



Preserving America's Heritage

**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2010**

May 2009

An independent federal agency, the ACHP promotes the preservation, enhancement, and productive use of our nation's 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. In addition, the ACHP has a key role in carrying out the Preserve America program.

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ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2010

FY 2010 Request

The ACHP requests \$5,908,000 with a staff of 36 FTE to fund its basic operations. This is an increase of \$410,000 and 7.5% from FY 2009.

1. SUMMARY AND HIGHLIGHTS

FY 2010 Direction and Request

The Advisory Council on Historic Preservation (ACHP) continues to advance its leadership role in preserving America's heritage in the broad sense that was envisioned in the National Historic Preservation Act (NHPA) of 1966. The NHPA established a national policy to promote the preservation and productive contemporary use of the nation's historic properties. This policy has guided the ACHP in the full range of its efforts to promote and encourage historic preservation across the nation. The work of the ACHP advances the important contributions of historic preservation to the economic, educational, and social values of the nation.

In creating the ACHP, Congress recognized the need for an independent entity to oversee and coordinate the NHPA's policies and mandates. Today, the ACHP maintains that unique role as the only federal entity dedicated to addressing historic preservation issues.

Through its diverse membership of presidential appointees and federal agency heads, the ACHP promotes efficient interaction between the federal government and states, Indian tribes, Native Hawaiian organizations (NHOs), local governments, and citizens on the protection and productive use of the nation's other heritage assets. Its special perspective and authorities equip it to identify and address many of the issues that confront the federal government and its preservation partners, as can be seen in the ACHP's recent work.

The ACHP chairman and members recognize that the ACHP's mission is twofold: to promote the preservation and productive use of historic properties across the nation and to oversee the federal historic preservation review process established by the NHPA. In doing so, the ACHP seeks to foster the contribution of those properties to the economic and social well being of communities and the nation and to further Americans' understanding of their rich heritage and the foundations of American values.

To fulfill its mission, the ACHP pursues activities in five program areas as set forth in its Strategic Plan (outlined more fully in Figure 8):

- (1) advocate preservation policy;
- (2) improve federal preservation programs;

- (3) protect and enhance historic properties;
- (4) communicate the ACHP's message; and
- (5) enhance the ACHP's organizational capabilities.

Guided by its strategic plan, the ACHP has been active in each of these areas in FY 2008 and the first half of FY 2009, and has identified specific priorities and longer range plans for each area in the remainder of FY 2009 and FY 2010. Some highlights are discussed below. Section 3 of this document includes more details on these directions and a summary of the expected effect of the requested budget level on future activities.

Advocate Preservation Policy: Use historic preservation to develop and sustain the economic vitality of the nation and its communities.

The NHPA states in part that *“the spirit and direction of the nation are founded and reflected in its historic heritage;...”* therefore *“the preservation of this irreplaceable heritage is in the public interest so that its vital legacy of cultural, educational, esthetic, inspirational, economic, and energy benefits will be maintained and enriched for future generations of Americans.”* Historic preservation is a vital economic development tool, a proven means for creating jobs, attracting investment, generating tax revenue, and supporting small business and affordable housing. Through heritage tourism, preservation not only helps to support local economies but presents and interprets America's rich and diverse heritage for all citizens.

Much of the ACHP's recent and proposed work in the policy arena is related to demonstrating and promoting the value of historic preservation to economic vitality and the quality of life in the nation's communities, and to enhancing public appreciation of the values historic properties possess. This has been the central purpose of the Preserve America program, which continues to be a focus of the ACHP's work that is intimately tied to numerous other objectives. The current economic challenges the nation faces underscore the need to capitalize on the many economic benefits of historic preservation, and Preserve America offers a multi-faceted strategy for doing so.

Preserve America was established as a national program in 2003 to support and encourage efforts to preserve, enhance, and use this heritage to broaden understanding and appreciation of the nation's past, enhance economic vitality for communities through productive use of their heritage, and encourage citizen commitment to preservation by leveraging private investment and encouraging volunteerism. A central principle is full recognition of the contributions that historic preservation makes to stable and sustainable communities when supported by elected officials at all levels of government.

The goals of Preserve America mesh closely with the objectives of the recently enacted American Recovery and Reinvestment Act (ARRA). Through its recognition of local efforts and its promotion of public-private partnerships in support of historic preservation and community revitalization, Preserve America advocates the benefits of using investments in the nation's heritage to create jobs, and promote long-term sustainable local economies. Recognizing that many of the projects funded through the ARRA have the potential to support the preservation and productive use of historic properties the ACHP will encourage innovative approaches to such projects through the Preserve America program, through its involvement in specific program and project review under its Section 106 authorities (see below), and through its many public and private partners. The direct benefits of projects funded under the ARRA to local and regional economic vitality offer excellent opportunities to demonstrate the economic value of

preservation. Heritage tourism is a key component of the Preserve America program and a powerful local economic development tool. Travel to America's historic places provides a variety of tangible and intangible benefits for visitors, the historic resources, and the communities where they are located. Tourism has long been recognized as a good source of revenue and creates jobs. Capitalizing on heritage tourism is particularly important, since numerous studies have shown that heritage tourists stay longer and spend more than other tourists. Developing an active heritage tourism program can also help a community diversify and rejuvenate its economy, which may previously have been dependent on one industry or economic sector.

Federal agencies have an important role to play in encouraging the realization of these potential benefits. Federal assistance to support heritage tourism can meet agency mission goals while providing needed investment in historic properties and the related tourism infrastructure. By partnering with local communities that serve as gateways or are otherwise adjacent to federal land in support of local and regional economic development, federal property managers can aid the communities and also help themselves. Partnership efforts to promote heritage tourism can lead to new uses for federally owned historic properties, collaborative interpretive and stewardship efforts, increased volunteer participation, and greater leverage of federal financial and human resources.

Historic preservation is also an important component of efforts to promote sustainable community development. The conservation of existing built resources, including re-use of historic buildings, "greening" existing building stock, and reinvestment in historic communities promotes energy efficiency and conservation. Capitalizing on the inherent efficiencies of established communities that are pedestrian friendly, mass transit oriented, and based on existing infrastructure can make a valuable contribution to the nation's goals of energy independence and greenhouse gas reduction. The ACHP will continue to work with federal agencies, the National Trust for Historic Preservation, and other partners to identify and disseminate and good examples from preservation projects, sharing such efforts through the extensive network of Preserve America communities and Preserve America award winners.

Throughout FY 2008, the ACHP worked closely with the Administration and Congress on securing permanent program authorization for Preserve America and its long-standing and complementary program, Save America's Treasures. On March 30, 2009, President Obama signed the Omnibus Public Land Management Act of 2009, (P.L. 111-11), providing that authorization (Sections 7302 and 7303).

The ACHP expects the continuing implementation of the Preserve America program and related policy development on the economic benefits of historic preservation, heritage tourism, and sustainability to be major components of its work through the remainder of FY 2009 and in FY 2010. The ACHP will continue to work with federal agencies and other partners to find ways to actively support the goals of Preserve America through existing programs and continue to seek greater involvement of communities, citizens, and public-private partnerships in various aspects of the initiative. As it helps implement ARRA, the ACHP will actively seek opportunities through its project review activities, cooperative interagency efforts, and programmatic strategies to identify appropriate measures, models, and examples of the economic impacts of historic preservation to share with its many customers, and the public.

Improve Federal Historic Preservation Programs: Promote federal historic resource conservation and stewardship, improved management, and accountability.

The ACHP is committed to the development of effective agency policies and procedures that will improve the delivery of federal programs; enhance the protection of historic properties; and provide tribal, state, and local governments, Indian tribes, and the public with better access to the federal project

planning that affects their communities. As an independent federal agency with diverse expertise in intergovernmental relations as well as historic preservation, the ACHP brings a unique and valuable perspective to assist agencies, a role recognized in law. Section 202 of the NHPA authorizes the ACHP to review federal agency policies and procedures to promote their effectiveness and consistency with the NHPA. Likewise, through the reporting process set forth in Section 3 of the Preserve America Executive Order, the ACHP is afforded a unique insight into how federal property managers are considering historic preservation values in their ongoing operations. By being able to look globally through these reports to the property management practices of federal agencies, the ACHP can, in reporting to the President, as required by the Executive Order, offer recommendations for improvements that have broad benefits.

Section 110 of the NHPA directs federal agencies to develop historic preservation programs that incorporate the policies of the NHPA into their routine practices and procedures. The ACHP's long-term objective is parallel: to help federal agencies effectively integrate historic preservation considerations into their planning and decision-making. Such integration will promote cost-effective and timely consideration of historic preservation issues by federal agencies, improve agency interaction with SHPOs and THPOs, and minimize the potential for project delay and loss of historic properties.

The ACHP's Section 106 regulations also provide ways to improve the efficiency and effectiveness of federal agency compliance with the NHPA. The regulations authorize the development of Programmatic Agreements with the ACHP; alternate procedures to address comprehensively how a particular program will meet historic preservation requirements; and several other programmatic approaches to deal with classes of agency activities, specific types of historic properties, or the unique characteristics of specialized federal programs. The ACHP will continue to support the development of these program alternatives to improve and the efficiency of Section 106 reviews.

On February 15, 2009, the ACHP delivered its second triennial Report to the President on implementation of Section 3 of the Preserve America Executive Order. The detailed report documents the efforts of agencies to inventory, use, and protect their historic properties as directed by the NHPA and the Executive Order. Setting forth a comprehensive look at federal stewardship of historic resources, the report included findings and recommendations to improve agency performance. It offers the ACHP's vision for effective federal stewardship and sets the stage for subsequent agency actions and reporting under the Executive Order.

The ACHP will continue to use the federal reporting requirements of Section 3 of the Preserve America Executive Order to identify and pursue federal preservation program improvements. The ACHP will pursue program improvements in six key areas: reporting on historic properties; energy efficiency in historic buildings; the use of public-private partnerships to support legacy buildings; agency strategic planning; managing modern era buildings and reducing inventories; and supporting the contribution of federal historic properties to local economic development. The ACHP has also made a significant step forward in promoting transparency and public involvement in this effort by posting the federal agency progress reports submitted as part of this reporting process on its Web site for public review.

The strength of federal agency programs is often a result of the commitment its Senior Policy Official (SPO) and Federal Preservation Officer (FPO) have to its effectiveness. The ACHP works closely with SPOs and FPOs, who are often the face of a federal agency's preservation program, to support program improvements. Annual meetings with SPOs have proven vital to communicating the goals of NHPA and the Preserve America Executive Order and will remain a key component of the ACHP's outreach strategy. In 2009 and 2010, the ACHP will work with the Office of Management and Budget (OMB) to establish a process for properly designating SPOs and notifying the ACHP upon appointment. The ACHP will further engage SPOs on the recommendations in the Section 3 Report to the President, including the integration of preservation planning into agency strategic plans, and promote their active engagement in

the process of improving these programs. The ACHP will also continue to support the role of FPOs through participation in the Federal Training Work Group and the Federal Preservation Officer Forum.

The ACHP's efforts to improve federal preservation programs also benefit from individual partnerships with federal agencies to both streamline Section 106 review and build better preservation programs. Under the chairman's leadership, the ACHP has entered into interagency agreements with the Department of the Army, General Services Administration (GSA), Federal Highway Administration (FHWA), Department of Agriculture (USDA), and Federal Emergency Management Agency (FEMA), each of which committed to funding a 14-month appointment for a mid-level staff position at the ACHP in 2008. The addition of a partnership with the Department of Veterans Affairs (VA) in May of 2008 brings the total number of current partnerships to six. These liaisons work with agency headquarters and field staff to coordinate case reviews, conduct training, provide technical assistance, and develop agency-specific guidance to improve the administration of the Section 106 review process.

These liaison positions have demonstrated the ability to return significant immediate and long-term benefits to the sponsoring agencies by improving coordination and internal efficiency. Because they have been instrumental in allowing the ACHP and federal agencies to enhance the overall operation and efficiency of the Section 106 process, the ACHP remains committed to pursuing and expanding partnerships with these and other federal agencies.

The ACHP will also continue to expand this program through the use of reimbursable arrangements to provide tailored services or promote common goals with the agencies that seek targeted assistance, such as the development of training and guidance. In such instances, federal agencies contract for specific products or services to be provided, using the ACHP's unique expertise in a cost-effective interagency partnership.

Training will also remain a key component of the ACHP's outreach to federal agencies and preservation stakeholders. The investment of resources in training reaps benefits across a broad spectrum of the work of the ACHP and the federal preservation program. The ACHP will continue to offer its popular training course for Section 106 users, "The Section 106 Essentials" and expand its newly developed "Advanced Section 106 Seminar," which provides an in-depth look at resolving conflicts between development plans and historic preservation values under Section 106 to assist users in reaching agreement on appropriate preservation outcomes. An "Introduction to Section 106" course will also be developed as a new component of the ACHP's training program to provide targeted training to agencies and other preservation partners that would benefit from a refresher on the Section 106 process or an introduction to its key elements.

Identify, Protect, and Enhance Historic Properties: Make government planning and decision-making about historic resources transparent and responsive to citizen input and preservation needs.

The Section 106 process provides the fundamental tool for identifying, protecting, and enhancing historic properties. Implemented by ACHP regulations as directed by Section 211 of the NHPA, Section 106 requires federal agencies to identify, evaluate, and consider the effects of their actions on properties included in or eligible for inclusion in the National Register of Historic Places.

It further requires agencies to consult State Historic Preservation Officers (SHPOs) or Tribal Historic Preservation Officers (THPOs) and, in certain instances, the ACHP, to resolve adverse effects on historic properties, with opportunity for input from local governments, Indian tribes, applicants for federal

assistance, and the general public. The overwhelming majority of cases are resolved satisfactorily when consulting parties reach agreement on methods for responding to historic preservation concerns as a project moves forward.

The Section 106 process has been recognized as a model for conflict resolution. It brings people with different interests together, provides a forum for resolving disputes between them, and records the terms of their agreement. The ACHP's overall goal in Section 106 review is to encourage agencies to consider and adopt measures to preserve historic properties that would otherwise be damaged or destroyed and to ensure the public has an opportunity to help shape these decisions. As such, providing oversight and assistance to Section 106 participants will remain the ACHP's key priority. The ACHP will also continue to provide support to Section 106 participants through the provision of technical assistance and advice to SHPOs/THPOs and agencies. This often time consuming task continues to increase in importance as a result of the changes in the role of the ACHP in more routine projects. The enhanced role of Indian tribes continues, as in previous years, to demand special ACHP attention.

The active and effective participation of the SHPOs and THPOs is key to the successful implementation of the Section 106 process. They are the front line responders and the first point of contact for an agency that is initiating the Section 106 review process. Recognizing the critical role these participants play in the majority of Section 106 cases, the ACHP will remain focused on supporting their ability to fulfill their responsibilities under Section 106 and actively participate in the national preservation program. The ACHP will continue to support these partners by providing technical assistance and training where needed, and advocating that they receive effective levels of support to respond to the increasing volume of work as well as unanticipated demands. In 2006, after Hurricane Katrina, SHPOs in the Gulf Coast region received supplemental funding to assist in meeting the special demands placed upon them in reviewing the myriad recovery projects that were reviewed under Section 106. The ACHP supported a similar approach to assisting SHPOs in states affected by the 2008 Midwest floods.

The recently passed ARRA presents a similar challenge. In 2009 – 2011, ARRA will place substantial new demands on the key participants in the Section 106 review process. ARRA provides for an unprecedented level of funding for a broad range of federal activities and will vastly increase the number of projects agencies must plan and complete in a short amount of time. Given the clear potential for many of these projects to impact historic properties, the ACHP will focus significant efforts toward ensuring that projects funded under ARRA meet the review requirements of the NHPA in a timely manner.

Subjecting a substantial number of ARRA projects to Section 106 review will tax the resources of federal agencies, SHPOs, THPOs, and the ACHP. Since many of the dispensers and recipients of ARRA funds have little or no experience with Section 106 compliance, the ACHP will develop accelerated training, guidance, and provide advice and assistance to bring their understanding of Section 106 to an acceptable level. Tribal and local governments receiving ARRA funds through the Department of Housing and Urban Development (HUD) will need training and assistance from the ACHP. Likewise, a number of funding agencies, including the Departments of Education and Energy, are not experienced with Section 106.

Recognizing the importance of public involvement and transparency in these efforts, the ACHP has worked closely with OMB to promote federal agency reporting on the status of ARRA projects and their consideration under Section 106. Toward that end, the ACHP will remain committed to sharing the results of its efforts to support ARRA through regular updates on its own Web site.

Energy development and transmission will continue to be an important focus of the ACHP due to the potential for substantial impacts by these projects on historic properties and the challenges of efficient Section 106 compliance due to the broad scale of the impacts, the complex coordination and consultation

necessary to consider these effects across multiple state, federal, and tribal jurisdictions, and the complex structure of the programs themselves. Recognizing these challenges, the ACHP has identified key areas where agencies are confronting challenges in subjecting these programs to Section 106 review, including the consideration of associated transmission lines on cultural landscapes, traditional cultural properties and archaeological resources, and the difficulty of structuring treatment plans that respond to these broad impacts. The ACHP will assist agencies in part by participating in consultation on complex energy related projects to provide guidance and support to agencies and preservation participants.

Significant ACHP resources will be committed to assisting federal agencies in considering the Section 106 implications of improving and expanding an aging infrastructure, including transportation facilities, federal office buildings and courthouses, hospitals, post offices, and water control structures that are rapidly becoming obsolete and in need of repair. The improvement of transportation facilities remains a high priority for America, and ARRA will accelerate the pace at which this is accomplished.

Effects to historic buildings and structures with common attributes or of similar property types can often be treated under program alternatives, including exemptions like the one issued for the federal interstate highway system, and program comments such as the one issued to the Department of Defense (DoD) for rehabilitation treatment measures. In FY 2009 and 2010, the ACHP will continue to explore with federal agencies appropriate opportunities for streamlining the rehabilitation of existing infrastructure through the use of such program alternatives, including the establishment of a program alternative for FHWA to treat concrete stringer bridges and the development of additional treatment measures for DoD.

Significant focus will also be directed toward the Energy Independence and Security Act of 2007, which established broad directives to federal property managers to reduce energy consumption and increase the energy efficiency of federal buildings in the next 20 years. Agencies are under pressure to dispose of older, underperforming buildings to make way for new, more energy efficient buildings. In meeting these goals, agencies will need to consider the benefits of retaining and retrofitting historic buildings using new technologies that can transform many underperforming historic buildings into better performers while preserving heritage values. In 2009 and 2010, the ACHP will work with the Administration to consider the recommendations in the 2009 Report to the President regarding the energy efficiency and sustainability of its federal buildings. In doing so, the ACHP will promote the consideration of an initiative to maximize the economic and energy efficiency of federally owned historic buildings.

The success of these efforts will depend on the effective inclusion of all preservation partners in the Section 106 process. Indian tribes and NHOs hold a unique place in the national historic preservation program, by virtue of their special legal status and the nature of the historic resources that are important to them and the nation's cultural heritage. Over the life of the NHPA, their effective involvement has been a challenge, and the failure to meet the challenge has its costs, in both resource losses and program efficiency. Accordingly, improving communication between federal agencies and Indian tribes and NHOs is an essential and continuing component in the ACHP's efforts to raise the efficiency of the Section 106 process. Since adopting an action plan in 2003, the ACHP has worked aggressively to develop and implement program enhancements to address this need. The ACHP established a Native American Advisory Group in 2004, added a second staff person in the Native American Program (NAP) in 2005, and a third in FY 2009. . These enhancements have allowed the program to make major contributions in interagency initiatives, working with the White House Office of Intergovernmental Affairs; developing and disseminating a comprehensive guide to consulting Indian tribes in the Section 106 process; creating an interagency online course for federal officials on tribal consultation; publishing a newsletter for Indian tribes and NHOs; supporting the ACHP's archaeology policy development; offering training to federal agencies, Indian tribes, and NHOs; and updating and publishing several guidance documents. A particular need in 2009 and beyond is to establish a stable and adequate funding source for the Native American Advisory Group (NAAG).

Vast and unanticipated effects often come to historic properties as the result of natural disasters, and the process of recovering from these disasters. The ACHP remains committed to assisting federal agencies and Section 106 stakeholders with the effective consideration of Section 106 issues both before and after such disasters. Gulf Coast region recovery efforts continue to receive priority attention. Based on a well established working relationship formed in response to other disasters and further tested in the Gulf Coast following Hurricanes Katrina and Rita, the ACHP and FEMA entered into a three-year partnership agreement that has enabled the ACHP to devote needed staff resources to addressing the recovery efforts in the Gulf Coast. Working closely with FEMA and other involved federal agencies, the ACHP's FEMA liaison, funded by FEMA, has developed tailored approaches to combine historic preservation values with federal assistance efforts. This has resulted in faster service to affected communities and provided FEMA with the ability to build and benefit from relationships with key stakeholders. The identity and economic base of many of the communities hardest hit by these storms relied upon their unique historic assets to support a vibrant heritage tourism market, and these assets need to be a part of the rebuilding process. Another critical element on the successful response of the Section 106 process to the Gulf Coast hurricanes was the provision of \$3 million in supplemental funding to support the Gulf Coast SHPOs in meeting the extraordinary demands placed on them by recovery efforts.

Using this model for responding to disasters, the ACHP has continued its commitment to working with agencies, states, tribes, and local governments in other recent disasters, including Hurricane Ike and the 2008 Midwest floods. These experiences have demonstrated the value of preparing for such disasters through the establishment of effective Programmatic Agreements that put in place emergency procedures and through the conduct of comprehensive inventories that identify historic properties in areas susceptible to natural disasters.

