

Preserving America's Heritage

TRANSITION PLANNING OVERVIEW

With a change in Administration beginning in January 2009, the ACHP needs to discuss transition and develop strategies and materials to help make the shift as efficient and effective as possible. The new Administration will need background information on the ACHP, the national historic preservation program, and Preserve America in order to make timely decisions about policies, program priorities, appointments, and other matters.

The square table discussion scheduled for August 14 should focus on a number of issues, including:

- 1) Wrap up and transition of Priority Tasks—identify what gets carried forward, and how these relate to longer-term Strategic Plan priorities
- 2) Member transition, including leadership, committee structure, and carryover
- 3) Timing and timeline for the remainder of FY 2008, and at least the first half of FY 2009
- 4) Introducing the ACHP to new Administration
 - a) How? Messages, vehicles, and content
 - b) Value of the ACHP as forum and advisor, Section 106, Preserve America, Native American Program, other specific activities
 - c) Statutory vs. discretionary activities
- 5) Introducing the ACHP to new members as they are named
 - a) How? Messages, vehicles, and content
 - b) Details on programs and operations
- 6) Discuss major discretionary programs that should be carried forward:
 - a) Preserve America
 - b) Agency program improvement and liaison agreements
 - c) Executive Order 13287 implementation (Senior Policy Officials, Section 3 reporting)
 - d) Training (for key players, including new ACHP members, SPOs, etc.)
 - e) Other priorities
- 7) Short-term activities to prepare for transition
 - a) Research
 - b) Budget priorities and performance measures
 - c) Briefing papers
 - d) Contacts
- 8) Roles and responsibilities for transition planning and follow-through

9) Challenges/constraints

Enclosed are the following background documents to assist the members in this discussion:

- ACHP Priority Tasks for Completion by the End of This Administration
- ACHP Budget Justification, FY 2009, Summary and Highlights (*Excerpt*)
- ACHP Strategic Plan, 2006-2012, Long-Range and Six-Year Goals (*Excerpt*)

ACHP Priority Tasks For Completion By The End Of This Administration
Implementation Plan and Schedule
August 1, 2008

Preserve America

1. Secure commitments for the continuity for the Preserve America program through passage of PA/SAT legislation.

Tasks: Track status of Hill co-sponsors, hearing schedule, and related progress, and report regularly to Chairman, Executive Director, PA Steering Committee, PI Committee and Council on progress. Respond to requests for hearing testimony or outreach as assigned. Continue to prepare PA/SAT state reference cards for Hill visits as needed, in cooperation with OCEO.

Lead: ED, OPI (Null/Anzalone), OCEO

Status: Mark-up completed in Senate. Bill is part of an omnibus package of bills that would be submitted for unanimous consent. House bill passed, but with different provisions than Senate bill. Goal is to get Senate bill to conform to House bill. Expecting floor action in September. Continuing to work with Chairman, reporting regularly, and updating partners on status.

2. Secure firm budget support for the program, with performance measures.

Tasks: Finalize interagency funding and budget priorities for the remainder of FY 2008. Respond to agency inquiries about spending and mechanisms for transfer of funds. Track progress of FY 2009 budget request, and assist Executive Director and Chairman with information and updates as requested.

Lead: OPI (Anzalone/Null), OA (Cox)

Status: Working with Preserve America Steering Committee to secure agency operating funds for remainder of 2008 and into 2009. Commitments received from majority of agencies; several of these may not actually complete funds transfer until FY 2009. PA grants budget support likely to be through continuing resolution for FY 2009 budget (President's request was for \$10 million). Several performance measures for the community program have been proposed, including grants performance measures developed through DOI.

3. Update outreach materials, including those targeted to a new administration.

Tasks: Work with Executive Director and OCEO on content for new PA brochure and 5-year summary of achievements. Assist with materials on PA for transition to new administration. Transition planning session scheduled for August ACHP meeting.

Lead: OPI (All), OCEO

Status: Assessment of web needs and changes to website underway. Publications review and new material planning also underway. New Preserve America collateral and integrated ACHP and Preserve America website scheduled to be completed by end of year. Transition planning session set for August ACHP meeting and background materials prepared.

4. Establish a Preserve America Partners organization, including a Preserve America Communities Alliance.

Tasks: Review Dutko products regarding establishing the PA Communities Alliance and advise on content. Review list of PA communities and identify possible interviewees for Dutko, as well as possible lead communities and individuals. Prepare preliminary proposal for PA Community Summit that could be held in the fall of 2008 or spring 2009 (?). Work with National Alliance of Preservation Commissions on their summer forum scheduled for New Orleans in July 2008 to lay some groundwork for Summit. Provide information on PA as requested as well as staff support for Dutko development as assigned by Executive Director.

