King Jr., Acting Secretary

Secretary, Department of Homeland Security

Hon. Jeh Johnson

**Secretary, Department of Housing and
Urban Development**

Hon. Julián Castro

Secretary, Department of the Interior

Hon. Sally Jewell

Secretary, Department of Transportation

Hon. Anthony Foxx

Secretary, Department of Veterans Affairs

Hon. Robert A. McDonald

Administrator, General Services

Administration

Hon. Denise Turner Roth

**Chairman, National Trust for Historic
Preservation**

Marita Rivero (Massachusetts)

**President, National Conference of State
Historic Preservation Officers**

Elizabeth A. Hughes (Maryland)

Observers:

Secretary, Department of Energy

Hon. Ernest Moniz, Ph.D.

**Administrator, Environmental Protection
Agency**

Hon. Gina McCarthy

**Managing Director, Council on
Environmental Quality**

Christina W. "Christy" Goldfuss

**Chairman, National Alliance of Preservation
Commissions**

Esther S. Hall (North Carolina)

**General Chair, National Association of Tribal
Historic Preservation Officers**

Janine (Bowe chop) Ledford (Washington)

Joseph P. Riley Jr.

Charleston, South Carolina

ACHP Alumni Foundation

Katherine Slick, President

Figure 6. ACHP Organizational Structure (February 2016)