Finally, the ACHP has developed performance measures that will demonstrate reductions in the time necessary for completing Section 106 reviews. Beginning on October 1, 2007, the ACHP began tracking its involvement in Section 106 cases including the length of time needed to conclude consultation under Section 106, thus enabling it to begin reporting on caseloads and closure rates. At the same time, the ACHP has begun working with the Department of the Interior (DOI) on performance measures for the Preserve America program, particularly the Preserve America grants program.

Communicate the Preservation Message: Build a deeper appreciation for historic resources, cultural diversity, American values, and the role of preservation in daily life.

Under the NHPA, the ACHP has an obligation to promote a national preservation ethic and inform and educate stakeholders, the public, and their governmental representatives about the ACHP's mission, goals, and program. To be an effective policy advisor and influence federal programs, the ACHP must be recognized as a leader, within the national preservation community and the national policy-making arena.

The ACHP has implemented effective communication and outreach efforts that showcase the roles of the agency and its partners in the national historic preservation program in achieving successful integration of preservation with other community values. The ACHP's outreach through programs such as Preserve America conveys the importance of the economic, cultural, educational, environmental, and sustainability benefits of historic preservation and heritage tourism at the local, regional, national, and global levels.

The ACHP also has greatly increased its participation in conferences to better expose the public and stakeholders to the ACHP message and broader goals of historic preservation. Finally, the ACHP award programs target federal and non-federal audiences to showcase historic preservation outcomes and illustrate best practices, innovative approaches to achieving a preservation outcome, emerging economic

strategies, and partnerships.

Support and Enhance ACHP Organization Capabilities: Act in cooperation and collaboration with a diverse group of partners to mutually support effective participation in the preservation program and advance national preservation goals and policy.

The ACHP has continued to refine internal operations, improve accounting measures, and conduct better general oversight of personnel and budget matters to make the agency function more efficiently. The improved use of available resources has enhanced the ACHP's capacity and allowed it to assume the growing responsibilities for such important programs as Preserve America while maintaining a proactive role in managing the Section 106 process.

Effective utilization of information technology continues to be a critical factor in the efficient use of ACHP resources. Application of information technology resources to necessary administrative tasks has reduced costs and improved operations. In 2008, new telecommuting infrastructure has allowed ACHP staff to remotely access their e-mail and computer desktops from anywhere, greatly improving communication and productivity as well as enhancing the ACHP's ability to meet federal telecommuting goals.

The ACHP has been able to improve certain sectors of its information technology infrastructure in the past few years and has pursued innovative technological approaches to its operations. However, the ACHP cannot maintain its current level of service nor implement the President's program for public outreach and involvement in its programs without an overhaul of its information technology systems. Meeting this need is a key feature of the 2010 budget request.

The objectives of this project are: (1) to virtually eliminate the risk of data loss and catastrophic failure and provide disaster recovery and continuity of operations; (2) make information technology a managed resource and maximize the utilization of this resource, while decreasing short-term and long-term operational costs with attendant streamlining of information technology operations; and (3) improve the computing experience of end-users with faster computing, up-to-date software, greater reliability, and near-zero downtime. Investment of the requested funds will make a significant contribution to improved operational efficiency for the ACHP.

Working closely with the Administration and Congress, the ACHP received enhanced administrative authorities under amendments to the NHPA with Public Law 109-453, signed on December 22, 2006. These amendments allow the ACHP to seek administrative support from agencies other than DOI for such services as personnel administration, fiscal services, and procurement. This new authority will permit the ACHP to find the most efficient and cost-effective services to meet its needs and remedy problems that the ACHP has experienced with the existing arrangement with DOI. The ACHP has already realized reductions in the cost of certain services provided by DOI when DOI learned that the ACHP was free to secure these services from other sources.

Current Operations and Budgetary History

The President's budget request for the ACHP for FY 2008 was \$5,348,000; the final appropriation, after an across-the-board reduction, was \$5,264,571. In FY 2009, the President's budget request of \$5,498,000 was enacted in the final appropriation. The following table shows the recent funding background for comparison.

Figure 1. Budgetary History, FY 2006–FY 2010

(in thousands of dollars)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	Change from FY 2009
President's Budget	4,988	5,118	5,348	5,498	5,908	+410 +7.5%
Initial Appropriation	4,860	4,788	5,348	5,498	--	
Appropriation Adjustment	-72	40	-83	--	--	
Budget Authority	4,788	4,828	5,265	5,498	--	
FTEs	35	35	36	36	36	

Budget Request

To continue support for its redefined priorities and meet its statutory requirements, the ACHP requests \$5,908,000 for FY 2010, with a full-time staff of 36 FTEs—an increase of \$410,000 over the budget enacted for FY 2009. This increase includes base adjustments due to rising costs of doing business and to modernize the ACHP's information technology infrastructure.

- A base adjustment of \$110,000 reflects a 2 percent increase for salaries and benefits.
- A \$300,000 program improvement budget to improve and modernize the ACHP's information technology infrastructure. Much of the existing infrastructure has been in service well beyond its estimated useful life, the software that is being used on desktop systems is several generations old and is no longer supported by Microsoft, and there are no reliable back-up mechanisms in place for agency data or continuity of operations. The requested funds will allow the ACHP to eliminate the operational risks of the existing resources and create an IT infrastructure that serves as a catalyst for accomplishing the agency's strategic goals.

The requested budget will support all current significant ACHP activities at the FY 2009–2010 level, including Preserve America, administration of the Section 106 process, and federal agency program improvements. The ACHP will continue to extend its capabilities through negotiated partnerships and cooperative agreements with other federal agencies.

Figure 2. Appropriation and Authorization Language**Appropriation Language**ADVISORY COUNCIL ON HISTORIC PRESERVATION
SALARIES AND EXPENSES

For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665, as amended), [\$5,498,000:] \$5,908,000: (Provided that none of these funds shall be available for compensation of Level V of the Executive Schedule or higher positions.)

Department of the Interior, Environment, and Related Agencies Appropriations Act, 2008
[Public Law 111-8]

Authorization Language

There are authorized to be appropriated such amounts as may be necessary to carry out this title.

National Historic Preservation Act Amendments Act of 2006
[Public Law 109-453]

2. GENERAL STATEMENT AND PROGRAM STRUCTURE

Mission and Authorities

The ACHP was established by Title II of the NHPA of 1966 (16 U.S.C. 470). 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 the national historic preservation program. In FY 2002, the ACHP adopted the following mission statement:

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

That same year the ACHP also adopted the tagline, "Preserving America's Heritage." The ACHP's authority and responsibilities are principally derived from the NHPA. General duties of the ACHP are detailed in Section 202 (16 U.S.C. 470j) and include the following:

- advising the President and 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.

As administered by the ACHP, the process guarantees state and local governments, Indian tribes and NHOs, businesses and organizations, and private citizens will have an effective opportunity to participate in federal project planning when historic properties they value may be affected.

Under Section 211 (16 U.S.C. 470s) the ACHP is granted rulemaking authority for Section 106. The ACHP also has consultative and other responsibilities under Sections 101, 110, 111, 203, and 214 of the NHPA, and, in accordance with the National Environmental Policy Act (42 U.S.C. 4321-4347), is considered an agency with "special expertise" to comment on environmental impacts involving historic properties and other cultural resources.

Founded as a unique partnership among federal, state, and local governments, Indian tribes, and the public to advance the preservation of America's heritage while recognizing contemporary needs, the national historic preservation program has matured and expanded over time. The Secretary of the Interior and the ACHP have distinct but complementary responsibilities for managing the program.

The secretary, acting through the director of the National Park Service (NPS), maintains the national inventory of historic properties; sets standards for historic preservation; administers financial assistance and programs for tribal, state, and local participation; and provides technical preservation assistance.

The ACHP plays a unique role in shaping historic preservation policy and programs at the highest levels of the Administration and Congress. It coordinates the national program, assists federal agencies in meeting their preservation responsibilities, and encourages understanding of preservation goals, benefits, and planning needs. Through its administration of Section 106, the ACHP works with federal agencies, states, tribes, local governments, applicants for federal assistance, and other affected parties to ensure their interests are considered in the process. It helps parties reach agreement on measures to avoid or resolve conflicts that may arise between development needs and preservation objectives, including mitigation of harmful impacts.

The ACHP is uniquely suited to its task. As an independent agency, it brings together through its membership federal agency heads, representatives of state and local governments, historic preservation leaders and experts, a member of an Indian tribe or NHO, and private citizens to shape national policies and programs dealing with historic preservation. The diverse membership is reflected in its efforts to seek sensible, cost-effective ways to mesh preservation goals with other public needs.

Unlike other federal agencies or private preservation organizations, the ACHP incorporates a variety of interests and viewpoints in fulfilling its statutory duties, thereby broadly reflecting public interest. It helps involved parties reach solutions that reflect both the impacts on irreplaceable historic properties and the needs of today's society.

Council Membership

With the enactment of the 2006 amendments to the NHPA, the ACHP has 23 statutorily designated members, including the chairman who heads the agency (See Figure 6). 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.

The members meet four times a year to conduct business. Normally, two meetings occur in Washington, D.C., and two are in locations that exemplify preservation issues relevant to the ACHP's programs.

Council members pursue ACHP activities both collectively and individually. The ACHP is organized into an Executive Committee and three program committees: Federal Agency Programs; Preservation Initiatives; and Communications, Education, and Outreach. The committees meet at the ACHP's quarterly business meetings and between the quarterly business meetings and are supported by their corresponding staff offices. Several times a year, the chairman appoints panels of members to provide comments on Section 106 cases.

Member task forces and committees are also formed to pursue specific tasks such as policy development or regulatory reform oversight. On average, two such subgroups are at work at any given time during the year. Each subgroup meets about five to six times, is served by one to three staff members, and produces reports, comments, and policy recommendations.

ACHP Staff

ACHP staff members are housed in Washington, D.C. They carry out the day-to-day work of the ACHP and provide all support services for council members. Staff components are under the supervision of the executive director. Staff members are trained in a variety of disciplines, including archaeology, anthropology, architecture, architectural history, landscape architecture, conservation, economics, history, communications and media, journalism, law, planning, sociology, administration and financial management, and information technology, and are currently employed in the following program areas:

Figure 3. Staff Organization

Function	FTE
Executive Director	1
Native American Program	3
Office of General Counsel	1
Office of Administration	9
Office of Preservation Initiatives	3
Office of Federal Agency Programs	14
Office of Communications, Education, and Outreach	5
TOTAL	36

Office of the Executive Director

The executive director has senior management responsibility for all staff organizational units and reports to the chairman. To reflect its responsibilities across all staff, the Office of the Executive Director includes two other offices:

- **The Native American Program** advises the ACHP chairman, members, and executive director on policy matters related to Native American issues; offers technical assistance and outreach for tribal and NHO consultation under the Section 106 review process; and provides training to Indian tribes, NHOs, and federal agencies on consultation requirements under Section 106 and federal agency relationships with Indian tribes. An important function of the office is to provide program support to the ACHP's Native American Advisory Group. A coordinator who oversees ACHP involvement with Indian tribes and NHOs leads the office, which is staffed with a program specialist and a program assistant.
- **The Office of General Counsel** is led by a general counsel who provides legal services to the members and staff and oversees the agency ethics program. The position of general counsel is vacant due to budgetary constraints; an associate general counsel provides legal advice and manages the agency ethics program.

Office of Preservation Initiatives

The Office of Preservation Initiatives is responsible for research and development and program implementation (including review and evaluation) for the Preserve America initiative, especially the Preserve America Communities and Neighborhoods portion of the initiative. It assists communities, responds to questions from members of Congress and congressional staff, maintains databases, develops Web site content, and promotes the initiative at conferences and other forums. It works with the NPS to administer the Preserve America grants. This office reviews legislation, develops policy recommendations, and implements ACHP-adopted policies related to national preservation goals—especially as they advance preservation's economic and educational benefits—and works on program initiatives such as heritage tourism. The office provides outreach to potential partners such as state and

local governments, Indian tribes and NHOs, and the private sector to promote better understanding of Preserve America, heritage tourism, and related benefits of preservation. It also participates in policy forums and intergovernmental working groups relevant to these topics. In FY 2006 and FY 2007, it assumed lead responsibility for development, implementation, and management of the Preserve America Summit project. It will continue to play a lead role in implementation of the Summit recommendations in FY 2008 and beyond.

The Office of Preservation Initiatives provides the staff support for the ACHP Preservation Initiatives (PI) Committee as well as the interagency Preserve America Steering Committee, and assists the PI Committee chairman with materials for the ACHP Executive Committee. Headed by a director who oversees two staff members, the office develops new program initiatives, manages and improves ongoing programs, does research, advises on policy, and creates content for Web-based resources. The staff coordinates with preservation partners and provides information and referrals to the public, especially in the area of heritage tourism and in support of the Preserve America program. Staff members include a senior program analyst who undertakes major research and writing assignments, analyzes pending legislation, federal policies, and federal grant programs, and who identifies program and policy needs, evaluates solutions, and recommends action. A preservation program specialist coordinates the Preserve America Community program (including carrying out the majority of application reviews, assisting applicants for Preserve America Community designation, and maintaining the community database), and also conducts research, prepares program materials, and participates in program review activities. All staff members including the director engage in the full range of office activities, including Preserve America program support and review of Preserve America Grants.

Office of Federal Agency Programs

The Office of Federal Agency Programs (OFAP) conducts Section 106 reviews, provides technical assistance and guidance for Section 106 users, and works to improve federal agency and stakeholder understanding of Section 106. It also focuses on tribal and Native Hawaiian participation in the federal historic preservation program and improvements of federal agency historic preservation programs. The office also coordinates training for Section 106 users, and its staff develops and administers training courses, particularly the two-day ACHP course, "The Section 106 Essentials" and the newly developed "Advanced Section 106 Seminar."

Under the OFAP structure there are two major line offices: the Federal Property Management Section and the Federal Permitting, Licensing, and Assistance Section, each managed by an assistant director reporting to the OFAP director. Professional staff, including federal agency liaisons, is then aligned under these two sections. By organizing staff in accordance with federal agency programs and activities, the ACHP is able to better serve the needs of federal agencies and Section 106 users since it fosters better staff knowledge of federal agency activities and encourages cross-fertilization of program improvements common to agencies with similar orientation. Administrative support, oversight of the office's management of the ACHP's course offerings, clerical support, and oversight of the administration of the office's Section 106 activities are provided by the historic preservation technicians and an office secretary.

As previously mentioned, the federal agency partnership liaison positions are located within the Office of Federal Agency Programs. The Army Program, which is funded through a reimbursable agreement with the ACHP, is led by a manager who is aided by a historic preservation specialist at the Army Environmental Center in Aberdeen, Maryland. The activities covered under this program include development of Programmatic Agreements, assistance with other program alternatives, establishment of survey and planning protocols, and other activities that improve the Army's compliance with the requirements of the NHPA.

Additional liaison positions were developed through partnerships with USDA, GSA, FEMA, VA, and FHWA. With the exception of FHWA and the Army, liaisons handle the Section 106 cases; all work on program improvements for their respective agencies. The liaisons work closely with the funding agency's headquarters to develop work plans that improve case management and pursue program and policy innovations that promote the efficiency in the agency's compliance with NHPA. The ACHP oversees the implementation of the work plans and ensures that deliverables are completed in accordance with agreed upon deadlines. Several other liaison positions are currently being pursued.

Office of Communications, Education, and Outreach

The Office of Communications, Education, and Outreach (OCEO) works with the chairman and executive director to create and convey the ACHP's vision and message to partners, colleagues, and the general public via various media, including print and electronic media. Using agency graphic standards to ensure a professional, consistent, and recognizable identity, this office develops and produces ACHP print, electronic, conference, and event materials, including special reports, brochures, literature, and exhibits. In addition, the office maintains ACHP and Preserve America Web sites.

OCEO also administers the ACHP's four major awards programs: the quarterly Chairman's Award for Federal Achievement in Historic Preservation; the annual National Trust for Historic Preservation/ACHP Federal Partnerships in Historic Preservation Award; the quarterly ACHP Award for Federal Preserve America Accomplishment; and the Preserve America Presidential Award program, administered in close collaboration with the White House.

Through the Preserve America Steering Committee Communications Working Group, OCEO partners with the Office of Preservation Initiatives to function as agency liaison for preservation partners in the Preserve America initiative. OCEO also responds to all public inquiries—electronic, written, or voice—about the agency and its programs and Web sites, as well as inquiries about the national historic preservation program. Conference participation and strategy falls under the OCEO purview, as does speech writing and events support and management.

Media relations for the ACHP are also handled by OCEO. Such activities include placement of news items related to Section 106, historic preservation, and the Preserve America Program.

Headed by a director, the office includes a communications coordinator who implements all aspects of the ACHP's public information program, including media outreach, events and informational publicity and coordination. The communications coordinator is a pivotal role for networking with other federal communications specialists to coordinate both the ACHP and Preserve America message and promote historic preservation and heritage tourism. A writer/editor provides editorial services within OCEO and the agency as a whole and writes special reports, portions of the Web sites, and other unique pieces. A program assistant facilitates the ACHP's award programs and conference participation and is a liaison with the Federal Preservation Institute, in addition to providing database maintenance, administrative, and general professional support to the office. A Web manager maintains and oversees Web sites.

Office of Administration

This office is led by a director who is aided by a budget analyst, meeting and event manager, enterprise architect and Web services manager, and three administrative assistants. The Office of Administration (OA) oversees a full range of administrative, personnel, procurement, space planning, budget, and fiscal services and coordinates related services provided by DOI pursuant to interagency agreements. The office provides administrative and clerical support to ACHP members and the executive director and coordinates member participation in meetings. Office staff plan and execute ACHP meetings, formulate

and execute budgets, coordinate the ACHP's customer service activities, and provide office-wide telephone, reception, and mail services.

In FY 2007, the Office of Information Technology (OIT) was made part of the Office of Administration. The reorganization was undertaken to ensure better integration of information technology into the overall management structure and ensure that the assessment of technology needs was made within the context of the administrative needs of the agency. A director who is supported by an office systems assistant leads OIT. This office provides e-government services, network administration, Internet and e-mail access, and manages an IT helpdesk.

3. MAJOR PROGRAM EMPHASES AND EFFECTS OF BUDGET REQUEST

Major Emphases in the ACHP's Recent and Proposed Work

The ACHP has committed itself to promoting the preservation, appreciation, and productive use of historic properties and educating the public about the economic benefits of historic preservation and heritage tourism, while it also continues its critical role of providing oversight and administration of the Section 106 historic preservation review process. Program assistance, training, and support for preservation partners and other constituencies, such as federal agencies, SHPOs, THPOs, Indian tribes, Native Hawaiian organizations, and local governments, also remain very important. FY 2008 has witnessed an impressive list of achievements that both highlight the ACHP's mission and leadership and pave the way for current and future directions. (See the Appendix for more details about recent accomplishments).

The major program emphases for 2009-2010 outlined below are organized under the principal strategic goals contained in the ACHP's Six-Year Strategic Plan (see Figure 8), adopted in November 2006. The plan is up for review later this year.

Advocate Preservation Policy: Use historic preservation to develop and sustain the economic vitality of the nation and its communities.

Objectives

The NHPA established a national policy to promote the preservation and use of historic properties to meet the needs of contemporary society, such as stable communities, affordable housing, and economic development. Congress also directed the federal government, acting in partnership with state, tribal, and local governments and the private sector, to take a leadership role in carrying out this national policy.

Today, the long-term health of historic preservation in the United States depends in large part on the adoption of government policies favorable to the effective use of historic resources. Decisions about the appropriate direction of such policies need to be based on reliable research and analysis, and the ACHP has an active role in compiling and developing such information.

With this information as a guide, the ACHP can advance policies that have the objective of supporting and encouraging historic preservation activities by all levels of government and the private sector. The ACHP's activities range from advocating federal policies that stimulate private sector reuse of historic buildings, to encouraging specific federal agencies to reinforce local preservation initiatives. The ACHP also promotes the federal government's leadership role in historic preservation by practice and example.

Historic Preservation and Economic Development

The economic impacts and benefits of historic preservation are both far-reaching and profound, and their importance in contemporary America cannot be understated. The American Recovery and Reinvestment Act of 2009 (ARRA) is an unprecedented effort to jumpstart the economy and create or save millions of jobs. The ARRA includes measures to modernize the nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax

relief, and protect those in greatest need.

Many of the projects funded through the ARRA have the potential to support the preservation and productive use of historic properties. The ACHP will encourage and help to identify innovative approaches to such projects. Projects funded under the ARRA for local and regional economic vitality and infrastructure improvement also offer opportunities to demonstrate the economic value of preservation through job creation, investment leveraging, community revitalization, and sustainable development.

The following statistics from recent studies are typical of the positive findings of preservation's economic benefits:

- Rehabilitation of historic properties in Georgia during a five-year period created 7,550 jobs and \$201 million in earnings.
- Historic preservation activities generate more than \$1.4 billion of economic activity in Texas each year.
- Each dollar of Maryland's historic preservation tax credit leverages \$6.70 of economic activity within that state.
- In one year, direct and indirect expenditures by heritage tourists in Colorado reached \$3.1 billion.

Studies conducted in a number of states over the last 15 years support some general findings:

Job Creation. Historic preservation projects create jobs, especially in the manufacturing, retail trade, services, and construction sectors. In FY 2008, projects approved for federal tax credits had average budgets of \$4.58 million and generated 55 jobs each.

Tax Revenue. Historic preservation makes a substantial contribution to tax collections for state and local governments as well as the federal government.

Investment Leveraging. Public funds as well as other public investment in historic preservation projects through grants, revolving funds, loans, and tax credits are matched many times over with private investment in local rehabilitation projects. In 2008, for example, approximately \$1.128 billion in federal tax credits stimulated private investment totaling \$5.64 billion.

Property Values. Historic preservation in localities and neighborhoods generally helps to maintain or enhance property values. For example, while complex and locality-specific, research in both commercial and residential areas in several locations in Colorado concluded that historic designation did not decrease property values, but increased value or maintained it at the same level as nearby undesignated areas.

Small Business Development. Main Street, local and regional heritage tourism initiatives, and similar community programs generate small business investment and strengthen other public investments. Many statewide studies have found the National Main Street program highly effective and extremely cost-effective.

Heritage Tourism. Visitors to historic sites and cultural attractions stay longer and spend more money than other kinds of tourists and therefore make an important contribution to local lodging and restaurant taxes, suppliers of goods and services, and other businesses. Projects that advance heritage tourism are proven economic generators, leveraging existing resources to achieve immediate results for a wide range of local and small businesses.

Public Property Management. Publicly owned historic properties help anchor and sustain communities, attract investment, and may provide a visitor destination in addition to their other uses. They support local and regional economies through ongoing facility operations, repair and maintenance, concessions, and other related enterprises.

Over the last 15 years, there have been studies conducted at the statewide level in at least 22 states on the economic benefits of historic preservation. These studies provide substantial support to these general findings. The ACHP will use its data from Section 106 case studies as well as opportunities presented through cooperative interagency efforts, special studies, and programmatic strategies to identify appropriate measures, models, and examples of the economic impacts of historic preservation to share with its many customers, including the public.

Preserve America

Historic preservation is best characterized as a grassroots activity that energizes local communities and encourages preservation and creative use of the nation's heritage assets to meet contemporary needs. At the regional and local levels, a broad public-private coalition of governmental and non-governmental partners is desirable to take maximum advantage of the economic, social, and humanistic opportunities presented by heritage preservation, heritage tourism, and heritage education. The federal government is an important partner in these activities. Preserve America was established as a national initiative to support and encourage local, regional, and statewide partnership efforts to preserve, enhance, and use this heritage in innovative ways to improve the quality of life. Its goals include a broader shared understanding and appreciation of the nation's past; improved economic vitality for communities through productive use of their heritage; and greater citizen commitment to the preservation and ongoing stewardship of historic properties through private investment and volunteerism. A related objective is full recognition of the contributions which historic preservation can make to sustainable communities by elected officials at all levels of government. The program was announced on March 3, 2003, the same day the President signed the Preserve America Executive Order (E.O. 13287).

Preserve America promotes the use of historic preservation tools, especially heritage tourism, to stimulate local economies, create jobs, enhance property values, and maintain sustainable communities. Through selection criteria and the required application or nomination processes for awards and recognition that recognize local historic preservation, heritage tourism, and heritage education achievement, Preserve America raises awareness of historic and cultural values, enhances the visibility of historic preservation, and helps foster stewardship of local heritage assets. By involving elected officials as well as other local partners, it also promotes civic engagement and collaboration in the cause of improving communities as well as the quality of life for citizens.

Since its inception in 2003, the Preserve America program has included the following:

- Presidential Awards for exemplary achievement in preservation and heritage tourism. Since 2004, the President and the First Lady have given four awards annually in a ceremony at the White House to outstanding historic preservation projects that support heritage tourism. To date, 20 Presidential Awards have been given to exemplary and innovative projects and programs.
- White House recognition of communities that are committed to historic preservation. There are currently 736 recognized Preserve America Communities, including municipalities, counties, urban neighborhoods, and tribal communities, in all 50 states and the U.S. Virgin Islands. These range from large cities (Philadelphia) to tiny hamlets (Redstone, Colorado) and everywhere in between.
- White House recognition of volunteer organizations that support the stewardship of historic properties. The first 11 Preserve America Stewards volunteer organizations at the national, state, regional, and local level were designated early in 2009, and more are expected to apply for this

recognition.

- Matching grant funding through the National Park Service for heritage tourism projects and programs. From 2006-2009, Congress has appropriated approximately \$17.5 million for matching grants to support heritage tourism and related programs and projects at the state and local level. To date, 228 grants have been awarded in 47 states to support research and documentation, planning, interpretation and education, marketing, and training. These grants complement the federal “bricks and mortar” grants from such programs as Save America’s Treasures by providing seed money for developing economically sustainable plans and uses for historic properties and the communities in which they reside.
- Partnerships with the History Channel and the Gilder Lehrman Institute of American History that promote history education and the goals of the Preserve America program. Working with Preserve America, the History Channel promotes a program called “Save Our History” to encourage youth awareness and appreciation of history in partnership with local historical societies and other non-profit organizations as well as businesses. The Gilder Lehrman Institute of American History supports the annual Preserve America History Teacher of the Year award, in which winners of state competitions are eligible for national selection and recognition.
- An oversight and reporting system for improving federal agency historic property management. Under the Preserve America Executive Order, federal agencies have submitted triennial reports (in 2005 and 2008) to the ACHP and Department of the Interior on the status of their historic property management efforts. The ACHP submitted its first assessment of these in a Report to the President in 2006, and submitted its second Report to the President on February 15, 2009. A third report from agencies will be due in 2011, with the corresponding ACHP report due in February 2012. A Senior Policy Official with historic preservation responsibilities has been designated in each federal agency in compliance with the Executive Order.
- Preserve America Summit. A broad national dialogue on improving historic preservation policy and programs has also come out of Preserve America. A Preserve America Summit to recognize the 40th anniversary of the National Historic Preservation Act and consider the future of the national preservation program was convened in 2006 in New Orleans, in the wake of Hurricane Katrina the year before. A series of important recommendations emerging from the Summit to improve the operation and effectiveness of historic preservation efforts nationwide were adopted by the ACHP and are now being implemented by federal agencies in cooperation with non-federal partners.
- Federal involvement. The overall Preserve America program is coordinated and administered jointly by the ACHP and DOI. An interagency steering committee includes representatives from 10 other federal agencies in addition to the ACHP and DOI—the Departments of Agriculture, Commerce, Defense, Education, Housing and Urban Development, Transportation; the General Services Administration; the Institute of Museum and Library Services; the National Endowment for the Humanities; and the President’s Committee on the Arts and the Humanities.

Promotional activities have included numerous local and national recognition and designation events, involving the First Lady, members of the cabinet and sub-cabinet level, members of Congress, governors, and state and local officials. The ACHP circulates a regular e-newsletter to nearly 3,200 recipients that include community representatives, past award and grant winners, and other interested parties.

The program enjoys broad bipartisan support from members of Congress, mayors (including the U.S. Conference of Mayors), numerous state representatives and governors, and other elected officials. It also has considerable participation and support from non-governmental organizations (historical, cultural, tourism, business), volunteer groups, neighborhood and other civic associations, and educators.

With the recent legislative authorization of Preserve America in Section 7302 of the Omnibus Public Lands Management Act of 2009 (P.L. 111-11), the ACHP expects the continuing implementation of the program to be a major component of its work throughout FY 2009 and beyond. The underlying themes and goals fit closely with the objectives of the Administration, and the ACHP intends to grow the program accordingly.

Heritage Tourism

Each year, millions of travelers visit America's historic places. Such tourism—heritage tourism—can result in a variety of tangible and intangible benefits for visitors, the historic resources, and the communities where they are located. While travelers to historic places reap educational and recreational benefits, the communities being visited also profit from heritage tourism. Federal agencies have an important role to play in encouraging the realization of these potential benefits. The Preserve America Executive Order tasks federal agencies with certain responsibilities regarding heritage tourism in addition to requiring better accountability for the heritage assets under federal ownership and management. The Executive Order provides that the federal government will help communities to realize such benefits.

In addition to its economic benefits, heritage tourism can be an important agent in promoting community pride and enhancing quality of life. As communities focus on presenting their heritage assets to tourists, they gain increased appreciation for such resources. Reuse and revitalization of historic properties for visitor services protects important resources and helps to retain the community's unique sense of place.

By helping communities, federal property managers can also help themselves. Partnering with non-federal parties to promote heritage tourism can build awareness of and appreciation for federally owned historic properties and enhanced resource conservation efforts in general. This, in turn, helps build constituencies to support agency stewardship efforts. Partnership efforts to promote heritage tourism can lead to new uses for federally owned historic properties, collaborative interpretive efforts, increased volunteer participation, and greater leverage of financial and human resources. The ACHP will continue its efforts to promote public/private partnerships, heritage education, and volunteerism in support of heritage tourism and community development. The Preserve America grants program, in which the ACHP will continue to cooperate with the Department of the Interior, can play an important role in encouraging such efforts, and the results of these grants can offer important examples of success.

Sustainability

Historic preservation is recognized to be an important component of any effort to promote sustainable development in a wide variety of contexts, both urban and rural. The ACHP is working with the National Trust for Historic Preservation in association with other public and private partners to promote preservation as a key element of sustainable design and development. Re-use of historic and older buildings, pursuit of energy efficiency measures and other passive "greening" techniques, and overall reinvestment in historic neighborhoods and downtowns are critical to community viability while also promoting cost-effective resource conservation.

The ACHP has long participated in such efforts. Past special reports prepared by the ACHP have included studies on historic preservation and tax policy, neighborhood conservation, urban revitalization, and energy conservation, as well as appropriate federal stewardship of a broad range of historic property types. These and many other studies over the years by a wide range of public and private institutions and organizations led to some significant conclusions that are consistent with the ACHP's stated mission to promote the preservation, enhancement, and productive use [emphasis added] of our nation's historic resources.

- Community and neighborhood reinvestment through rehabilitation and adaptive reuse of historic buildings and other historic resources makes good economic as well as environmental sense.

- Even assuming they could be, most historic properties should not be frozen in time, but can and should be conserved and adaptively reused to meet modern needs.
- Adaptive use of historic properties should include examination of creative and cost-effective ways to improve systems efficiency and effectiveness through both passive and active means, while retaining the important elements of historic significance that make these properties worth preserving.

Through the ACHP's work in Section 106 review and programmatic efforts with such large property-managing agencies as the GSA and the DoD, strategies and best practices for historic preservation sustainability and energy efficiency can be identified and assessed. The ACHP will work with other agencies to collect examples of such projects and, if existing resources allow or additional funds are found for the purpose through a partnership, develop a special report on this subject in cooperation with other public and private partners. Such a study would be disseminated through the ACHP's Web site and would build on the ACHP's 1979 special report and technical study on *Preservation and Energy Conservation*. The report's general conclusions remain valid today, 30 years later, and in the current economic and energy-conscious climate are ripe for further examination and development:

Every year, millions of people enjoy the benefits of preservation in the United States. Visitors and residents alike revel in the atmosphere of San Francisco's Mission District, Cincinnati's Mount Auburn, Boston's Faneuil Square, and the Vieux Carré section of New Orleans. These and other restored areas highlight the unique regional heritage of our nation's cities, and provide a delightful contrast to the imposing architecture of modern Downtown buildings. These areas are successful because they have been made functional in today's economy, but still provide a visible link to the past....

There is another benefit of preservation, however, which is not well known: it can save energy. Taking into account the energy required to tear down a structure, as well as that needed to fabricate new building materials, it can be demonstrated that it takes less energy to restore old buildings than it does to replace them... Once energy is embodied in a building, it cannot be recovered and used for another purpose—8 bricks embody energy equivalent to a gallon of gasoline but cannot fuel a car. Preservation saves energy by taking advantage of the nonrecoverable energy embodied in an existing building and extending the use of it. Because the energy embodied in an existing building was invested long ago, and is nonrecoverable, its economic value is not adequately recognized by normal economic comparisons of preservation versus new construction. Publicizing the energy conservation benefits of preservation can increase public awareness of this hidden benefit.

(Preservation and Energy Conservation, Advisory Council on Historic Preservation, Washington, DC, 1979).

Summary

The ACHP will continue to work with the Administration, Congress, federal agencies, and other partners to advance the policy goals of Preserve America through existing programs and refocused program emphases and continue to seek greater involvement of communities, citizens, and public-private partnerships in various aspects of the initiative. The emphasis will be on economic development, using heritage tourism, with ancillary goals of promoting sustainability, resource conservation, cultural diversity, and educational opportunity. Activities in FY 2010 will demonstrate how the national historic preservation program supports these goals and also furthers government transparency and accountability, public-private partnership, civic engagement, and public service.

Direction for FY 2010

To advance preservation policy in FY 2009 and FY 2010, the ACHP will take the following actions:

- Work with the White House and other partners to implement the Preserve America program, and seek ways to sustain and strengthen the initiative while also engaging additional public and private sector partners. This will include work to implement the provisions of the permanent program authorizing legislation recently signed into law, and cooperating with DOI on identifying and assessing the effectiveness of the Preserve America grants and helping DOI to administer that program.
- Complete a collaborative study with the Department of Commerce and others on how to recognize and measure the economic impacts of historic preservation. Demonstrate benefits. Share information and findings, including examples. Continue to update online links to economic benefits studies.
- Continue to compile, highlight, and make accessible model programs, best practices, and tools in heritage tourism and heritage education for communities and others, using electronic media such as the ACHP and Preserve America Web sites as well as other means. Complete and promote the collection of heritage tourism best practices begun in 2008 through the existing cooperative agreement with the Department of Commerce.
- Use the Preserve America Web site and other mechanisms to disseminate widely information on how economic development (including heritage tourism), sustainability, resource conservation, cultural diversity, and educational opportunity are embraced by Preserve America and related historic preservation efforts.
- Collect examples of sustainable preservation practices for dissemination through the Web and seek a partnership arrangement for a follow-up report on energy conservation and historic preservation.
- Continue to implement the recommendations contained in the Preserve America Executive Order Report to the President for which the ACHP is responsible, including consultation with federal property managers to improve their preservation programs, and triennial preparation and issuance of the Section 3 Report to the President on federal stewardship.
- Follow up on additional ideas for improving the national historic preservation program that emerged from the Preserve America Summit, with particular emphasis on those actions for which the ACHP has lead or co-lead responsibility. The ACHP will continue to coordinate the work of other federal agencies in implementing the Summit recommendations while also collaborating on those recommendations for which it has assumed co-lead responsibility.
- Continue to meet its statutory responsibilities to advise the President and Congress on historic preservation matters, including legislation and appropriate funding related to preservation work and resource conservation.

Effect of Requested Level

The requested level will permit the ACHP to continue to develop and implement significant policy initiatives that advance the ACHP's mission and the purposes of the NHPA. The ACHP's role in promoting historic preservation as an economic development tool consistent with the ARRA, other economic stimulus strategies, and Preserve America will continue to be met using existing resources. The additional requested funds in 2010 will permit the ACHP to modernize its information technology and expand its use of the Web to advance program goals, particularly Web activities and technical assistance related to ARRA implementation and Preserve America.

Improve Federal Historic Preservation Programs: Promote federal historic resource conservation and stewardship, improved management, and accountability.

Objectives

Section 110 of the NHPA directs federal agencies to develop historic preservation programs that incorporate the policies of the NHPA into their routine practices and procedures. The ACHP's long-term objective is to help federal agencies effectively integrate historic preservation considerations into their planning and decision-making. Such integration will promote cost-effective and timely consideration of historic preservation issues by federal agencies and minimize the potential for project delay and loss of historic properties.

Over time, creation of effective agency policies and procedures will improve the delivery of federal programs; enhance the protection of historic properties; and provide tribal, state, and local governments, Native Hawaiians, and the public with better access to the federal project planning that affects their communities. The ACHP has a unique capability to assist federal agencies in this endeavor. Section 202 of the NHPA authorizes the ACHP to review federal agency policies and procedures to promote their effectiveness and consistency with the NHPA. An independent federal agency with diverse expertise in intergovernmental relations as well as historic preservation, the ACHP brings an objective and informed perspective to such review. Likewise, through the reporting process set forth in Section 3 of the Preserve America Executive Order, the ACHP is afforded a unique insight into how federal property managers are considering historic preservation values in their ongoing operations. By being able to look globally through these reports to the property management practices of federal agencies, the ACHP can, in reporting to the President, offer recommendations for improvements that have broad benefits.

The ACHP's implementation of regulations for Section 106 also provides ways to improve the efficiency and effectiveness of the regulations. The regulations authorize development of Programmatic Agreements with the ACHP; alternate procedures to address comprehensively how a particular program or class of federal undertakings will meet historic preservation requirements; and several other programmatic approaches to deal with classes of agency activities, specific types of historic properties, or the unique characteristics of specialized federal programs.

Other important policy initiatives include working with the NPS and the Bureau of Land Management (BLM) on revising broad nationwide Programmatic Agreements (PAs) that have been in effect for a number of years. These efforts culminated in the execution of a fully revised nationwide PA for NPS in 2008, and the addition of an addendum to the BLM PA early in 2009 to set in motion a process for revising that agreement to more fully incorporate Indian tribes into its provisions. Following extensive consultation with the field, the ACHP also issued a sweeping exemption for the entire interstate highway system (more than 46,000 miles of roads) and continues to work closely with FHWA in carrying out the exemption's provisions. The provisions of this exemption promise to provide a greatly streamlined approach to the replacement and repair of many interstate highway bridges, now contemplated in the wake of the tragic I-35W bridge collapse in Minneapolis, Minnesota, in August 2007. This exemption relieves the FHWA and other federal agencies from the need to consider the interstate highway system as a historic property as it celebrated its 50th anniversary. Building on this success, the ACHP is now working with FHWA to consider the development of a program alternative to streamline Section 106 review for concrete stringer bridges, a common bridge type in its inventory. Through implementation of such Programmatic Agreements, affected federal agencies can recognize significant savings in terms of staff time and resources that would otherwise be allocated to the review of individual projects subject to Section 106.

Stewardship, Accountability, and Resource Management

As an integral part of the Preserve America program, the ACHP is implementing Executive Order 13287, "Preserve America," signed by President Bush on March 3, 2003. The goal of the Executive Order is to improve federal stewardship of historic properties and foster recognition of such properties as national assets to be used for economic and educational purposes. Agencies are to assess their historic holdings to determine their stewardship responsibilities as well as their potential for partnerships with neighboring communities and others.

The ACHP is playing an active role in overseeing and assisting agency compliance with the order. On February 15, 2009, the ACHP delivered the second triennial Report to the President on implementation of Section 3 of the Preserve America Executive Order. The detailed report documents how agencies will continue to inventory, use, and protect their historic properties as directed by the Executive Order. This report was the second comprehensive look at federal stewardship of historic resources and included findings and recommendations. It offers the ACHP's vision for improving federal stewardship and sets the stage for subsequent agency actions and reporting under the Executive Order. The report makes recommendations for improving the stewardship of federal historic properties in six key areas, including reporting on historic properties, energy efficiency in historic buildings, the use of public-private partnerships to support legacy buildings, agency strategic planning, managing modern era buildings and reducing inventories, and the contribution of federal historic properties to local economic development.

To assist agencies in meeting their Executive Order obligations, the ACHP, in conjunction with the Office of Management and Budget (OMB), hosts an annual meeting of SPOs who have been designated as the senior policy contact in their agencies for preservation matters, in accordance with the Executive Order. During FY 2009-2010, the ACHP will work with its federal partners to consider improvements to the stewardship of federal historic properties through the implementation of the recommendations in the 2009 Report to the President.

Federal Agency Program Development

ACHP efforts now focus on supporting interagency partnership activities where there is an agency funding commitment. In the absence of a liaison arrangement with an agency or an interagency agreement, program activities are prioritized and handled by staff, who are also responsible for case review. The organizational structure for OFAP orients ACHP professional staff to agency specialization and better equips them to respond to program needs for those agencies that do not have a partnership with the ACHP. Staff members also are able to observe agency patterns and trends in Section 106 compliance and engage agencies in discussions regarding how to better integrate historic preservation in agency policies and procedures.

The ACHP also works closely with Federal Preservation Officers (FPOs), who are the face of federal preservation programs, to support the improvement of these programs and the role of the FPO in achieving these improvements. The ACHP achieves this support through regular participation in the Federal Training Work Group, a forum dedicated to training FPOs, and through the direct support, along with NPS, of the Federal Preservation Officer Forum, a new organization dedicated to identifying and addressing cross-cutting preservation issues unique to federal agencies. In 2010, the ACHP and NPS will continue to support the development of the FPO Forum and enhance its organizational abilities and capacity.

The ACHP also engages FPOs as regular participants in Federal Agency Programs Committee meetings held quarterly in advance of business meetings. These committee meetings provide opportunities for federal agency representatives, state and tribal representatives, and ACHP members to provide input on how federal agencies can improve their programs.

Interagency Partnerships

The ACHP maintains partnerships with federal agencies to both streamline Section 106 review and build better preservation programs within key federal agencies. Under the chairman's leadership, the ACHP has entered into interagency agreements with several key federal agencies to improve the delivery of services to these agencies. As a result of these efforts and consistent with a long-term partnership the ACHP has had with the Department of the Army, GSA, FHWA, USDA, and FEMA, each committed to funding a 14-month appointment for a mid-level staff position at the ACHP in 2008. The addition of a partnership with VA and an appointment of a mid-level position in May of 2008 brings the total number of current partnerships to six. As of the end of FY 2008, all six of these positions were filled, and similar partnerships with other federal agencies, notably the Department of Army Headquarters and the BLM, were being pursued.

Four of the six agency liaisons are responsible for managing agency-related Section 106 cases, and all are responsible for working on an array of program improvements and policy initiatives identified as a priority by the partner agency. Liaisons work with headquarters and field staff to coordinate case reviews, conduct training, provide technical assistance, and develop agency-specific guidance to improve the administration of the Section 106 review process. The liaisons' efforts have resulted in direct, long-term benefits to the sponsoring agencies through resolution of systemic problems associated with Section 106 reviews and improvements to internal policies and procedures.