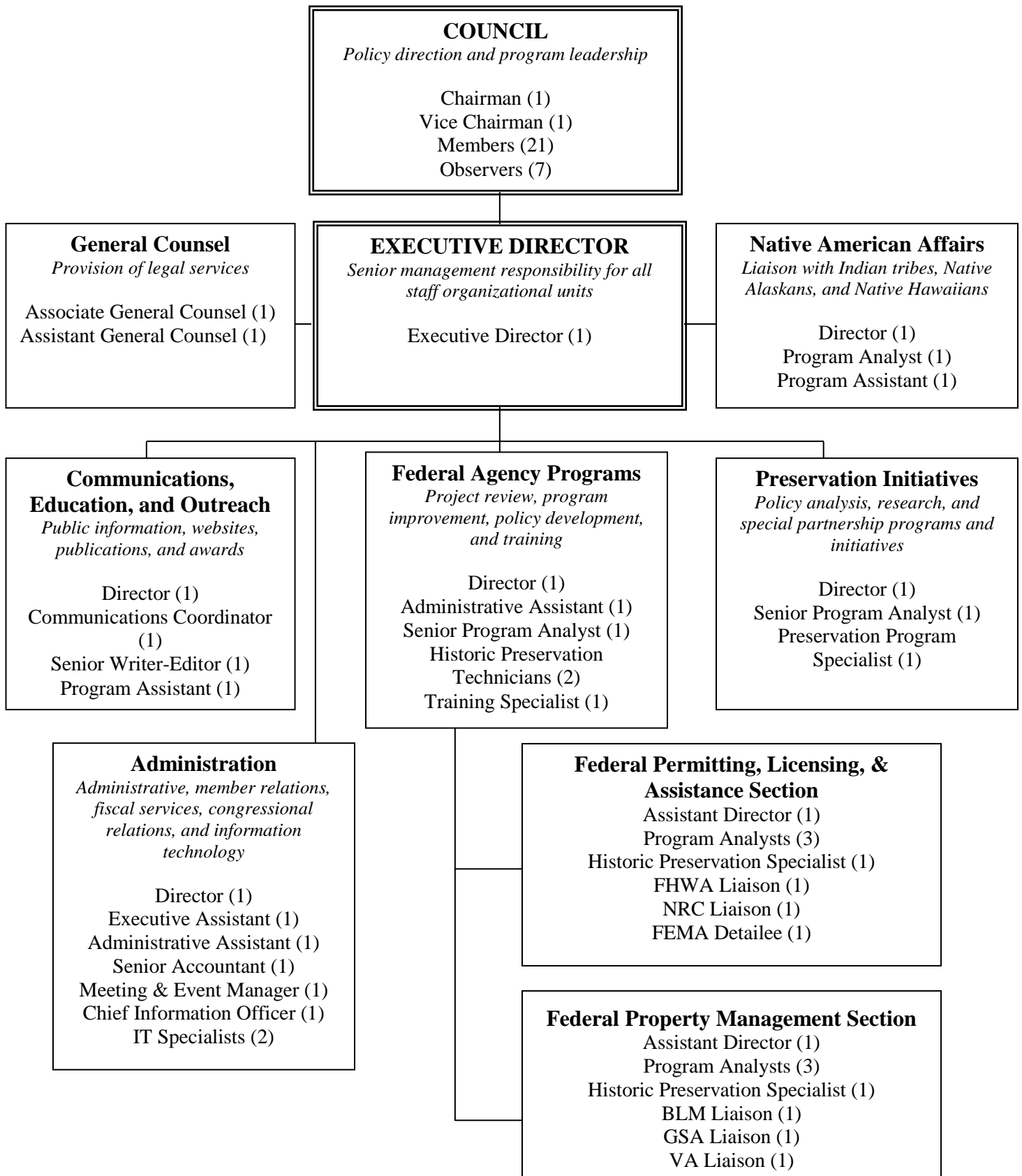


Figure 7. Section 106 Performance Measures

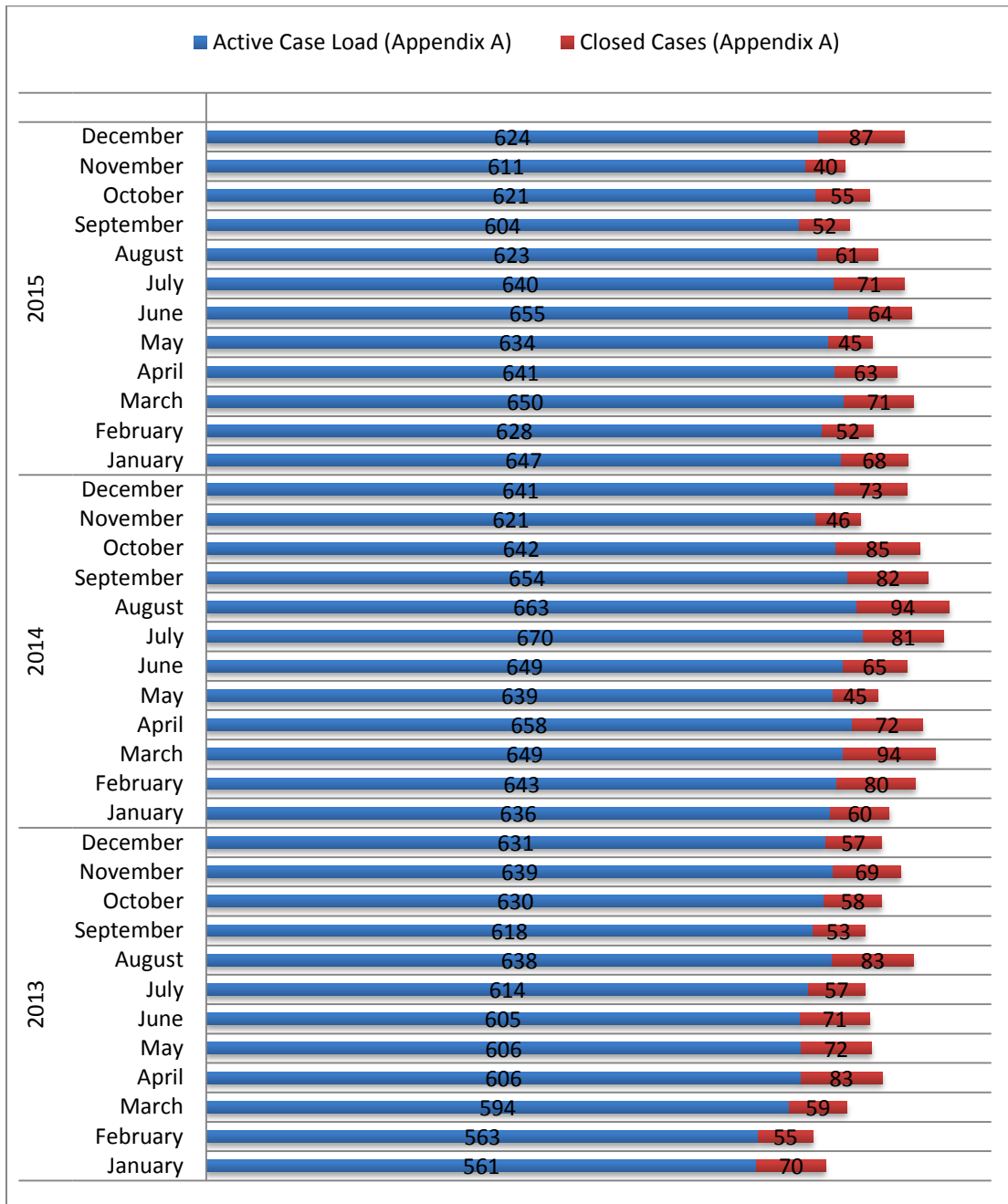


Table A:
Monthly Case Load vs. Closed Cases (January 2013-December 2015)

This chart shows the cases federal agencies formally presented for action to the ACHP. The blue bar represents the total number of cases under active consideration by the ACHP in the month shown; the red bar represents the total number of cases closed by the ACHP in the same month.