One agency the ACHP has been particularly pleased to work more closely with through a partnership is BLM. BLM is responsible for managing 262 million acres of land—about one-eighth of the land in the United States. Given these extensive stewardship responsibilities, it could be argued that BLM presents perhaps the most compelling case of all federal agencies for a partnership with the ACHP. Pressing program issues now confronting the BLM include the need to revise and update its nationwide Programmatic Agreement, development of renewable energy resources on public lands including solar and wind energy farms, and the increased leasing of fluid and hard rock minerals. Recently BLM has agreed there is a need for a more formal working relationship between the two agencies and has entered into an interagency agreement to support a temporary partnership. Through this partnership BLM has detailed to the ACHP staff a BLM professional employee. This arrangement has enabled the ACHP to advance a number of important BLM initiatives. Following a second six-month trial period of this inter-personnel agreement, BLM has agreed to consider additional extensions to the agreement.

Partner agencies have reaped many benefits from these partnerships. The Army was able to execute alternate procedures, which provide the Army with a more cost effective approach to meeting the requirements of Section 106. In addition, the ACHP approved program alternatives that allowed the Army to fulfill its Section 106 responsibilities with substantial cost savings for specific property types, such as ammunition storage facilities and unaccompanied personnel housing. The VA used its partnership to support Section 106 consultation on the New Orleans Medical Center, one of the most complex and critical developments in post-Katrina New Orleans. The Forest Service utilized the USDA liaison to support the revision of its Manual for Heritage Program. The GSA liaison developed a tailored training course for delivery to all of GSA's regional offices and presented it to more than 900 GSA employees throughout the country.

It is anticipated that these liaison positions will continue to return significant immediate and long-term benefits to the sponsoring agencies by improving coordination and internal efficiency. Because of the proven track record of these partnerships and because they have been instrumental in allowing the ACHP to achieve significant improvement in the overall operation and efficiency of the Section 106 process, the ACHP remains committed to pursuing partnerships with other federal agencies, such as the Department of Energy (DOE) and BLM.

The ACHP also has several reimbursable arrangements to provide tailored services or promote common

goals with the DOE, the Federal Transit Administration, HUD, and FHWA. These arrangements improve efficiency and speed Section 106 reviews by providing staff resources that are exclusively focused on the needs of the specific agency, such as the development of training and guidance. The ACHP and the agency jointly determine work plans and products, and the ACHP oversees the development of these deliverables.

Training

Training is another area where the investment of resources reaps benefits across a broad spectrum of the work of the ACHP and the federal preservation program. The ACHP continues to offer its popular introductory training course for Section 106 users, "The Section 106 Essentials." Nine sessions, two of which were "double headers" due to demand, were offered throughout the country in FY 2008, with training completed for 551 students. A similar season is underway for FY 2009. The ACHP also offered targeted sessions of the Section 106 Essentials course to the Louisiana State Historic Preservation Office, USFS, HUD, and, through the partnership, GSA. Better understanding of the review process by agency staff and Section 106 users expedites planning, which saves time and money. Investment in Web improvements, including a secure online registration system, have paid dividends in increased enrollment and reduced processing time.

Based on the proven success of the introductory course, and in response to the growing interest in the field, the ACHP expanded its offering of the "Advanced Section 106 Seminar" to four sessions reaching 139 people in FY 2008. This seminar, developed through a partnership with FHWA, has become a core part of the ACHP's course offerings and will be offered in eight locations during FY 2009. The ACHP also offered targeted sessions of the seminar to FHWA, DOD, HUD, and the USFS in FY 2008. The seminar provides an in-depth look at resolving conflicts between development plans and historic preservation values under Section 106 to assist users in reaching agreement on appropriate preservation outcomes.

Direction for FY 2010

To support improvement of federal preservation programs in FY 2010, including their responsiveness to their agencies' stewardship responsibilities as well as their contribution to economic vitality in accordance with the Preserve America Executive Order and program, the ACHP will take the following actions:

- Utilize lessons learned in the Gulf Coast to develop improved programmatic approaches for streamlining the Section 106 process in disaster preparedness, as well as in response and recovery situations.
- Assist agencies in meeting their Section 106 responsibilities under ARRA by providing technical assistance, guidance, and training. For a detailed explanation of the assistance the ACHP will provide to agencies, see pages 35-37.
- Upgrade and expand upon the ongoing dialogue with Section 106 users on the ACHP's new guidance provided on the ACHP's Web site for the treatment of archaeological properties in the Section 106 process.
- Participate in a workgroup with NPS to support the development of GIS spatial data standards for cultural resource data.
- Develop guidance on the active conservation of archaeological sites.
- Address with federal agencies issues set forth in the Report to the President on federal historic

property stewardship issued pursuant to Section 3 of Executive Order 13287 and work with federal agency officials to implement the recommendations for improving the stewardship of federal historic properties within the report.

- Work with federal agencies to complete major program improvements currently under consideration, including the following:
 - (1) Work with BLM and NCSHPO to revise the BLM's nationwide Programmatic Agreement on meeting its responsibilities under Section 106.
 - (2) Develop with the Department of the Navy program comments for the disposal of historic naval vessels.
 - (3) Work with the Department of Defense to develop further treatment measures under the Program Comments for Rehabilitation Treatment Measures established in FY 2008.
 - (4) Determine whether existing nationwide Programmatic Agreements executed by the ACHP need to be updated, whether they are responsive to the current ACHP regulations, and whether they can be improved through an amendment or need to be terminated because the agreements are no longer an effective tool.
 - (5) Collaborate with the armed forces and other stakeholders to help implement the latest round of BRAC decisions by providing for timely Section 106 reviews.
- Execute partnership agreements with other federal agencies to improve their abilities to meet their historic preservation responsibilities.
- Build the network of designated senior policy-level officials and expand their participation in the review of policy issues related to the oversight of their agencies' historic preservation programs.
- Work with NPS to support the Federal Preservation Officer Forum and its consideration of crosscutting preservation issues within federal agencies.
- Expand the ACHP's training program, including additional offerings of the "The Section 106 Essentials" and "Advanced Section 106 Seminar" and the development of targeted tribal consultation courses in conjunction with these offerings. Complete the development of an "Introduction to Section 106" course for a general audience and begin offering the course as requested.

Effect of Requested Level

Consistent with previous years, the ACHP will continue to work with federal agencies through cooperative arrangements, addressing mutually agreed-upon priority issues. For federal agencies without partnership agreements, priorities will be set to make the best use of available staff resources. The ACHP will fulfill existing priority commitments and all actions that the Preserve America Executive Order requires of the agency. Reimbursable partnership arrangements with key federal agencies are critical if the ACHP is to expand its capabilities to work with individual departments and agencies.

Identify, Protect, and Enhance Historic Properties: Make government planning and decision-making about historic resources transparent and responsive to citizen input and preservation needs.

Objectives

The Section 106 process is the fundamental federal legal protection for historic properties. Implemented by ACHP regulations as directed by Section 211 of the NHPA, Section 106 requires federal agencies to identify, evaluate, and consider the effects of their actions on properties included in or eligible for inclusion in the National Register of Historic Places.

It further requires agencies to consult SHPOs or THPOs and, in certain instances, the ACHP, to resolve adverse effects on historic properties, with opportunity for input from local governments, Indian tribes, applicants for federal assistance, and the general public. The overwhelming majority of cases are resolved satisfactorily when consulting parties reach agreement on methods for responding to historic preservation concerns as a project moves forward.

The Section 106 process has been recognized as a model for conflict resolution. It brings people with different interests together, provides a forum for resolving disputes between them, and records the terms of their agreement. The ACHP's overall goal in Section 106 review is to encourage agencies to consider and adopt measures to preserve historic properties that would otherwise be damaged or destroyed and to ensure the public has an opportunity to help shape these decisions. The ACHP does not have the authority to unilaterally alter or halt federal actions that will affect historic properties.

The ACHP issued revised regulations that took effect January 11, 2001. The main thrust of the amended procedures was to streamline operation of the process by relying more on outcomes reached by the federal agency and the appropriate SHPO/THPO.

As expected, following enactment of the new regulations, there was a sharp decline from previous years in the total number of cases the ACHP reviewed. This decline began in FY 2002 but began to gradually level off, a trend that has continued through FY 2008 (see Figure 9). The number of highly complicated and time-consuming cases in which the ACHP must participate had remained relatively constant over the past several years, but recently a more seasoned staff of ACHP professionals better equipped to assume a greater role in difficult cases have been called upon to participate in an increasing number of cases. The ACHP expects this trend to continue in FY 2009 and FY 2010 and that the cases will continue to increase in complexity.

The active and effective participation of the SHPOs and THPOs is key to the successful implementation of the Section 106 process. They are the front line responders and the first point of contact for an agency that is initiating the Section 106 review process. Recognizing the critical role these participants play in the majority of Section 106 cases, the ACHP will remain focused on supporting their ability to fulfill their responsibilities under Section 106 and actively participate in the national preservation program. The ACHP will continue to support these partners by providing technical assistance and training where needed, including hosting targeted training sessions with SHPOs and THPOs. In 2009, the ACHP will continue to support the active involvement of SHPOs and THPOs in its training courses, and add targeted sessions when requested by these partners.

The ACHP will also continue advocating that these partners receive effective levels of support to respond to unanticipated workloads. In 2006, after Hurricane Katrina, SHPOs in the Gulf Coast region received supplemental funding to assist in meeting the special demands placed upon them in reviewing the myriad

recovery projects that were reviewed under Section 106. The ACHP supported a similar approach to assisting SHPOs in states affected by the 2008 Midwest floods and will continue to emphasize to policymakers the importance of ensuring that these vital partners are adequately supported to discharge their responsibilities with the large influx of ARRA projects.

Some other staff activities are related to the management of the Section 106 process. These are not actually cases but often relate to (or sometimes help to avoid) future cases that would come to the ACHP. For example, the ACHP is increasingly involved in the provision of technical assistance and advice to SHPOs/THPOs and agencies. As with previous years, this often time consuming task continues to increase in importance as a result of the changes in the role of the ACHP in more routine projects. The enhanced role of Indian tribes continues, as in previous years, to demand special ACHP attention.

Equally important Section 106 work is conducting training for all the principal users of the Section 106 process. This training is done both in formal classrooms and in more individual and informal settings and often in the context of a particular case review.

Working closely with a number of federal agencies, industry, preservation partners, and the public, and under the direction of ACHP members, the ACHP has continued to make progress on several key initiatives that will improve the overall efficiency and effectiveness of the Section 106 process.

Under the direction of an ACHP member task force, the ACHP is filling the need for guidance and direction to the field on archaeology and Section 106. Following a comprehensive survey of Section 106 users, which includes SHPOs, Indian tribes, federal agencies, and the community of professional archaeologists, the task force re-examined the ACHP's policy on the treatment of human remains, an issue that has divided the archaeology community and Indian tribes in many recent high-profile Section 106 cases. The task force also identified a wide range of other topics in need of policy guidance to equip federal agencies to address archaeology issues through Section 106 in a straightforward and expedited manner. Among the following were topics discussed: what constitutes a reasonable level of effort in identifying archaeological properties; what creative options are available for resolving adverse effects to archaeological properties as an alternative to the reflexive reliance on data recovery, which is often time consuming and expensive; curation of artifacts; and applying the National Register criteria to archaeological properties. In FY 2007, online guidance on these and related topics was created and placed on the ACHP Web site, and in 2008 the task force completed work on a policy statement on archaeology and heritage tourism that was adopted by the membership in August of that year.

Likewise, the ACHP continued to work closely with the armed forces to address the wide array of impacts that will result from the latest round of Base Realignment and Closure (BRAC) decisions. Many historic properties, such as the National Historic Landmark District at Fort Monroe, will be conveyed out of federal ownership; others, such as Fort Belvoir, have been affected by major realignment actions, as a large number of installations either expand or contract operations.

Recovery Act

The ARRA provides for an unprecedented level of funding for a broad range of federal activities. For many federal agencies the addition of ARRA funding to their annual operations will vastly increase the number of projects they must plan and complete in a short amount of time. Given the clear potential for many of these projects to impact historic properties, federal agencies must ensure that projects funded under ARRA meet the review requirements of NHPA.

Subjecting a substantial number of new projects to Section 106 review will place heavy demands on the resources of the key participants in the Section 106 process—federal agencies, SHPOs, THPOs, and the ACHP. The ACHP's analysis of ARRA suggests that it will result in the approximate doubling, and with some agencies tripling, of the number of federal undertakings subject to Section 106 review through

2011. While many of the initial projects selected for ARRA funding will have completed Section 106 reviews, many projects, particularly those not viewed as “shovel ready,” will have not.

This increase will require that federal agencies commit significant resources to guide these projects through the Section 106 process. It will also impose significant additional workloads on SHPOs and THPOs. Recognizing these challenges, the ACHP has taken steps to assess the impact that ARRA will have on the Section 106 process and to determine what assistance it might provide to these partners to support expeditious Section 106 compliance for ARRA projects. In February 2009, the ACHP queried SHPOs and FPOs on this topic and in March met with the National Conference of State Historic Preservation Officers (NCSHPO) to identify those areas where assistance is most needed. A similar approach to THPOs has been made. Information provided to the ACHP indicates that federal agencies, SHPOs, and THPOs will require assistance in the following areas:

- Revising or developing new business models and triage systems for conducting Section 106 review on a vastly larger number of federal undertakings;
- Providing Section 106 guidance to a large number of new applicants for federal assistance;
- Working with state and local officials to determine the applicability of Section 106 to federally funded and licensed projects and activities;
- Participating in Section 106 consultation for approximately two to three times the normal number of undertakings reviewed annually; and
- Providing training and guidance to federal agencies and applicants unfamiliar with Section 106

The substantial increase in undertakings subject to Section 106 review will result in an increase in the ACHP’s workload as well. Since the ACHP provides oversight and interpretation for the Section 106 regulatory process, increased coordination with agencies and outreach to other stakeholders will be essential. Based upon feedback from some agencies, “shovel ready” projects are limited, requiring agencies to expand capacity to handle the Section 106 reviews for ARRA-funded projects through 2011.

Since many of the dispensers and recipients of ARRA funds have little or no experience with Section 106 compliance, there will be a need for the ACHP to pursue accelerated training, development of guidance, and direct advice and assistance to bring their understanding of Section 106 to an acceptable level. Tribal and local governments receiving ARRA funds through the Department of Housing and Urban Development (HUD) will need training and assistance from the ACHP. Likewise, a number of funding agencies, including the Departments of Education and Energy, are not experienced with Section 106.

In recognition of these needs, the ACHP will focus its efforts in 2010 on providing the following assistance to preservation stakeholders:

- Provide on the ground Section 106 assistance to federal agencies, SHPOs, and THPOs and identify appropriate opportunities for streamlining consultation;
- Assist federal agencies in developing appropriate compliance strategies at the program level;
- Conduct training and workshops for agencies and grantees receiving ARRA funding;
- Develop Section 106 guidance and address common preservation issues in topical areas such as infrastructure development, energy production and transmission, and energy efficiency retrofits;

- Work with NCSHPO, SHPOs, the National Association of Tribal Historic Preservation Officers, THPOs, and other preservation partners to identify and implement efficiencies in Section 106 compliance;
- Coordinate efforts with Section 106 stakeholders and associated organizations, including the National Trust for Historic Preservation, the U.S. Conference of Mayors, National Governors Association, and professional trade organizations.
- Develop systems for conducting Section 106 consultation using electronic protocols (e-106) to expedite the exchange of information; and
- Develop Web-based training for applicants and agency officials new to Section 106.

Energy Independence

The Energy Policy Act of 2005 (EPA) expanded the federal government's commitment to developing energy sources in the United States and expand the transmission infrastructure to convey these energy sources to consumers. The Administration's emphasis on renewable energy development stands to further expand energy development through an increase of wind energy collection throughout the country and solar collection in southwestern states. In 2006, the ACHP hosted a plenary session with representatives of the Departments of the Interior, Energy, and Agriculture, which play primary roles in the development and transmission of these resources, to assess the effect of this development on historic properties.

The ACHP focused initial efforts on coordinating with BLM on the establishment of a program alternative to establish western energy corridors and in 2008 provided comments on BLM's effort to coordinate the consideration of the effect of the establishment of these corridors with its NEPA compliance. The ACHP also worked closely with BLM on the development of a program alternative to consider the effects of the extraction fluid and mineral energy sources from oil shale and tar sands in three western states on historic properties, an effort that remains ongoing with BLM in 2009. Similar efforts are underway for the development of a solar energy collection program in six southwestern states. Each program stands to produce substantial impacts to historic properties and pose challenges in complying with Section 106 due to the broad scale of the impacts; the complex coordination and consultation necessary to consider these effects across multiple state, federal, and tribal jurisdictions; and the complex structure of the programs themselves.

Recognizing these challenges, the ACHP has identified key areas where agencies are confronting challenges in subjecting these programs to Section 106 review, including the consideration of visual effects from the construction of vast wind tower fields, the impact of extended transmission lines on landscape and linear cultural resources, and the difficulty of structuring treatment plans that respond to these broad impacts. The Department of Energy, which has broad responsibilities to promote the development of energy resources in the United States, has been invited to sit as an observer on the ACHP to expand the consideration of these issues. The ACHP will assist agencies in part by participating in consultation on key energy related projects to provide guidance and support to agencies and preservation participants on controversial projects. In 2009, the ACHP will also work with the Departments of the Interior and Energy to promote the establishment of an interagency work group to identify Section 106 issues relating to alternative energy development and the development of guidance to address these challenges.

Infrastructure Repair and Rehabilitation

In many sectors the built infrastructure is aging and in need of improvement and expansion. Transportation facilities, federal office buildings and courthouses, hospitals, post offices, and water

control structures established during the modern era are rapidly becoming obsolete and in need of repair. The improvement of transportation facilities remains a high priority for America, and ARRA stands to rapidly accelerate the pace at which this is accomplished.

When considering the effects of the repair or rehabilitation of existing infrastructure, agencies must delineate both the potential affect on historic structures themselves and on surrounding properties that stand to be affected by associated improvements. Recognizing the limited potential for disturbance to archaeological properties in the context of rehabilitating historic buildings, the ACHP has developed guidance to federal agencies on appropriate levels of effort for identifying archaeological properties in contexts where ground disturbance is limited or nonexistent.

Effects to historic buildings and structures with common attributes or of similar property types can often be treated under program alternatives, including exemptions like the one issued for the federal interstate highway system, and program comments such as the one issued to the Department of Defense (DoD) for rehabilitation treatment measures. In FY 2010, the ACHP will continue to explore with federal agencies appropriate opportunities for streamlining the rehabilitation of existing infrastructure through the use of such program alternatives, including the establishment of a program alternative for FHWA to treat concrete stringer bridges and the development of additional treatment measures for DoD.

Through the FHWA liaison and other ACHP staff assigned to address cases from transportation agencies, the ACHP will continue to participate in controversial and complex transportation improvement projects. Likewise, the ACHP's liaisons with GSA and VA will work closely with these agencies to consider streamlining mechanisms to help them meet their responsibility to improve and update their facilities using ARRA funds and other normally programmed funding opportunities. Significant resources will be focused on the replacement and repair of aging bridges, a need underscored by the collapse of a major interstate highway bridge in Minneapolis in 2007. These efforts will require the commitment of significant resources in the ACHP to consult with federal agencies on high profile and controversial projects where major rehabilitation is necessary to meet these objectives.

The Energy Independence and Security Act of 2007 established broad directives to federal property managers to reduce energy consumption and increase the energy efficiency of federal buildings in the next 20 years. Agencies faced with meeting these standards will need to assess the energy efficiency and performance of current property holdings, including historic buildings. Agencies are under pressure to dispose of older, underperforming buildings to make way for new, more energy efficient buildings. In meeting these goals, agencies will need to consider the benefits of retaining and retrofitting historic buildings using new technologies that can transform many underperforming historic buildings into better performers while preserving other heritage values.

In 2010, the ACHP will work with the Administration to consider the recommendations in the 2009 Report to the President regarding the energy efficiency and sustainability of its federal buildings. In doing so, the ACHP will promote the consideration of an initiative to maximize the economic and energy efficiency of federally owned historic buildings. The initiative would include collaboration with the USGBC to refine LEED standards that apply to historic buildings; the conduct or support of necessary research to accurately evaluate the energy efficiency of historic buildings using Life Cycle Assessment techniques; the identification of impediments to cost-effective energy retrofits of historic federal buildings; and the provision of technical guidance and assistance to federal building managers in addressing energy efficiency issues in historic buildings. The initiative would engage major federal property management agencies, the technical historic preservation expertise of the NPS, the energy efficiency expertise of the Department of Energy and the Environmental Protection Agency, the National Trust for Historic Preservation through its sustainability program, and the private sector.

The ACHP will also work with Senior Real Property Officers and SPOs to collaborate on the development of procedures to ensure that buildings and structures being considered for rehabilitation or

disposal to meet energy efficient performance goals, are subject to a complete evaluation as historic properties and their preservation value for reuse, local economic development, and/or impacts to landfills. These considerations should be taken into account when making final management and treatment decisions.

Native American Consultation

Indian tribes and Native Hawaiian organizations (NHOs) hold a unique place in the national historic preservation program, by virtue of their special legal status and the nature of the historic resources that are important to them. Their effective involvement has been a challenge, and the failure to meet the challenge has its costs, in both resource losses and program efficiency. Accordingly, improving consultation between federal agencies and Indian tribes and NHOs is an essential and continuing component in the ACHP's efforts to raise the efficiency of the Section 106 process. Since adopting an action plan in 2003, the ACHP has worked aggressively to develop and implement program enhancements to address this need. The ACHP established a Native American Advisory Group in 2004 and hired two additional staff in the Native American Program (NAP) to carry out the action plan. These enhancements have allowed the program to make major contributions in interagency initiatives, working with the White House Office of Intergovernmental Affairs; to develop an extensive tribal communication program; publish a 35-page tribal consultation handbook; support the ACHP's Native Hawaiian policy development; and, publish a newsletter for Indian tribes and NHOs.

Each of these initiatives has as its primary goal the improvement of federal-tribal and federal-Native Hawaiian organization consultation. The ACHP is in a pivotal position to influence overall how federal agencies carry out their responsibilities to tribes and NHOs. Often, the first or most common interaction an agency has with an Indian tribe or NHO is through the Section 106 process. Fully affording the consultation role as envisioned in the NHPA is not only crucial for the consideration and protection of historic properties of religious and cultural significance to tribes or NHOs but can also influence the broader responsibilities agencies have to tribes.

With a staff of only three, NAP explores ways to maximize its outreach in Indian Country, Hawaii, and among federal agencies. Publications such as the handbook provide important stationary sources of information and guidance to all Section 106 participants. NAP also believes that interactions through meetings, trainings, and teleconferences offer important opportunities to improve relationships and consultation. In 2008, NAP began an effort to update all of its training materials to better meet current demands and emerging issues. NAP also instituted monthly teleconferences with tribal cultural resources staff to focus on regional challenges and, where appropriate, to host national discussions about historic preservation issues such as the protection of tribal cultural landscapes. Finally, NAP uses the ACHP Web site to keep tribal and Native Hawaiian issues visible and to inform partners and the public. Direct e-mail to tribal staff supplements the online information to ensure that tribes are immediately aware of important news or issues.

Efforts to improve tribal and Native Hawaiian consultation must also focus on federal agencies so that tribes and NHOs are not constantly struggling to have their consultation rights understood. To maximize its influence on federal agency policy and practices, NAP devoted much of its energies to working through the Indian Affairs Executive Working Group (IAEWG). Established by the White House Office of Intergovernmental Affairs (IGA) in 2006, the IAEWG is comprised of officials from most federal agencies and was tasked with developing ways to work collaboratively to improve consultation with tribes and to better serve them.

NAP played a prominent role in IAEWG's development of an online training course entitled, "Working Effectively with Tribal Governments," a one-hour introduction to basic concepts regarding the federal government and Indian tribes. The course was launched by the heads of several federal agencies, including the ACHP in January 2008. It is hosted by OPM's GoLearn Program and is available for all

federal employees. NAP also co-authored a report submitted to IGA in December 2008 entitled, "Tools for Improving Federal Agency Consultation with Indian Tribes." The report was intended as a blueprint for future and ongoing interagency efforts articulated in a list of recommendations. The report also includes a list of federal agency contacts for tribal consultation, a list of federal authorities that require tribal consultation and an extensive media list intended to facilitate federal communication with tribes. The ACHP has since posted two of the lists as tools to assist Section 106 participants.

Native American Advisory Group. NAP also continued to work closely with the Native American Advisory Group (NAAG) focusing on priority issues involving BLM's nationwide Programmatic Agreement (nPA) and HUD's delegation of its government-to-government consultation responsibilities to its grant recipients.

Since the White House Office of Intergovernmental Affairs convened the first White House briefing for NAAG in 2006, NAAG has continued to meet with and, in most cases, work with agencies to resolve outstanding issues. Three of the agencies have proven to be somewhat more difficult to either work with or resolve issues with. Despite persistent efforts by IGA to first schedule a meeting of policy officials and NAAG representatives, the meeting never took place.

With urging from IGA, policy officials from BLM finally met with NAAG members to discuss critical issues regarding BLM's tribal consultation, particularly under the existing nPA. Subsequent meetings and correspondence from NAAG certainly contributed to BLM's ultimate negotiations with the ACHP and NCSHPO that led to the addendum described on page 54.

While HUD officials needed no urging from IGA to work with NAAG, HUD and NAAG have been unable to come to agreement on how to resolve the issue of HUD's consultation responsibilities. Since HUD's position on its authority to delegate has been intractable, NAAG invited the major intertribal organizations including the National Congress of American Indians, the United South and Eastern Tribes, and the National American Indian Housing Council to participate in a meeting with the former Assistant Secretary for Community Planning and Development at HUD to seek ways to resolve the issue. The meeting on December 4, 2009, held great promise for finding a compromise, but with the change in administrations, neither NAAG nor the intertribal organizations have had the opportunity to work further with HUD on this issue.

Disaster Preparedness and Response

Gulf Coast region recovery efforts continue to receive priority attention. Based on a well established working relationship formed in response to other disasters and further tested in the Gulf Coast following Hurricanes Katrina and Rita, the ACHP and the Federal Emergency Management Agency (FEMA) have entered into a three-year partnership agreement that has enabled the ACHP to devote needed staff resources to addressing the recovery efforts in the Gulf Coast. Working closely with FEMA and other involved federal agencies, the ACHP's FEMA liaison, funded by FEMA, has developed tailored approaches to combine historic preservation values with federal assistance efforts. This has resulted in faster service to affected communities and provided FEMA with the ability to build and benefit from relationships with key stakeholders. The identity and economic base of many of the communities hardest hit by these storms relied upon their unique historic assets to support a vibrant heritage tourism market, and these assets need to be a part of the rebuilding process.

The ACHP also continues to carry out an oversight role in monitoring the use of the \$43 million supplemental appropriation approved by Congress in 2006 to support the reconstruction and recovery efforts of the Louisiana, Mississippi, and Alabama State Historic Preservation Offices. An additional \$10 million was awarded to Louisiana in 2007 to expand its grants program. The ACHP and the National Park Service (NPS) amended the existing Programmatic Agreement to cover the additional appropriations and to allow for any future appropriations to be covered under the terms of this Agreement. Recognizing that

a modest investment in SHPO support can significantly improve the efficiency and timeliness of Section 106 reviews, the ACHP sought, and the Congress approved, \$3 million specifically earmarked in the 2006 supplemental appropriation for SHPOs to use to augment their Section 106 capabilities. The funding has proven to be invaluable to the SHPOs, whose workload quadrupled following Hurricanes Katrina and Rita. With this funding in hand, the SHPOs were able to hire additional staff, obtain needed equipment, and improve their database of historic properties so they could respond promptly and efficiently to the demands and schedule of the many agencies working in the Gulf Coast. An important lesson learned from this experience is that this kind of support for SHPO Section 106 work can save tax dollars and reduce review times for the delivery of needed federal projects, not only in times of emergencies that threaten the nation's cultural heritage.

Using these models for responding to disasters, the ACHP has continued its commitment to working with agencies, states, tribes, and local governments in other recent disasters, including Hurricane Ike and the 2008 Midwest floods. The ACHP hosted a discussion on the Midwest floods during its August 2008 business meeting and identified a number of best practices that have allowed SHPOs and local officials to rapidly assess damages to historic properties and determine appropriate steps for responding to the needs of local communities and agencies in addressing these damages. It was noted that agencies that had Programmatic Agreements that provided for emergency procedures already in place were able to facilitate recovery efforts much more quickly and with less impact on the workloads of reviewers at state and tribal historic preservation offices. It was also recognized that comprehensive inventories of historic properties in advance of natural disasters facilitated a more accurate and complete assessment of damages that in turn led to more effective and properly targeted recovery efforts once agencies were able to enter the recovery areas. The utility of maintaining checklists and guidance at the state level on how to address and respond to emergency requests for assistance were also recognized as important tools for state officials facing a disaster for the first time. The ACHP will continue to support and promote the development of Programmatic Agreements with effective emergency provisions and the establishment of comprehensive inventories to better prepare communities and states for such disasters.

Performance Measures

In consultation with OMB, the ACHP has developed performance measures that will demonstrate reductions in the time necessary for completing Section 106 reviews. Beginning on October 1, 2007, the ACHP began using a new case management system that changed the method used to track cases. The ACHP is now able to begin more detailed reporting on caseloads and closure rate. Figure 9 contains graphic illustrations of this new capability. At the same time, the ACHP has begun working with DOI on performance measures for the Preserve America initiative, particularly the Preserve America Grants program.

Direction for FY 2010

Looking to FY 2010, the broad outline of the program focus for the Office of Federal Agency Programs calls for the continuation of important activities and some new initiatives. The ACHP will take the following actions:

- High profile, important Section 106 cases will remain a critically important obligation of the ACHP in its role of administering the Section 106 process and assisting key stakeholders with resolving conflicts between federal undertakings and preservation values. Tribal concerns will continue to be an important focus in selecting cases in which the ACHP should be involved. Cases that are characterized by strong public interest and involvement will also be important to the ACHP.
- The ACHP will consider appropriate opportunities to encourage federal agencies to initiate

Section 106 consultation early in project planning, preferably at the same time NEPA reviews are initiated. In doing so, the ACHP will work with these agencies to identify needed guidance, and address a long standing need for additional guidance on coordinating NEPA and Section 106 reviews.

- The ACHP will continue to engage members in more of the complex and difficult ACHP cases, since involvement of the members is often a critical factor in achieving a successful outcome.
- An important role for the ACHP in administration of the Section 106 process is to provide technical assistance and guidance to Section 106 users in the field. Led by the efforts now underway with ACHP task forces, the ACHP will continue to place a priority on identifying and resolving those policy issues that inhibit the parties from reaching expeditious outcomes to the Section 106 process.
- Building on recent successes with the introductory course, the ACHP will expand its course offerings to include additional offerings of the advanced course on the development of agreement documents, techniques for effective consultation, and use of creative approaches to mitigation, and also complete the development of a new Introduction to Section 106 course.

The mission of the Native American Program calls for policy development, technical assistance, and outreach and training. For FY 2010:

- The ACHP will continue to expand its outreach to and communications with Indian tribes and Native Hawaiian organizations.
- The ACHP will also continue to provide leadership with the federal government and now hosts the IAEWG. The current focus of the group is to develop mechanisms to assist Indian tribes in accessing ARRA programs and to cope with the expected increase in Section 106 and NEPA reviews.
- Another significant focus will be to increase the number of Section 106 training courses tailored for Indian tribes to meet the growing number of requests for such training.

Effect of Requested Level

The FY 2010 request would provide sufficient resources to continue the current practice of focusing staff attention and ACHP member involvement on the most complex cases and will also support fine-tuning of the Section 106 process to ensure it is efficient and effective. The ACHP will continue to seek partnerships and cooperative agreements with other federal agencies to augment core staff capabilities to assist with relevant guidance, training, and other technical assistance activities. The requested level will allow the ACHP to continue aggressively implementing its tribal and Native Hawaiian initiatives including the tribal communication and training programs. These will continue to be a top priority for the ACHP in FY 2010 and beyond.

Existing personnel will be used to allow the ACHP to carry out its responsibilities under the Preserve America Executive Order and to best use these provisions to encourage the protection of historic properties.

Continuation of the use of ARRA administrative funds to support the special ACHP ARRA team will be essential for an effective response to the anticipated spike in ARRA-funded Section 106 cases.

Communicate the Preservation Message: Build a deeper appreciation for historic

resources, cultural diversity, American values, and the role of preservation in daily life.**Objectives**

At the highest level, the goal of the Office of Communications, Education and Outreach is to inform and educate stakeholders, the public, and their governmental representatives about the ACHP's mission and activities, the national historic preservation program, and the Preserve America program.

Delivering the Preservation Message

Raising awareness and strengthening the ACHP's visibility, position, and image are three important interrelated goals that drive not only the current and future direction of the ACHP, but also serve other important institutional purposes (e.g. increasing partner recruitment and communicating more effectively with diverse audiences). Increased awareness and interest in historic preservation, and the ACHP, as well as the support of the new Administration will be greatly supported with a strong brand and message.

In 2008 and the first half of 2009, the agency moved toward that goal, with an updated look, stronger messaging, and a concentrated effort to reach new constituents, generate interest in historic preservation and create meaningful partnerships that would resonate with the preservation field and others. An updated, integrated marketing and communications plan has allowed the agency to create a more strategic and unified focus on general communications initiatives as well as a messaging strategy that resonates with more diverse audiences.

In 2008 and 2009, the ACHP focused on better communicating the economic, energy, educational, and cultural benefits of historic preservation, through programs such as Preserve America, to a broader constituency and will continue to do so into the future. Expanded activities include recognition through national award programs, training programs, work with the Congressional Historic Preservation caucus, extended media coverage, e-newsletters for the Preserve America program and the Native American Program, special recognition events, increased participation in conferences and lectures, and stronger relationships with new and current partners.

The ACHP maintains two Web sites: the agency site and the Preserve America site. Both sites are heavily used as a source of information regarding historic preservation laws, regulations, guidance and training materials, community preservation activities, case studies, information on sources of funding, and various aspects of the Preserve America program. Ongoing goals for the Web sites are improved usability, greater transparency into the work the agency performs, and increased interactivity with Web site users.

Web Site Improvements

In 2008, the Office of Communications, Education, and Outreach (OCEO) made a decision to update the Web services, in order to use the immense power of technology to offer more interactivity and transparency to users of both the ACHP and the Preserve America Web sites. President Obama has asked agencies to "open up government to its citizens...use...technologies to create a new level of transparency, accountability, and participation for America's citizens."

The OCEO is updating the ACHP Web site (incorporating the Preserve America Web site as one of the major programs offered by the ACHP). The project has moved through the discovery (research) process, as well as the requirements gathering, and design stages. The purchase of a content management system in 2009 will allow subject matter experts to update their own sections, allowing for more timely updates. The updated Web site will be fully operational in FY 2010.

Currently the Web site is used for a variety of communications tactics. It offers critical information about

Section 106 cases for partner and citizen involvement, questionnaires, reports and updates, and allows interactivity with users. It is the central Web site for the Preserve America program, and as such, supports more than 735 Preserve America Communities.

The ACHP publishes two online newsletters, which are archived on the Web sites: one targeted to the Preserve America communities, to keep them abreast of new developments in heritage tourism and the Preserve America program, and one directed by the ACHP's Native American Program, to keep Indian tribes and Native Hawaiian organizations informed about important historic preservation programs, initiatives, and news that might be of interest to them. Additionally, ACHP quarterly meeting materials are distributed to members through the Web site, which has eliminated printing and distribution costs and allows greater and quicker distribution. However, antiquated equipment and computer programs hamper the efficient use of ACHP online resources.

Congressional Involvement Activities for the ACHP

The ACHP actively informs and involves congressional members and key staff regarding federal preservation activities and actions. This is done through the annual budget process, as well as through active outreach when ACHP activities impact upon members' jurisdictions, and through response to queries from members and staff. These actions include significant Section 106 case resolutions and meetings, Preserve America Community designations, grant awards, and Presidential Award winners within or impacting members' districts.

The key congressional audiences for the ACHP are members and staff of committees and subcommittees of ACHP jurisdiction as well as the Congressional Historic Preservation Caucus, particularly those in leadership positions. These include the Senate Committee on Energy and Natural Resources; Senate Subcommittee on National Parks; House Committee on Natural Resources; House Subcommittee on National Parks, Forests, and Public Lands; Senate Committee on Appropriations; Senate Subcommittee on Interior, Environment, and Related Agencies; House Committee on Appropriations; and, House Subcommittee on Interior, Environment, and Related Agencies. It is the agency's goal to continue to improve communications to this audience to inform new congressional staffers about historic preservation and keep members informed.

Award Programs Administered by the ACHP

OCEO administers four major award programs: the quarterly ACHP Chairman's Award for Federal Achievement in Historic Preservation; the annual National Trust for Historic Preservation/ACHP Award for Federal Partnerships in Historic Preservation; the quarterly ACHP Award for Federal Preserve America Accomplishment; and the annual Preserve America Presidential Award, administered in close collaboration with the White House.

ACHP Chairman's Award for Federal Achievement in Historic Preservation

The award recognizes federal projects, programs, initiatives, and policy leaders or career staff that make significant contributions to historic preservation in the federal government. Twenty-two agencies and departments have been acknowledged since 2002. Winners in 2008 were the following:

- U.S. Department of the Treasury for the restoration, renovation, and enhancement of the Treasury Building in Washington, D.C.
- U.S. Department of Energy for preservation and interpretation of sites and objects associated with the Manhattan Project
- U.S. Departments of the Interior and Agriculture for the administration of National Historic Trails

National Trust for Historic Preservation/ACHP Award for Federal Partnerships in Historic Preservation

This annual award celebrates a project/program in which a federal agency and non-federal partners have achieved an exemplary preservation outcome. Preservation professionals from the National Trust and the ACHP review nominations, and a winner is honored at the National Trust's annual preservation conference. The 2008 winner was the Department of Energy, Los Alamos National Laboratory, for the V-Site Restoration Project, Los Alamos, New Mexico. Project partners included the Atomic Heritage Foundation, Crocker LTD/Crocker & Associates, and the New Mexico State Historic Preservation Office.

ACHP Award for Federal Preserve America Accomplishment

This award recognizes federal projects, programs, initiatives, and policy leaders or career staff that significantly contribute to the promotion and advancement of the Preserve America initiative within the federal government, to the benefit of both the federal establishment and the general public. The 2008 recipients were the following:

- U.S. Forest Service (for various efforts in support of the Preserve America program, especially production of Preserve America Community signs)
- U.S. Department of Housing and Urban Development (for its leadership role in promoting the Preserve America initiative through the Executive Order and hosting Preserve America Community recognition events throughout the U.S.)

Preserve America Presidential Award

Four awards are given each year for outstanding heritage tourism efforts and preservation activities. As the highest federal distinction honoring historic preservation achievement, winners are awarded at a White House ceremony in May to coincide with National Preservation Month. The 2008 winners were the following:

- African Burial Ground Project: New York, New York
- The Corinth and Alcorn County Mississippi Heritage Tourism Initiative: Mississippi
- Lower East Side Tenement Museum: New York, New York
- Texas Historic Courthouse Preservation Program: Texas

In addition, OCEO works with the Gilder Lehrman Institute of American History on a national "Preserve America History Teacher of the Year" award to honor outstanding teachers of American history. OCEO provides promotional and logistical support for the annual ceremony in New York City recognizing the national winner. The First Lady has traditionally presented the awards.

Educational Outreach

The OCEO takes seriously its responsibility for educational outreach, focusing on building a preservation ethic among the nation's youth, as directed by the Preserve America Summit Recommendation to "engage youth in historic preservation." Its charge, to educate the public on the benefits of preservation, has a broad reach, and the OCEO has focused its efforts on classroom learning and historic preservation with increasing success. The OCEO has partnered with the National Park Service's Heritage Education Services office in promoting Teaching with Historic Places lesson plans. As well, it provides promotion and support for Gilder Lehrman's national history teacher of the year program. The OCEO participates in numerous conferences to promote history education and community service efforts, including

participating in the National History Education Clearinghouse, a program of the U.S. Department of Education, George Mason University, and Stanford University.

A main focus of the office has been the promulgation of service learning and community service, connecting preservationists and local school districts to perform historic preservation projects with student volunteers for school credit. The OCEO has been the catalyst for bringing together a wide array of federal agencies into this effort and encouraging them to communicate with one another regarding their own youth involvement activities or starting new ones.

The concept also involves non-federal partners such as the History Channel's Save Our History program and the Journey Through Hallowed Ground Partnership, both of which have worked with the OCEO in supporting service learning projects and getting students involved in hands-on historic preservation work and activities. The concept is to involve youth in preservation, so they will grow up to appreciate history and become preservationists themselves. With the recent enactment of the Edward M. Kennedy Serve America Act (P.L. 111-13), the ACHP expects this initiative to gain even greater prominence in FY 2010.

Public Outreach

The mission of the ACHP is to "promote the preservation, enhancement, and productive use of our nation's historic resources, and advise the President and Congress on national historic preservation policy." Nowhere is this mission more important than in the ACHP's outreach to American citizens.

Public outreach is essential to ensure informed decision making when it comes to Section 106 cases. The Section 106 process itself states, "the views of the public are essential to informed federal decision making in the Section 106 process."

The ACHP's *Case Digest*, posted quarterly on the Web site, delivers a snapshot of current involvement in Section 106 cases. The agency publishes literature about Section 106 (A Citizen's Guide to 106), fact sheets related to all programs, including Preserve America, and guidance about the 106 process—both in hard copy for trade shows and conferences and on the agency Web site for easy access. The agency's new brand and updated messaging have allowed creation of compelling new literature and graphics, which communicates the role of the ACHP more effectively to diverse audiences. The ACHP Web site urges users to communicate with the agency. Staff members respond to 10 to 20 online requests for information per month from the public.

The ACHP attends conferences and events, offers educational sessions, and participates in numerous Preserve America designation events, inviting communities that have been designated to participate, offering them media opportunities and networking opportunities. The two e-newsletters are also useful tools that offer a two-way communication vehicle. Moving into 2009, the agency is focused on broadening its reach and targeting new audiences.

Outreach to Partners

The ACHP made an active decision in 2008 to communicate on a more regular basis with partners, including federal agencies, non-profit organizations, and preservation partners. The ACHP utilizes tools such as e-mail blasts and information sharing to reach out to local, state, and tribal partners. The ACHP has significantly improved its communication to Indian tribes and Native Hawaiian organizations by implementing tools such as an online newsletter and e-mail updates to share timely information and to host topic-specific dialogues.

The ACHP hosts monthly teleconferences with tribal and Native Hawaiian cultural resource staff to discuss successes and challenges in the preservation of Native historic properties.

The ACHP also makes an effort to partner with federal agencies and preservation partners, by working with them at events (annual conference of the National Conference of State Historic Preservation Officers, annual conference of the National Trust for Historic Preservation), or creating new and meaningful initiatives (e.g. working with the Bureau of Land Management, U.S. Fish and Wildlife Service, National Park Service, National Archives and Records Administration, U.S. Forest Service, National Conference of State Historic Preservation Officers, Preservation Action, Journey Through Hallowed Ground Partnership, and the Corporation for National and Community Service to create service learning opportunities). The ACHP co-chairs the Preserve America Steering Committee and partners with agencies such as the National Endowment for the Humanities, Department of Commerce, and the National Oceanic and Atmospheric Administration.