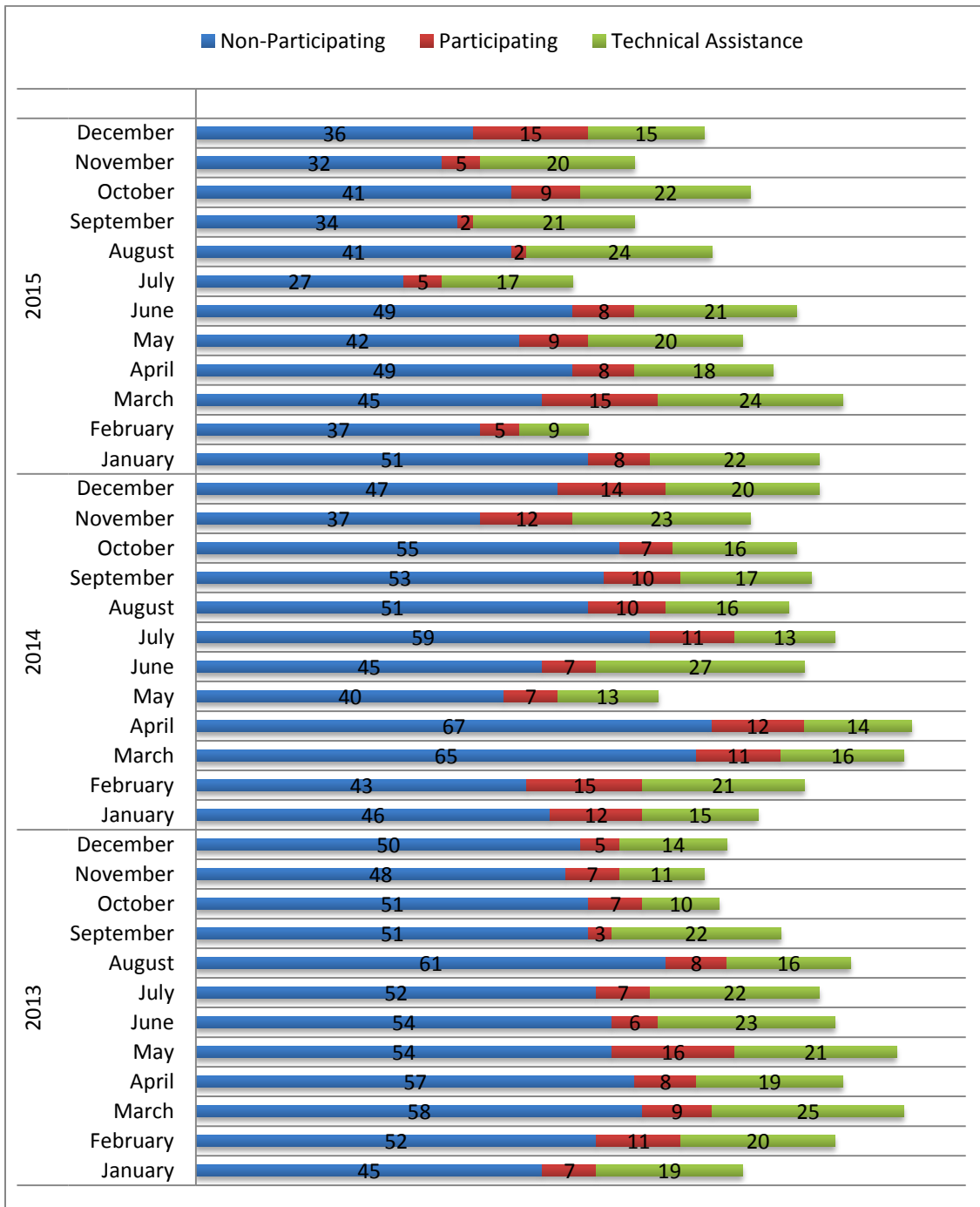


Table B:
New Cases Each Month By Type (January 2013-December 2015)

This chart illustrates the number of cases received by the ACHP in the month shown. Included are only those cases federal agencies formally presented for action to the ACHP. Each bar shows those where the ACHP decided it would participate and those cases where the ACHP declined to participate. Also shown are those cases not formally presented for action to the ACHP by federal agencies but where one or more stakeholders asked the ACHP for technical assistance.

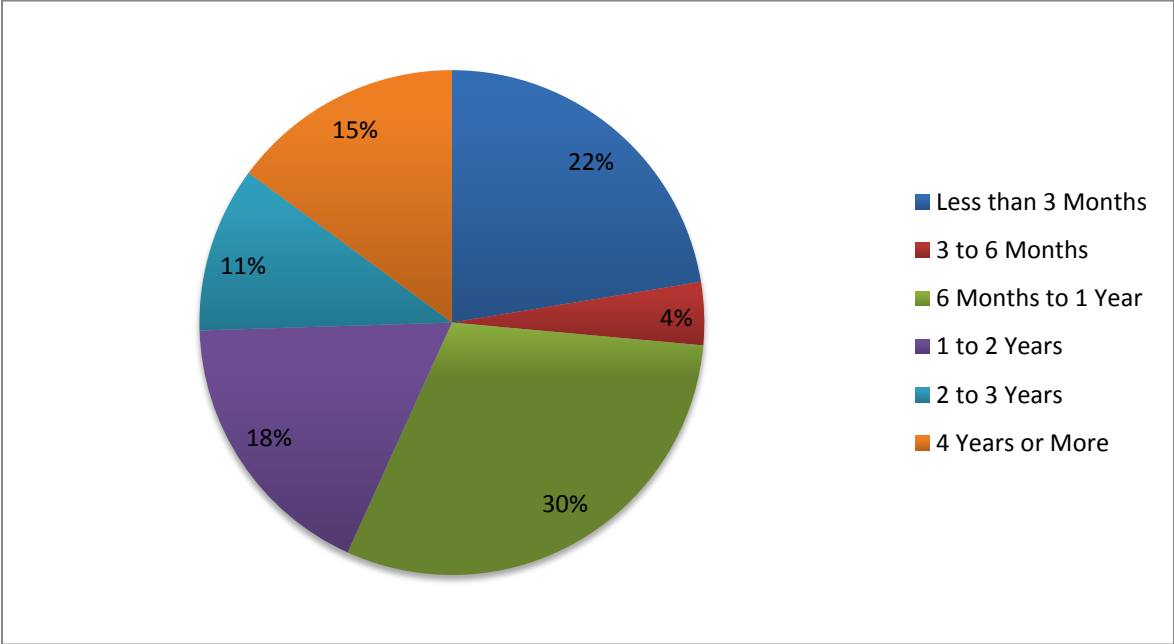
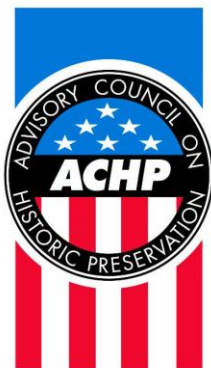


Table C:
Case Lifecycle: Participating Closed Cases (as of December 31, 2015)

This chart shows the amount of time a case remained open after it was formally presented to the ACHP for review by federal agencies and the ACHP decided to participate.



Preserving America's Heritage

ADVISORY COUNCIL ON HISTORIC PRESERVATION

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