Media Outreach

The OCEO explains the business of the ACHP to the general public and the historic preservation community through the vehicle of media outreach. The ACHP utilizes traditional (such as media events, press calls, and press releases) and, increasingly, new media approaches (such as Webinars) to keep the media and the public informed of agency activities with regard to historic preservation.

Conference and Lecture Attendance

The OCEO made a concentrated effort in 2008 and 2009 to increase ACHP attendance at conferences and events. This focus led to participation in new events, allowing outreach to new audiences. One such event was the Teaching American History Grants Annual Conference, where the ACHP's executive director offered a session promoting historic preservation opportunities for service learning. Another is the upcoming participation in the American Association for State and Local History annual conference, where the office is hosting a session on service learning. The agency partners with federal agencies to host Preserve America Community events and works with council members to increase further active participation. Additionally, the agency attends and offers educational sessions at traditional conferences throughout the year, such as the National Trust for Historic Preservation's annual conference.

ACHP Publications, New Collateral and Literature

The opportunity to develop a new brand in 2008 has allowed the OCEO to develop new literature and graphics that better convey the message of the ACHP to its various constituencies. New literature in 2008 and 2009 includes new fact sheets, PowerPoint templates, and other pieces of collateral. In 2009, the OCEO hopes to continue to incorporate the new brand in the agency's Web site, banners and other vehicles.

One example of the new look is in the ACHP's Report to the President on the state of federal historic resource stewardship as required by the Preserve America Executive Order. The ACHP uses Executive Order reports to apprise the President and the Administration on the state of the federal government's historic properties and their contribution to local economic development. The 2009 report, which was 104 pages of analysis and recommendations, was delivered to the President on February 13, 2009.

Promoting Cultural Diversity (staff level)

The ACHP's executive director appointed the ACHP Diversity Working Group in 2009, comprised of staff members and charged with looking at the ACHP's various programs to determine whether, and how, they consider the full range of places and issues that make up the history of the United States. The working group is also looking at the ACHP's effectiveness in engaging and including diverse constituencies in its work. The working group will provide recommendations to the agency's leadership on ways to improve ACHP efforts in these areas.

Preserve America Summit Follow-Up

As a result of the 2006 Preserve America Summit, which brought together more than 450 participants to explore historic preservation progress in the 40 years since National Historic Preservation Act was passed, several ideas have been in motion for ACHP action. The work of the issue area panels, Summit attendees, and Youth Summit participants resulted in the identification of 70 key ideas aimed at charting the future of the national preservation program. The ACHP's 13 recommendations were embodied in a report that was released in September 2007. Several of the Summit recommendations relate directly to communications initiatives. For example:

Promote cultural diversity in the identification of historic properties by evaluating the National Register of Historic Places for its inclusiveness and encouraging local, state, and tribal governments to evaluate their own inventories. As noted, the ACHP has created a task force to examine this.

Engage youth in historic preservation by promoting programs that involve them in hands-on preservation activities and through the possible establishment of an ongoing youth summit as part of the Preserve America initiative. The ACHP is focusing on the service learning concept to address this recommendation, and its details are discussed above in the Educational Outreach section.

Direction for FY 2010

To continue to support and communicate the message of the ACHP, and to continue to promote a national preservation ethic in FY 2010 and beyond, the ACHP will take the following actions:

- Continue to revise and implement an updated strategic communications plan which will target existing audiences and reach new constituents as it increases the ACHP's visibility, enhances the ACHP's image, and better communicates the ACHP's message, vision, and goals.
- Utilize new technology to create and maintain a user friendly, accessible Web site that offers distinct audiences and the general public the opportunity to communicate with the ACHP.
- Update with timely and relevant materials, the ACHP Web site where the general press, the public, partners, Preserve America initiative participants, and agency communicators can find information necessary for broadly publicizing both ACHP and Preserve America news and events, including sample news releases, media advisories, speeches, logos, letterheads, and current fact sheets and white papers.
- Continue to support events and expand outreach opportunities to audiences, including the public, the White House, Congress, council members, and policy level agency officials, to include venue research, speech writing assistance, media releases, handouts, coordination, and staff support.
- Continue to expand new partnership opportunities in order to support the Preserve America Service Learning initiative, supporting the Summit Recommendation to Engage Youth in Historic Preservation, by promoting programs that involve students in hands-on preservation activities.
- Continue to support award and recognition programs, including the quarterly Chairman's Award for Federal Achievement in Historic Preservation, the ACHP Award for Federal Preserve America Accomplishment, the joint NTHP/ACHP Award for Federal Partnerships in Historic Preservation, the annual presentation of Preserve America Presidential Awards, Preserve America Community recognition events, and others.
- Leverage ACHP resources through strategic and tactical partnerships with key governmental entities

at the local, state, and federal levels as well as with preservation organizations to improve awareness of, and build increased private and public support for, the importance of historic preservation and its cultural, economic, and educational benefits.

- Create meaningful materials that can be used to convey the ACHP's message and vision to the White House and Congress, such as the Section 3 Report to the President.
- Expand ACHP conference and lecture participation and presence at professional meetings, trade shows, conferences, and special one-time events.
- Redesign and update existing conference exhibits and related conference and meeting visuals.
- Create an updated library of publications, to include "About the ACHP," "Citizens Guide to Section 106," and "The Preserve America Initiative," that better express the mission and importance of the ACHP to its constituents.

Effect of Requested Level

Much of the ACHP's ability to successfully communicate the educational, cultural, and economic benefits of historic preservation and heritage tourism and facilitate understanding and participation in the Section 106 process is directly linked to the effectiveness of its Web sites. Reorganizing information and expanding Web sections have resulted in incremental improvements. However, to keep information timely and user-friendly and improve Web site management, additional software and hardware are necessary, including the purchase and implementation of a content management system. The request will meet this need.

The FY 2010 requested level will allow the ACHP to maintain its current level of operations and improve its capacity to effectively inform the public about the agency's mission, promote a national preservation ethic, and meet the needs of the Preserve America program.

Support and Enhance ACHP Organizational Capabilities: Act in cooperation and collaboration with a diverse group of partners to mutually support effective participation in the preservation program and advance national preservation goals and policy.

Objectives

The ACHP's administrative and organizational structure provides the support for the agency to carry out its mandated responsibilities and meet the needs of its customers. The ACHP must maintain an adequate resource base to maximize the effectiveness of council members and staff, minimize impediments to professional quality work, and effectively respond to the public and customers.

Information Technology

As a business tool, the ACHP's IT infrastructure plays an integral role in the ability to accomplish strategic goals. Much of the ACHP's IT infrastructure has been in service well beyond its estimated useful life. The primary servers and desktop computers have had upgrades to memory and capacity, but the processors are outdated and respond slowly and are at increasing risk of failure. The ACHP uses Microsoft Office software that is several generations old and is no longer supported by Microsoft; document compatibility with newer generation software is beginning to create problems with sharing documents outside the agency. There are no established backup mechanisms for agency data or continuity

of operations in the event of a catastrophic failure. Technology is becoming a business barrier rather than an enabler.

The ACHP has examined its ability to recover if the e-mail, log-on, or network share drives failed, and found that neither recovery nor business continuity would be possible without significant expenditures and the loss of significant staff productivity. Defining the potential expenditures and productivity loss is difficult, but either or both could be quite high.

To resolve these problems, the ACHP request includes funding to completely overhaul the IT infrastructure. This modernization effort will eliminate the operational risks of existing resources and create an IT infrastructure that serves as a catalyst for accomplishing the agency's strategic goals.

Direction for FY 2010

To continue to improve the ACHP's organizational capacity, the ACHP will take the following actions:

- Undertake a complete overhaul of the agency's IT infrastructure, moving to centralized, terminal-based computing, with a new storage network on physically redundant systems with off-site back-up using virtualization technology to maximize IT resource allocation and reduce costs.
- Address the human capital planning process and succession planning. By 2010, 25 percent of the ACHP staff, including the executive director and several office directors, will be eligible for retirement. The ACHP will work with its servicing personnel office and ACHP leadership to design and implement measures to ensure that the ACHP is prepared to meet this challenge.
- Improve the ACHP's working relationships with DOI through execution of service-level agreements that more fully delineate deliverables and responsibilities. The ACHP will continue to review its existing agreements with DOI and seek ways to improve operational efficiency and reduce costs through other service providers as appropriate.

Effect of Requested Level

The requested level will allow the ACHP to maintain its current level of operations. Additional funds included in program improvements (\$300,000) will fund the information technology improvement project.

APPENDIX: RECENT PROGRAM ACCOMPLISHMENTS

Advocate Preservation Policy

In advocating preservation policy, the ACHP has recently engaged in the following activities:

- Begun work to respond to the economic needs of the nation embodied in the ARRA, including development of a fact sheet on “Economic Reasons for Investing in Historic Preservation,” and linked its ongoing preservation policy work on the economic impacts of historic preservation with ARRA implementation. Worked with the Administration and Congress to develop funding support for State Historic Preservation Officers and Tribal Preservation Officers to help in implementing the ARRA.
- Developed materials on the ACHP and its key programs for the transition to the Obama Administration.
- Actively advocated for enactment of legislation to permanently authorize the Preserve America and Save America’s Treasures programs, which passed Congress and was signed into law on March 30, 2009, as part of the Omnibus Public Land Management Act of 2009.
- Advocated for additional resources for SHPOs and THPOs to meet increased demands on the Section 106 process from ARRA.
- Worked with the White House, the Department of the Interior, and other federal agencies as well as state, local, tribal, and private partners to expand and implement the Preserve America program. Launched a new program component recognizing volunteer preservation efforts called Preserve America Stewards. Continued to coordinate federal activities under the program through an interagency steering committee, and prepared a five-year retrospective of the program.
- Met monthly with, and provided the secretariat for, the Preserve America Steering Committee. The committee is composed of policy-level representatives from partner agencies including the ACHP; Departments of Agriculture, Commerce, Defense, Education, Housing and Urban Development, Interior, Transportation; the General Services Administration; the Institute of Museum and Library Services; the National Endowment for the Humanities; the President’s Committee on the Arts and the Humanities; the White House; and the Executive Office of the President, and coordinates, implements, and discusses enhancements to the Preserve America initiative. The group is co-chaired by DOI and ACHP Chairman John Nau.
- Worked with the Administration and Congress to develop funding support for the Preserve America program in addition to other historic preservation priorities in both the 2009 and 2010 budget requests.
- Provided a comprehensive overview of the stewardship of historic resources owned or managed by the federal government by developing, completing, and submitting the second Report to the President in February 2009 under Executive Order 13287, “Preserve America.” The report also assesses how well agencies are meeting accountability requirements, and how they are fostering recognition of the local economic and educational uses of heritage assets.
- Continued its use of quarterly ACHP business meetings to focus on important policy questions about

the federal government's leadership role in historic preservation, recognize federal achievements in this area, and discuss the challenges federal agencies face in fulfilling preservation responsibilities. In August 2008, the council members traveled to St. Louis, Missouri, for their meeting and participated in a Preserve America event with the governor of Missouri.

- Followed through on oversight and implementation of many of the recommendations for improving the national historic preservation program emerging from the Preserve America Summit in 2006. This included joint ACHP-DOI support for the operation of an independent expert panel on the federal preservation program infrastructure as well as receipt and adoption of its final report. It also included preparation work for a study on measuring the economic impacts of historic preservation through an Interagency Agreement with the Department of Commerce that was concluded in 2008.
- Continued to assume a leadership role in supporting and promoting heritage tourism on a national basis. This included provisions to compile, describe, and assess good examples of heritage tourism work that support local and regional economic development as part of the interagency agreement with the Department of Commerce. It also included completion and adoption of a policy statement and guidance on archaeology and heritage tourism through the ACHP's Archaeology Task Force.
- Actively participated and made policy and program presentations at major state, regional, and national conferences on historic preservation, Gulf Coast recovery efforts, tourism, and tribal issues. Informed national historic preservation organizations, including the National Trust for Historic Preservation (NTHP), the National Conference of State Historic Preservation Officers, and Preservation Action about the ACHP's perspectives on pending legislation and other national historic preservation matters.
- Provided advice to the Administration and Congress on a number of major policy initiatives and pieces of legislation affecting historic properties and historic preservation programs, and continued to work with the Congressional Historic Preservation Caucus regarding Preserve America and other significant preservation issues.

Improve Federal Preservation Programs

To improve federal preservation programs, the ACHP has taken the following steps:

- Completed the second Report to the President called for by Section 3 of the Preserve America Executive Order which included a broad range of recommendations to improve federal historic preservation programs and encourage federal land managers to partner with local governments to better utilize their historic assets. These recommendations were based upon the ACHP's review of 21 progress reports submitted by federal agencies in accordance with the requirements of Section 3.
- Through individual and group meetings, began outreach to federal agencies to encourage their implementation of the 2009 report's recommendations and to set the stage for the next round of agency reporting.
- Completed an agreement with VA for a three-year partnership that will enable the ACHP to support a professional staff position to work with VA to identify program improvements and handle Section 106 cases from the VA.
- Assisted the Forest Service in completing revisions to its Manual for Heritage Programs.

- Under the leadership of a special ACHP member task force, engaged a broad range of stakeholders, including tribes and the professional archaeological community, to develop a suite of guidance documents for addressing archaeological properties in federal planning. This guidance provides Section 106 users with the first full service guidance documents addressing the full range of archaeological issues from identification and evaluation to mitigation and curation.
- Adopted and issued guidance for federal agencies and others on using archaeology and archaeological resources to support heritage tourism projects and programs.
- Completed program comments for rehabilitation treatment measures on historic masonry for the DoD, thus providing for the improved and streamlined treatment of tens of thousands of historic structures in DoD's inventory.
- Coordinated with HUD to ensure that information regarding Section 106 compliance for the 2008 Neighborhood Stabilization Program was distributed to SHPOs, THPOs, and other stakeholders.
- Consulted with the Corps of Engineers to explore program alternatives to address the systemic problems related to the use of Appendix C as counterpart regulations.
- Continued to serve on the Transportation Infrastructure Streamlining Task Force, which was created pursuant to Executive Order 13274, "Environmental Stewardship and Transportation Infrastructure Project Reviews." Through its participation, the ACHP has given special attention to those transportation projects selected by the Secretary of Transportation for review by the task force. This has resulted in examples of best practices that can be used for other complex, controversial projects.
- Cooperated with DOT and the transportation community to develop implementing regulations for major changes under the surface transportation act (Safe, Accountable, Flexible, Efficient Transportation Equity Act [SAFETEA-LU]) to the operation of Section 106 and Section 4(f). Under these provisions certain outcomes reached under Section 106 can substitute for the requirements of Section 4(f).
- Worked closely with FHWA to implement SAFETEA-LU provisions establishing a project delivery pilot program for California allowing it to assume U.S. Department of Transportation environmental responsibilities under the National Environmental Policy Act (NEPA) and other environmental statutes, to include Section 106.
- Participated in Section 106 consultations to develop statewide Programmatic Agreements to streamline the review of FHWA assisted transportation projects, including bridge rehabilitation and routine maintenance.
- Continued participation in the Council on Environmental Quality's NEPA Harmonizing Work Group to improve the coordination of NEPA and Section 106 and completed a first draft for a chapter on coordinating NEPA and Section 106.
- Executed a revised nationwide Programmatic Agreement with the NPS and NCSHPO, thus completing a three year long effort with these signatories to modernize the PA and incorporate Indian tribes into the agreement.
- Consulted with the Department of State in the implementation of the terms of the Programmatic Agreement executed for the Keystone Pipeline Project.

- In early 2009, executed an addendum to the BLM nationwide Programmatic Agreement committing BLM to revise the PA within 12 months after execution of the addendum, in order to more fully incorporate the role of Indian tribes into the agreement. Staff continues to work with BLM to attend listening sessions with Indian tribes and provide assistance where requested.
- Completed comments to BLM and its partners on their efforts to coordinate NEPA and Section 106 review for the designation of energy corridors on western public lands called for by the Energy Policy Act.
- Served on an interagency work group to finalize the National Response Framework plan that will be activated in the event of future disasters. The ACHP has continued to coordinate with federal partners to implement its role as a Support Agency within the Emergency Support Function (ESF #11) framework, the part of the National Response Framework devoted to Protection of Natural and Cultural Resources and Historic Properties in presidentially declared disasters.
- Participated as co-lead agency with the NPS on the National Historic Property Inventory Initiative to promote enhanced data sharing that would assist the historic preservation community in early identification of historic properties, more proactive management of them, and improve the compliance efficiency for Section 106 review.
- Updated a comprehensive database of designated senior policy-level officials to have policy oversight responsibility for an agency's historic preservation program, as required by the Preserve America Executive Order.
- Hosted a meeting with Senior Policy Officials to review the requirements of Section 3 of the Preserve America Executive Order, promote complete agency progress reporting, and identify key stewardship issues in advance of the 2009 Report to the President.
- Completed the development of protocols with NPS for requesting and producing reports to the ACHP pursuant to Section 213 of NHPA. Under the authority of Section 213, the chairman of the ACHP may request that NPS, acting for the Secretary of the Interior, prepare a report about a historic property being considered in the Section 106 consultation process. These reports can be very useful in circumstances where historic properties of national significance, particularly National Historic Landmarks, stand to be impacted by project development.
- Expanded and improved the database of federal preservation officers and Section 106 contacts for federal agencies with responsibilities under NHPA.
- Provided outreach and training to federal and state agency officials on tribal consultation to acquaint them with the responsibilities set forth in NHPA and to encourage the agencies to be more proactive in working with tribes.
- Trained tribal representatives on federal consultation responsibilities under the Section 106 review process to facilitate their full participation in the process.
- Trained federal agencies on their responsibilities to consult with Indian tribes and NHOs under the Section 106 review process.
- Through the ACHP's "Section 106 Essentials" course completed training for more than 551 students.

- Through the ACHP's "Advanced Section 106 Seminar" course completed training for more than 139 students. This course provides instruction for experienced Section 106 users in the areas of effective management of the consultation process, development of creative approaches to mitigation, and effective tools for agreement document writing.
- Through the GSA partnership, provided tailored Section 106 training to more than 900 staff at GSA. Also provided targeted training for more than 200 students at DoD, HUD and USFS.
- Developed and presented training to FEMA's Historic and Environmental staff from various regional offices.
- Delivered additional sessions of the advanced course developed jointly with FHWA for transportation officials.

Native American Program

The ACHP continues to aggressively implement elements of the Action Plan on the ACHP's Native American Initiatives and to identify additional areas that would benefit from ACHP assistance. In FY 2008, the NAP:

- Provided staff support to the members for the adoption of the Policy Statement on the ACHP's Interaction with Native Hawaiian Organizations, the first such federal policy.
- Published a landmark handbook to guide federal agencies and other Section 106 participants in conducting tribal consultation.
- Developed a database that enables the ACHP to e-mail directly to 500 of the 565 tribal leaders and more than 200 tribal cultural resource contacts. This has vastly improved the ACHP's ability to keep Indian tribes informed in a timely manner.
- Initiated monthly teleconferences with tribal cultural resources staff to both inform the ACHP about the ongoing challenges facing Indian tribes in the Section 106 process and to share important program information and news with tribes. The calls also provide tribes the opportunity to share information among themselves. This regular interaction has led to closer working relationships with many tribes.
- Supported and worked with the Native American Advisory Group (NAAG) which focused on problems with the Bureau of Land Management's nationwide Programmatic Agreement and the policy of the Department of Housing and Urban Development that delegates its government-to-government consultation responsibilities to grant awardees under certain programs.
- Took a leadership role with the White House Indian Affairs Executive Working Group to co-produce a government-wide online training program entitled, "Working Effectively with Tribal Governments" and co-authored a report entitled, "Tools for Improving Federal Agency Consultation with Indian Tribes."
- Provided technical assistance to OFAP regarding tribal and Native Hawaiian consultation issues in Section 106 cases.
- Continued to publish a Native American e-newsletter to provide information on ACHP programs and

major federal historic preservation developments to Indian tribes and Native Hawaiian organizations.

- With OFAP, initiated a national dialogue regarding tribal cultural landscapes and served on panels at conferences hosted by the United South and Eastern Tribes, the National Conference of State Historic Preservation Officers, and the National Association of Tribal Historic Preservation Officers.
- Continued to work closely with the Culture & Heritage Committee of the United South and Eastern Tribes, serving as resource experts on Section 106.

Protect Historic Properties

The ACHP continues to be an active participant in numerous complex and precedent-setting cases. These cases often are controversial and frequently can be lengthy and time consuming. The outcomes present major historic preservation challenges, as illustrated by the following cases.

National Capital Framework Plan (Washington, D.C.)—The ACHP has been working with the National Capital Planning Commission and the Fine Arts Commission on a new interagency initiative to address longstanding concerns about the overuse of the National Mall. The principal focus of this initiative is the federal interest in the National Mall's borderlands, with the intent to relieve pressures on the Mall itself through enhancement of the nearby properties and open space under federal control.

Development of the St. Elizabeths Hospital site for federal office space (Washington, D.C.)— In November 2008 GSA, the ACHP, NCPC, District of Columbia SHPO, FHWA, and the Department of Homeland Security (DHS) executed a Programmatic Agreement (PA) for the redevelopment of the St. Elizabeths West Campus, which is part of the St. Elizabeths National Historic Landmark (NHL). In preparing the St. Elizabeths campus for reuse as the new DHS headquarters, the PA commits GSA to retain and reuse more than 90 percent of the existing historic structures, to adhere to agreed upon design standards for new construction, and to develop a landscape management plan to protect to the maximum extent practicable the historic campus setting.

TriState Shooting Range (Arizona)—After two years of consultation under Section 106 regarding the proposed authorization to construct a shooting range, the BLM determined that further attempts to reach agreement would not be productive and terminated the consultation. Due to the cultural importance of Boundary Cone Butte to Indian tribes, the ACHP provided formal comment and recommended that the range be located at another site to avoid adverse effects to the historic locale.

Development of Wind Energy at Cape Wind (Massachusetts)—The Minerals Management Service is considering a request to develop a wind energy farm offshore, near Nantucket. The ACHP is participating in consultation in what promises to be a controversial case involving several National Historic Landmarks and a traditional cultural property of concern to Indian tribes.

Presidio Trust Management Plan Main Post Update (California)—The Presidio Trust is currently updating its management plan for the Main Post and to incorporate the rehabilitation of a number of existing buildings, improvements to the parade ground and surrounding areas, the construction of a fine art museum and lodge, and a host of other improvements. These improvements stand to affect the Presidio of San Francisco National Historic Landmark, and consultation thus far has been controversial.

CERCLA Action at Moffett Field (California)—Due to the presence of polychlorinated biphenyls and asbestos, the Navy proposed to conduct a clean up action on Hangar 1 at Moffett Field, a massive

structure measuring 1,133 feet long, 308 feet wide, and 198 feet high. This cleanup effort would result in the removal of the hangar's siding and roof, leaving an empty frame on the site. Recognizing the significance of this structure and its importance to a number of concerned groups, the ACHP provided formal comments through the Section 106 process recommending an outcome that would utilize a federal agency partnership and coordination to save this significant historic property for future use.

Closure of Fort Monroe (Virginia)—The Army is closing Fort Monroe, a property extremely significant to the history and development of the United States in many fields, including military history, African American history, Native American history, Civil War history, maritime history, and recreational resort history. Through Section 106 consultation, numerous federal, state, and local agencies, private citizens, non-profit organizations and advocacy groups came together to develop an agreement to guide its future management and reuse.

Demolition of Building 521, Naval Station Great Lakes (Illinois)—Considered by many to be a “gem” of the Modernist style of architecture and design, Building 521 served as a training facility for the Navy on arms of many types and calibers. When the Navy proposed to demolish the building to accommodate a new training support center plan, Section 106 consultation led to the thorough consideration of multiple reuse alternatives, and upon the Navy's finding of no viable alternative, the development of creative mitigation strategies to address the loss of this historic resource.

Development of the National Mall Plan (Washington, D.C.)—To establish a common understanding about the future management of the National Mall and Pennsylvania Avenue National Historic Site, the National Park Service is developing the National Mall Plan. The Section 106 process is integral to ensuring the consideration of historic buildings and the health and appearance of the historic landscape while also addressing the sustainable accommodation of very high levels of use, First Amendment demonstrations and special events, and the evolving places, roles, and symbolisms of these places for the country and how they might be adapted to many kinds of change.

West Potomac Park Levee Improvements Project (Washington, D.C.)—To improve the Potomac Park levee structure at the east end of the Constitution Gardens parallel to the Lincoln Memorial Reflecting Pool and meet recent changes in FEMA guidelines, the NPS, in cooperation with other federal agencies, is developing the West Potomac Park Levee Improvements Project. A Section 106 agreement document is currently being negotiated to allow the implementation of the levee project in such a way that meets the required standards and addresses the potential impacts to the many significant historic properties in the area.

Proposed Fiscal Year 2009 Footprint Reduction at Pearl Harbor (Hawaii)—The implementation of the Navy's FY 2009 footprint reduction program would include demolition of five historic buildings at the Pearl Harbor Naval Complex. Acknowledging the potential impacts of this action on the Pearl Harbor National Historic Landmark, the Section 106 consultation process is working toward finding a balance between historic preservation and helping the Navy successfully meet its mission requirements.

Routine Military Training at the Makua Military Reservation (Hawaii)—The Army has a mission to operate and maintain training areas in the state of Hawaii. In order to accommodate this mission while considering the potential impacts of training to historic properties at the Makua Military Reservation and the concerns of numerous Native Hawaiian organizations, Section 106 consultation focused on developing an agreement to allow training to proceed in ways that avoided or minimized harm to historic resources as much as practicable.

Bishops Run residential development (Virginia)—A private developer has purchased 63 acres that includes a portion of the Buckland Mills Civil War Battlefield and plans a major residential development.

At the request of the Virginia SHPO, the ACHP joined consultation, along with the Corps of Engineers, which must issue a permit for the project, and a large number of citizen groups concerned about the impacts of the project. Attention has focused on possible pressure the project will create for future widening of Route 29 and resulting impacts to a number of sensitive historic districts.

New Orleans Medical Center (Louisiana)—The ACHP participated in consultation to develop a Programmatic Agreement that would mitigate adverse effects to a historic post-Katrina New Orleans neighborhood as a result of the consolidation of health care facilities by VA. A Programmatic Agreement that set in place a series of mitigation measures, including the establishment of a preservation fund to support the repair and rehabilitation of historic homes in these neighborhoods, was concluded in November 2008.

Expansion of Taos Regional Airport (New Mexico)—In planning for many years, this project continues to raise concerns for its implications for Taos Pueblo, a National Historic Landmark and World Heritage Site. The Federal Aviation Administration, working with the ACHP and New Mexico SHPO has been seeking to move forward consideration under Section 106. Toward this end the ACHP has been meeting with representatives of both the Airport Authority and the Pueblo to examine any possible options that might enable airport plans to proceed while minimizing impacts to Taos Pueblo.

A more comprehensive table of recent cases that illustrates the important and complex issues the ACHP is called upon to help resolve under Section 106 is shown in Figure 10.

Outreach to Stakeholders

In an effort to improve and expand the participation of stakeholders in Section 106 reviews the ACHP continues to train stakeholders, develop guidance materials, and develop tools for the ACHP's Web site. Noteworthy activities include the following:

- Continued outreach to principal Section 106 users (notably SHPOs, tribes, and NHOs) through e-mail broadcasts to update them on changing policies and recent developments.
- Conducted a series of meetings with individual SHPOs designed to bring them up to date with the recent changes and new initiatives at the ACHP and to examine in detail the mechanics of the Section 106 process that place particular strains on SHPO operations.
- Participated in national meetings of the National Conference of State Historic Preservation Officers, the National Association of Tribal Historic Preservation Officers, the National Trust for Historic Preservation, and the United South and Eastern Tribes to address Section 106 issues of interest and concern to these organizations.
- Conducted regular teleconferences and meetings with preservation partners to discuss major initiatives related to economic stimulus activities.

Communicate the Preservation Message

To convey its message to stakeholders, partners and the public, the ACHP has taken the following steps:

- Created a new brand look, re-addressed goals, messaging and audiences, in order to generate greater interest in the historic preservation ethic and the ACHP mission.

- Created a new brand look for the ACHP Web site (including the Preserve America Web site), which the agency hopes to implement in 2009 and 2010. The OCEO has created new, relevant Web sections, including an ARRA section, and a Service Learning section, updated content, added news releases and greater interactivity to the Web site as a whole. The office continues to add community profiles to the Preserve America section, and expanded and enhanced the “event planner” section of the Preserve America site. The OCEO created and implemented an interactive Preserve America “communities” map, which allows users to locate communities by clicking on a state. The Preserve America Web site is geared toward any Preserve America participant or partner agency and offers documents, graphics, and instructions for hosting Preserve America Community designation events. Other materials offered on the Web site include press kits for upcoming designation events, community summaries, press release templates, sample media advisories, and an events planning checklist.
- Designed and produced the second Report to the President under Executive Order 13287, which presents information to the President on the state of cultural resources on federal land. The Report to the President assesses property management agencies’ responses to their stewardship obligations. The report offers recommendations for improving federal stewardship of heritage assets. This report was delivered to the President in February 2009.
- Completed the sixth annual cycle of the Preserve America Presidential Award program, in cooperation with the White House and DOI, culminating in a White House ceremony in which the awards were presented to four winners. The ACHP screened all incoming nominations, convened three review groups, and developed all review materials.
- Produced the *ACHP Case Digest*, an illustrated quarterly report on noteworthy Section 106-related resources or precedent-setting federal activities. The ACHP posted each issue on its Web site, distributed it to council members, distributed it to the preservation community, and shared it with members of Congress and the media to increase awareness of the key federal role in national historic preservation efforts and its impact on their communities.
- Partnered with the Office of Preservation Initiatives and with the White House, the Department of the Interior, and other federal agencies as well as state, local, tribal, and private partners to expand and implement the Preserve America program and Executive Order. The Preserve America Program builds public-private partnerships to appropriately use cultural and natural heritage assets in federal stewardship to benefit local, regional, and national interests.
- Developed and cultivated media contacts and opportunities and generated and placed timely media advisories, news releases, and articles about the ACHP’s activities, including activities relating to the Preserve America program.
- Developed outreach efforts to Indian tribes and native Hawaiians by participating in radio interviews and utilizing new media to convey the ACHP message.
- Developed and managed the Chairman’s Award for Federal Achievement in Historic Preservation, which is presented several times each year, usually at ACHP business meetings.
- Serve as co-sponsor with the National Trust for Historic Preservation for the fourth consecutive year to jury and present the joint NTHP/Advisory Council on Historic Preservation Award for Federal Partnerships in Historic Preservation. The award, which is presented each year at the NTHP’s annual conference and publicized nationwide, highlights federal preservation partnership accomplishments.

- Expanded and increased ACHP member and staff participation and presence at preservation conferences and events, and provided speakers, exhibits, and printed material.
- Maintained an active partnership with the National Park Service's Federal Preservation Institute, a federal outreach initiative, to educate senior officials about federal preservation responsibilities, expand preservation-related educational opportunities for federal employees, develop educational tools for Federal Preservation Officers, and develop a Web-based preservation learning portal for officials with preservation-related responsibilities.
- Continued to write and distribute a Preserve America e-newsletter to heighten public awareness of the initiative, celebrate Preserve America Communities and Presidential Award winners, and keep interested organizations, agencies, and other constituents up to date on Preserve America programs and events. All designated Preserve America Communities receive the newsletter. The e-newsletter currently has more than 3,000 subscribers.
- Formed and improved partnerships with other federal agencies' communications operations to better educate audiences about federal historic preservation programs, with particular emphasis on the Preserve America initiative.
- Supported Preserve America Community designation events, and other events which included writing talking points, visuals, handouts, press packets, media outreach, and on the ground assistance.
- Responded to all incoming requests for preservation information directed to the ACHP by the White House, Congress, federal agencies, the private sector, and members of the public.

Enhance ACHP Organizational Capabilities

To enhance its organizational capability, the ACHP has taken the following steps:

- Secured passage of amendments to the National Historic Preservation Act (Public Law 109-453) that includes the authority for the AHCP to secure administrative support from agencies other than the Department of the Interior.
- Used the Budget and Planning Committee, comprised of members of the ACHP, to oversee the work of the agency in managing its finances and respond to issues raised during the recently completed audits.
- Maintained existing federal agency partnerships (Army, USDA, GSA, BLM, and FHWA) and secured a new one (FEMA) to augment the ACHP's resource base and meet ACHP and agency program goals.
- Completed the migration to the Microsoft Exchange Platform and the use of Microsoft Outlook, which allows easier remote access to and sharing of e-mail. The ACHP also created new remote access functionality so staff can access documents on the local area network or their computer desktops from anywhere Internet access is available.
- Upgraded computer system hardware and software to provide greater security and reliability.

Figure 4. Budgetary History, FY 2005–FY 2009
(in thousands of dollars)

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
President's Budget	4,600	4,988	5,118	5,348	5,498
Initial Appropriation	4,600	4,860	4,788	5,348	5,498
Appropriation Adjustment	-64	-72	40	-83	--
Budget Authority	4,536	4,788	4,828	5,265	5,498
FTEs	35	35	35	36	36

Figure 5. Salaries and Expenditures by Object Classification
(in thousands of dollars)

		FY 2008 Enacted	FY 2009 President's Budget	FY 2009 Enacted	FY 2010 Base Adjustments	FY 2010 Adjusted Base	FY 2010 New Initiatives	FY 2010 Estimate	Change from FY 2009 Enacted
11	Salaries	2,958	3,068	3,068	83	3,151	—	3,151	83
12	Benefits	796	836	836	27	863	—	863	27
21	Travel	167	167	167	—	167	—	167	—
22 & 23	Rent, Communi- cations, Misc.	775	782	782	—	782	92	874	92
24	Printing	25	59	59	—	59	—	59	—
25	Other Services	506	536	536	—	536	31	567	31
26	Supplies	9	9	9	—	9	—	9	—
31	Equipment	29	41	41	—	41	177	218	177
	TOTAL	5,265	5,498	5,498	110	5,608	300	5,908	410
	FTEs	36	36	36	—	36	—	36	—

Figure 6. Members, Advisory Council on Historic Preservation
(May 2009)

Chairman

John L. Nau, III (Texas)

Vice Chairman

Susan S. Barnes (Illinois)

Expert Members

John G. Williams, III (Washington)

Julia A. King, Ph.D. (Maryland)

Ann Alexander Pritzlaff (Colorado)

Citizen Members

Mark A. Sadd (West Virginia)

Rhonda Bentz (Virginia)

John A. Garcia (New Mexico)

Native American Member

John L. Berrey (Oklahoma)

Governor

Hon. Mark Sanford (South Carolina)

Mayor

Hon. William Haslam

Knoxville, Tennessee

Architect of the Capitol (Acting)

Stephen T. Ayers, AIA

Secretary, Department of Agriculture

Hon. Thomas J. Vilsack

Secretary, Department of Commerce

Hon. Gary F. Locke

Secretary of Defense

Hon. Robert M. Gates, Ph.D.

Secretary, Department of Education

Hon. Arne Duncan

Secretary, Department of Housing and Urban Development

Hon. Shaun Donovan

Secretary, Department of the Interior

Hon. Ken Salazar

Secretary Department of Transportation

Hon. Ray LaHood

Secretary, Department of Veterans Affairs

Hon. Eric K. Shinseki

Administrator, General Services

Administration (Acting)

Paul F. Prouty

Chairman, National Trust for Historic Preservation

J. Clifford Hudson (Oklahoma)

President, National Conference of State Historic Preservation Officers

Ruth L. Pierpont (New York)

Observers:

General Chair, National Association of Tribal Historic Preservation Officers

Reno Franklin (Stewart's Point Rancheria)

Chairman, National Alliance of Preservation Commissions

Ann McGlone (Alamo Heights, Texas)

Secretary, Department of Homeland Security

Hon. Janet Napolitano

Administrator, Environmental Protection Agency

Hon. Lisa P. Jackson

Figure 7. Advisory Council on Historic Preservation Organizational Structure
(May 2009)

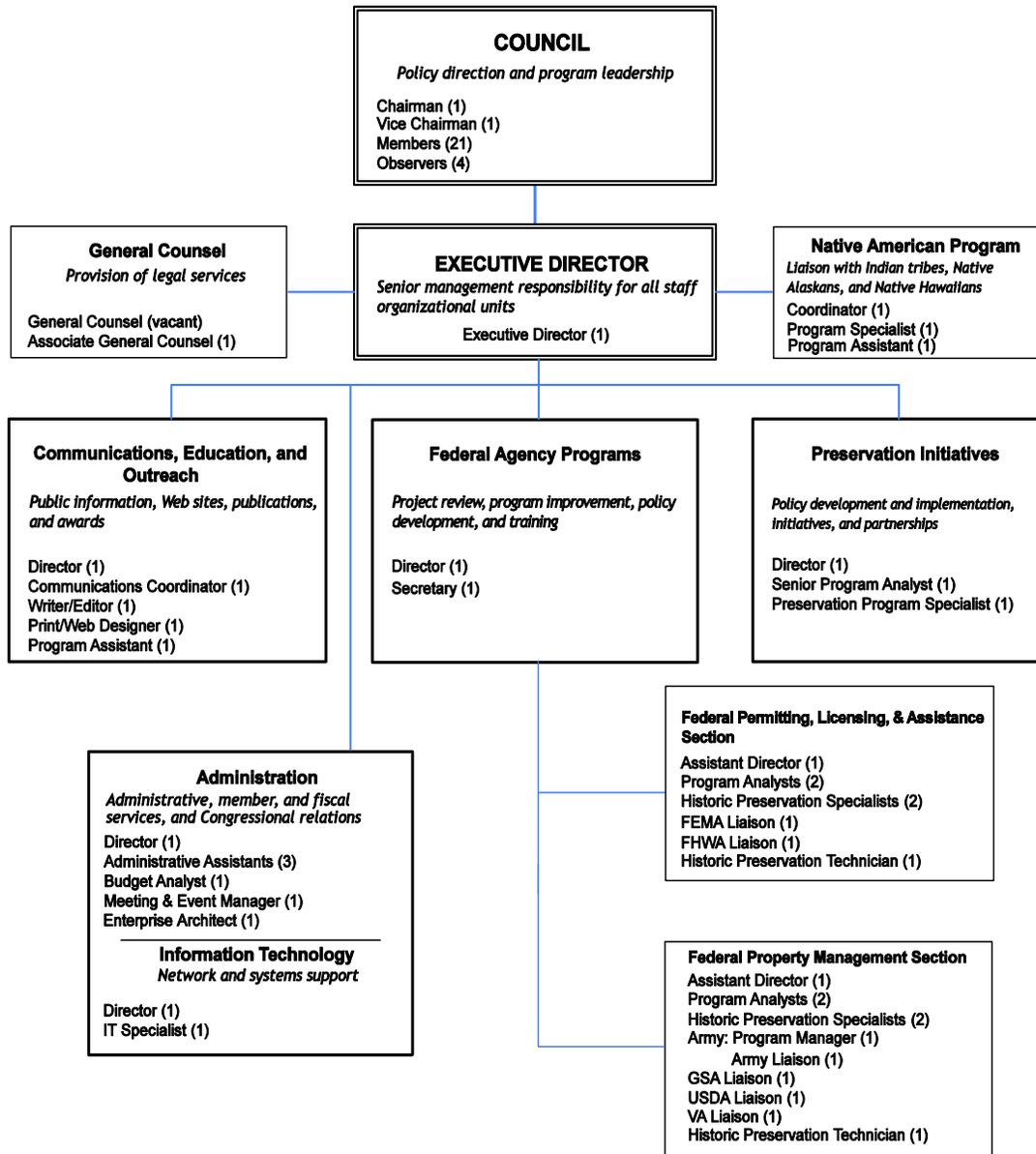


Figure 8. ACHP Six-Year Strategic Plan (adopted by ACHP members November 9, 2006)

The mission of the ACHP is to promote the preservation, enhancement, and productive use of our nation's historic resources, and advise the President and Congress on national historic preservation policy.

ADVOCATE PRESERVATION POLICY: To advance effective public policies that promote the protection, enhancement, and productive use of historic properties and support and encourage historic preservation activities carried out by federal, state, local, and tribal governments and the private sector.

- Shape executive branch and congressional preservation policy to advance the goals of the National Historic Preservation Act and the Preserve America initiative.
- Develop and implement initiatives that promote the economic, educational, and social benefits of historic preservation as embodied in the Preserve America initiative.

IMPROVE FEDERAL PRESERVATION PROGRAMS: To foster the development of federal agency programs that enhance the stewardship of historic properties and contribute to tribal, state, local, and private historic preservation efforts.

- Improve the effectiveness, coordination, and consistency of the federal preservation program.
- Collaborate with federal agencies and other stakeholders to highlight best practices and overcome obstacles to the preservation and productive use of historic properties.
- Assist federal agencies in meeting the goals and requirements of the Preserve America Executive Order.
- Encourage public and private use of partnerships to advance historic preservation goals.

IDENTIFY, PROTECT, AND ENHANCE HISTORIC PROPERTIES: Foster outcomes in the federal consideration of impacts to historic properties that advance the purposes of the National Historic Preservation Act and the Preserve America initiative.

- Promote an increased understanding of the historic preservation process and enhance effective participation through technical advice and the development of tools, guidance, and outreach.
- Enhance the capabilities of federal agencies, tribal, state, and local governments, and Native Hawaiian and non-profit organizations to carry out their respective roles in the Section 106 process and improve communication among these parties.
- Focus ACHP involvement in individual Section 106 cases to maximize preservation benefits to the public and improve the operation of the Section 106 process.
- Improve the coordination of Section 106 with Sections 110 and 111 of the National Historic Preservation Act, the Preserve America initiative, and related federal environmental and preservation processes to assist federal agencies in fulfilling their stewardship responsibilities.

COMMUNICATE THE ACHP'S MESSAGE: To inform and educate stakeholders, the public, and their governmental representatives about the ACHP's mission and activities, the national historic preservation program, and the Preserve America initiative.

- Advance understanding of the roles of the ACHP and of the federal partners in the national historic preservation program.
- Promote public and governmental understanding of, and participation in, the Preserve America initiative.
- Educate the Congress and policy officials in the executive branch about the economic, educational, and social benefits of historic preservation.

SUPPORT AND ENHANCE ACHP ORGANIZATIONAL CAPABILITIES: To maximize the effectiveness and efficiency of the members and staff in meeting the needs of the ACHP's customers and in carrying out the ACHP's mission.

- Determine the type and level of resources necessary to effectively carry out the ACHP's mission and secure

those resources from public and private sources in a timely manner.

- Maintain and expand partnerships with federal agencies, tribal, state, and local governments, Native Hawaiian organizations, and private parties to advance the ACHP's mission and goals.
- Develop and implement a human capital strategy that recognizes and responds to the demographics of the ACHP's existing workforce and provides opportunities for the ACHP to recruit and retain employees who reflect the diversity of America and that will best serve the ACHP's mission.
- Enhance internal operational performance and efficiency by improving teamwork, communication, information technology resources, professional development, and work processes.
- Improve service to ACHP customers by identifying major areas of customer interaction and implementing goal-driven enhancements that respond to stated customer needs in measurable ways.

Figure 9. Section 106 Reviews

Table A: Monthly Case Load vs. Closed Cases (October 2007 – March 2009)

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

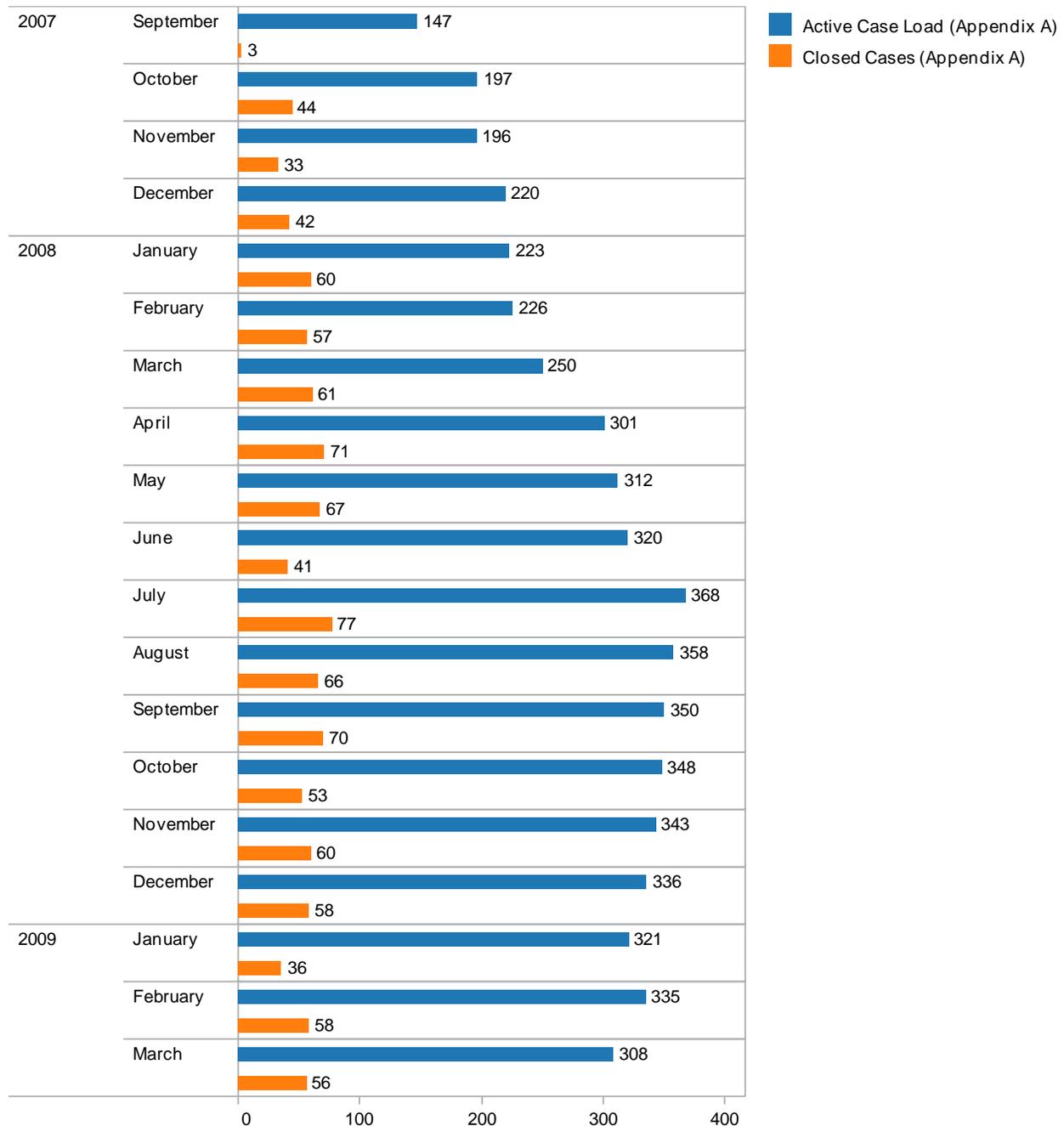


Table B: New Cases Each Month By Type

This chart illustrates the number of cases received by the ACHP in the month shown. Included are only those cases formally presented for action to the ACHP by federal agencies. Each bar shows those where the ACHP decided that it would participate (the orange section of the bar), and those cases where the ACHP declined to participate (the blue section of the bar). 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.

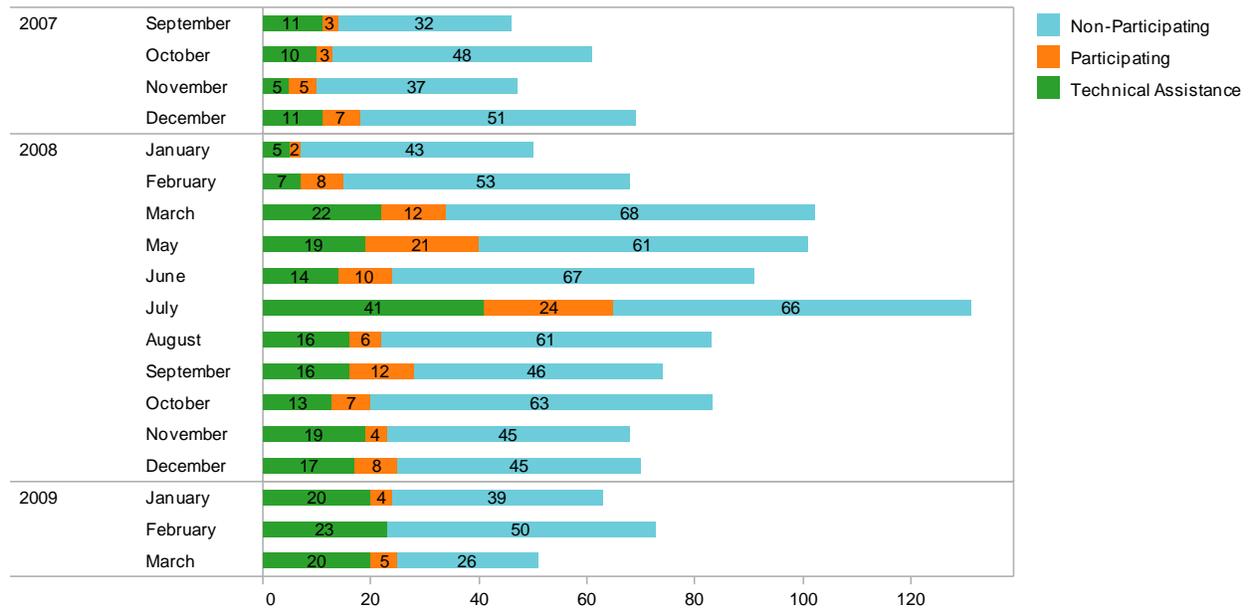


Table C: Participating vs. Non-Participating Cases (October 2007 – March 2009)

This chart shows the overall percentage of cases where the ACHP decided that it would participate (the orange section), and those cases where the ACHP declined to participate (the blue section) during the period.

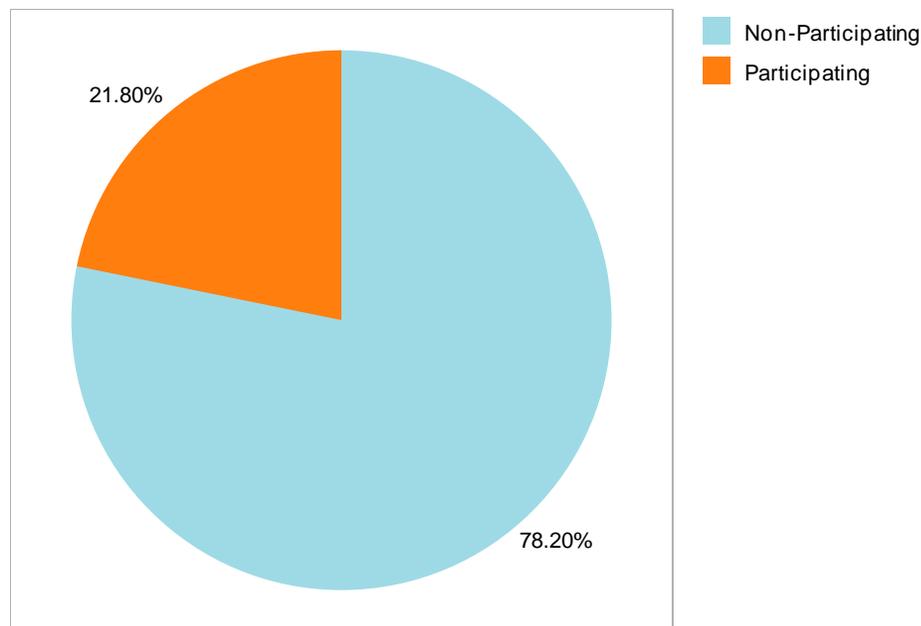


Table D: Case Lifecycle: Participating Closed Cases (October 2007 – March 2009)

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.

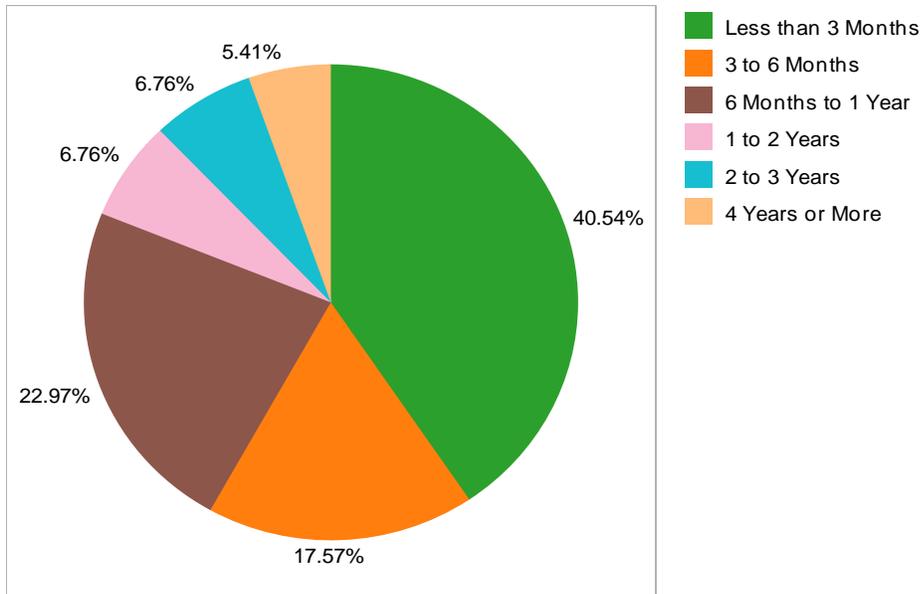


Table E: Case Lifecycle: Participating Open Cases (as of March 31, 2009)

This chart shows the amount of time cases that were open as of March 31, 2009 have been open since they were formally presented to the ACHP for review by a federal agency.

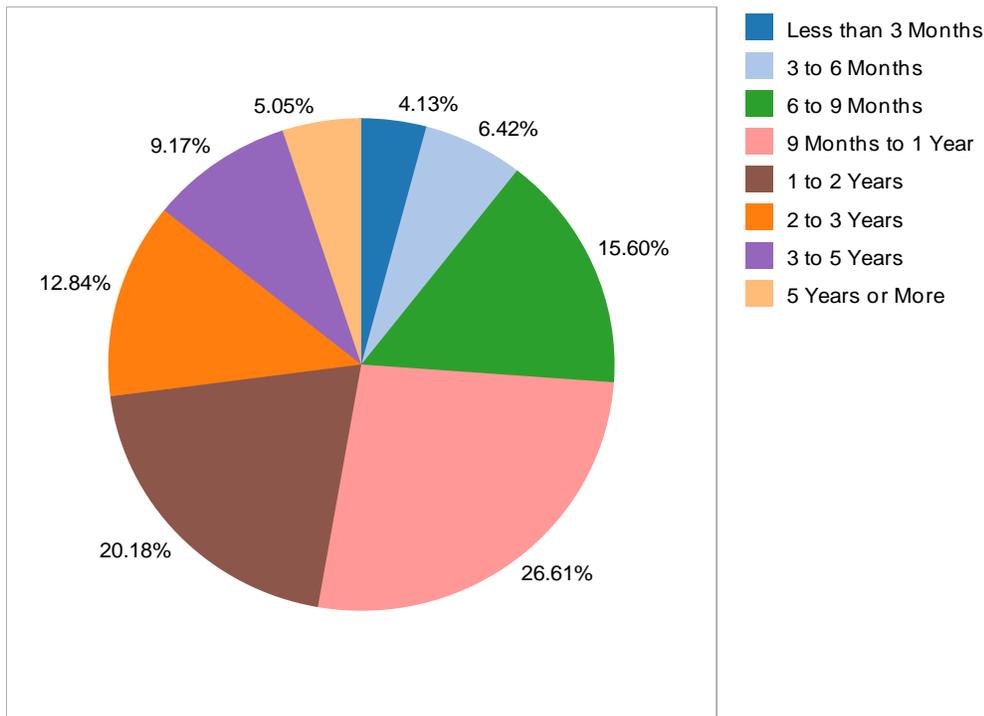


Figure 10. High Profile Section 106 Cases Involving the ACHP, FY 2008

STATE	AGENCY	CASE	NOTEWORTHY
Alaska	Federal Highway Administration, Department of Transportation	Creation of a Draft Programmatic Agreement for Roadway and Bridge at Knik Arm near Anchorage	Establishment of creative mitigation strategy for accommodating new road and related future development anticipated due to improved accessibility
Arizona	Bureau of Reclamation, U.S. Geological Survey, National Park Service, Bureau of Indian Affairs, U.S. Fish and Wildlife Service	Glen Canyon Dam Project	National icons and properties of religious and cultural significance to tribes affected by planning of complex energy project
California	U.S. Forest Service, Bureau of Land Management	Medicine Lake Highlands Historic Properties Management Program	Developed a model program for the management of a Native American traditional cultural properties district
California	Bureau of Land Management	Hay Ranch Water Extraction and Delivery System Programmatic Agreement	Tribal concerns due to potential adverse effects to a site significant for its religious and cultural values
Colorado	Federal Highway Administration, Department of Transportation	Programmatic Agreement for 144 Miles of Interstate Highway 70 Corridor Improvements West of Denver	Innovative mitigation measures for a linear project area with numerous and diverse historic properties
District of Columbia	National Park Service	Lincoln Memorial Security Project	National icons affected by development of security measures on the National Mall
District of Columbia	General Services Administration, National Capital Planning Commission, Commission of Fine Arts	Renovation of Old Department of the Interior Headquarters Building	Innovative prototype for historic structure rehabilitation and modern construction integration

STATE	AGENCY	CASE	NOTEWORTHY
District of Columbia	Armed Forces Retirement Home, General Services Administration, National Park Service, National Capital Planning Commission, Commission of Fine Arts	Armed Forces Retirement Home Programmatic Agreement	Outlines procedures to guide development and mitigation actions on 272-acre NHL and the President Lincoln and Soldiers' Home National Monument
District of Columbia	National Park Service, National Capital Planning Commission	Martin Luther King, Jr. National Memorial	Congressional action resulted in selection of a site on the National Mall prior to initiation of the Section 106 review process
District of Columbia	National Park Service, Commission of Fine Arts, National Capital Planning Commission, Smithsonian Institution	Development of National Mall Plan	National icons affected by complex Section 106 consultation on the future use of the National Mall
Hawaii	U.S. Department of the Navy, National Oceanic and Atmospheric Administration, National Park Service	NOAA Pacific Regional Center, Ford Island	Mitigation plan for the consolidation of regional facilities and the future preservation and reuse of historic structures within an NHL district
Hawaii	Environmental Protection Agency	Disposal of <i>Falls of Clyde</i> Historic Ship, Honolulu	Development of procedures to facilitate transfer and protection of an NHL and unique resource type
Hawaii	National Science Foundation, National Park Service	Placement of Solar Telescope on Mount Haleakala, Maui	Complex consultation for proposed new development on a site of religious and cultural importance to Native Hawaiian organizations
Illinois	U.S. Forest Service, U.S. Department of Agriculture	Shawnee National Forest and Midewin National Tallgrass Prairie Programmatic Agreement for Prescribed Burning	Establishment of a streamlined process to enable the important environmental effort of prescribed burning
Iowa	Environmental Protection Agency, U.S. Department of Housing and Urban Development	Reclamation of former Iowa Steel and Iron Works Property	Reclamation of an industrial site as part of an economic redevelopment initiative
Kentucky	Federal Highway Administration, U.S. Department of Transportation	Interstate 65 to U.S. Highway 31 West Connector Highway Project	Potential impact to rural landscape, archaeological sites and human burials in underground caves as a result of indirect and cumulative project effects

STATE	AGENCY	CASE	NOTEWORTHY
Louisiana	Federal Emergency Management Agency, U.S. Department of Homeland Security	Demolition and Replacement of State Office Building and State Office Building Annex in New Orleans	Demolition of state office buildings damaged by Hurricane Katrina
Louisiana	Federal Emergency Management Agency	Funding for the Recovery School District for Repair and Rehabilitation of the Andrew H. Wilson School and Demolition of Annex	Rehabilitation of historic school and demolition of the school annex to enable construction of a new addition.
Louisiana/Mississippi	Federal Emergency Management Agency, U.S. Department of Homeland Security	Retroactive Funding Under Hazard Mitigation Gulf Coast Grant Program	Establishment of “after the fact” Section 106 reviews for hazard mitigation activities required to address unprecedented impacts of Hurricanes Katrina and Rita
Maryland	Federal Highway Administration, U.S. Department of Transportation	Monocacy Battlefield NHL Highway Impacts	NHL; Potential impacts to a “priority 1 battlefield” (as designated by the American Battlefield Protection Program of the National Park Service)
Minnesota	National Park Service	Amendment of Preservation Agreement for Historic Fort Snelling, A National Historic Landmark Site	Changes to the physical facilities and operations of a historic site operated by a non-profit organization, within the boundaries of a National Park Service unit
Mississippi	U.S. Department of Housing and Urban Development	Programmatic Agreement for Hurricane Katrina Housing Response Efforts	Establishment of streamlined Section 106 reviews to assist homeowners in four coastal counties affected by Hurricane Katrina
Nebraska	General Services Administration	Nebraska Federal Office Building, Omaha	Disposal of surplus federal property that is eligible for the National Register of Historic Places
Nevada/California	U.S. Forest Service, Department of Agriculture	Programmatic Agreement for Regional Section 106 Streamlining	Development of a regional PA to streamline the Section 106 compliance process repetitive activities
New Mexico	U.S. Forest Service, Department of Agriculture	Permits for Exploratory Uranium Mining Drilling on Mount Taylor, Cibola National Forest	Complex Section 106 consultation on potential impacts to a traditional cultural property

STATE	AGENCY	CASE	NOTEWORTHY
New Mexico	Bureau of Land Management	Memorandum of Agreement for Permian Basin Oil and Gas Development	Establishment of creative mitigation measures for energy projects
Pennsylvania	U.S. Army Corps of Engineers, Philadelphia District	Geigel Hill Road Bridge Programmatic Agreement	Public controversy regarding demolition and replacement of an historic bridge
Virginia	Maritime Administration, Department of Transportation	Disposal of the Decommissioned <i>USS Gage</i> Armed Transport Vessel	Conveyance of a unique resource type with limited reuse potential
Washington	Federal Highway Administration, U.S. Department of Transportation	Construction of the Port Angeles Graving Dock	Expansion project affecting archaeological sites and human remains; strong tribal interest
Western States	Bureau of Land Management, U.S. Department of Energy, U.S. Forest Service, Department of Defense, U.S. Fish and Wildlife Service	West-wide Energy Corridors	Development of review and mitigation protocols for adverse effects resulting from the designation of corridors for pipelines and power transmission systems in 11 western states

Figure 11. Preserve America Initiative—Program Support

Activity	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL (Sept. 30, 2008)
PA Community applications reviewed	247	138	128	163	173	849
PA Presidential Awards applications reviewed	107	37	85	54	67	350
PA Grant applications reviewed (with NPS)	--	--	160	172	219	551
PA Community designation events supported	15	6	6	18	32	77*

Preserve America Community applications

Of 849 applications received through FY 2008, 439 required additional follow-up work with the applicants. This included 434 initial follow-up letters, 109 second letters, and many telephone conversations and e-mail exchanges. The result was 332 applications that were revised and/or augmented and then given a second review. Of these, an additional 303 were then qualified for designation. All 713 of these applications recommended for designation required (1) transfer to NPS for their review and concurrence, including consultation on questionable submissions; and (2) managing preparation and distribution of certificates, letters of designation, road signs and letters, packets of resource materials, profiles for Web site, and notification letters to congressional delegations and State Historic Preservation Officers.

Preserve America Presidential Awards applications

ACHP staff conducts an extensive call for nominations and an informational effort to solicit award nominations. Each year more than 2,000 printed forms are sent by mail and more than 2,400 are distributed electronically. Staff members process all entries, intensively research nominations to ensure accuracy and quality, conduct a selection process that involves an interagency staff review, a jury of policy-level officials and ACHP members, and a final screening by senior Administration officials. The White House makes final selections. The ACHP assists the White House in all aspects of the presentation ceremony involving the President and the First Lady.

Preserve America Grants applications

Includes ACHP staff prescreening review (with NPS) and participation on NPS-chaired interagency selection panel to make funding recommendations, as well as publicizing the availability of grants to potential applicants.

Preserve America Community designation events

*A total of 377 Preserve America Communities have participated in these 77 events. The level of ACHP support is dependent on venue and level of involvement but may include local arrangements; invitations; drafting of community descriptions, talking points, and other materials; staffing for event; staging; processing and transmittal of award certificates; coordinating the program, media relations, and on-site arrangements; providing off-site handout and collateral materials.



Preserving America's Heritage

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