Lead: Chairman's office (Baker), OPI (Anzalone/Rodenstein)

Status: Identification of organizing strategy begun; further work deferred pending passage of legislation.

5. Complete Preserve America Summit implementation products per established schedules and a clear game plan and milestones for a longer term, continuing, or remaining items.

Tasks: Prepare plan and schedule for remaining Summit implementation in 2008, and query lead agencies on their expected product and/or completion schedule as applicable. Develop public outreach and reporting plan to share results of work on the Summit recommendations with interested public. Also provide mechanism for public comment on recommendations and results via the website as they are reported.

Lead: OPI (Null), OA (Cox)

Status: Monthly progress reporting on recommendations continuing; Policy-level oversight meeting held in July and scheduled for October. ACHP-led recommendations underway and proceeding on track. Planning to post public progress reports on website to coincide with 1-year anniversary since issuance of PA Summit report.

6. Have 2009 Preserve America Presidential Awards program in place with briefing materials prepared for new administration.

Lead: OCEO

Status: 2009 nomination form and announcement plan underway on regular schedule. OCEO is working with the CEO committee on the creation of a document to guide the new administration efficiently through the awards process in 2009.

7. Establish Preserve America Stewards program to recognize volunteer organizations and their heritage site stewardship efforts.

Tasks: Create program concept and designation application based on Four Corners site stewards programs and similar models; have approved by ACHP leadership, PA Steering Committee, and White House, with public unveiling and initial implementation during FY 2008.

Lead: OPI (Null/Anzalone)

Status: PA Stewards program announced by Mrs. Bush at PA Presidential Awards ceremony on May 12, and applications open. Information and application posted on PA website. Outreach to inform potentially interested parties and invite applications begun, and discussed in Preservation Initiatives committee. Have begun to receive and review applications, and discussions underway for initial

designation event in fall. Meetings have been held and letters sent to BLM, USFS, and NTHP inviting involvement, partnership, and promotion assistance. In particular, awaiting response from BLM on operational assistance and arrangements.

Preservation Initiatives

1. Complete and publish guidance on archaeology and heritage tourism.

Tasks: Work with OFAP and Archaeology Task Force on revising draft principles and guidance. Prepare for meeting of ATF on 18 April, and assist with preparation of materials for presentation to ACHP at May meeting, with final product(s) approved at August meeting.

Lead: OPI (Anzalone), OFAP (McCulloch)

Status: Draft completed and published in the Federal Register for comment. ATF meeting to review and revise draft held on July 29. Planned presentation and adoption at the ACHP August meeting. After adoption, will begin working on related guidance materials such as case examples and model programs for web posting into 2009.

2. Complete heritage tourism best practices project funded by EDA.

Tasks: Finalize Commerce/EDA Interagency Agreement for heritage tourism best practices project and implement.

Lead: OPI (Anzalone/Rodenstein), OA (Cox)

Status: Interagency agreement completed, final execution of all documents on June 9. Need to develop detailed implementation plan and begin to collect materials for the project as time and staffing permit. Funding for the project available through FY 2009.

Federal Agency Programs

1. Complete modernization of the BLM nationwide programmatic agreement.

Tasks: Work with BLM on the agreed-upon ACHP-BLM Action Plan with first ACHP deliverables complete by April 30, 2008. Maintain close involvement of BLM leadership in joint progress to address nationwide PA issues.

Lead: OFAP (Nelson/Brown)

Status: OFAP deliverables under the Action Plan were completed by the April 30th deadline. Meeting between leadership of agencies has continued. Meanwhile inter-agency commentary on the draft letter BLM proposed sending to tribes suggested fundamental problems with BLM's approach. As such, little, if any, progress under the Action Plan can be reported and efforts to "modernize" the BLM seem in jeopardy. Course of action for ACHP being discussed with Chairman.

2. Complete revisions to the NPS programmatic agreement.

Tasks: Continue close coordination with NPS on response to draft comments and work toward development of a final draft with anticipated execution by the August business meeting. Maintain throughout the remaining drafting effort close coordination with the FAP Committee.

Lead: OFAP (Nelson/Fanizzo)

Status: Completed 2-day working meeting with NPS Task Force in late July. Revisions for final draft are being prepared by NPS with expectation that the revised nationwide programmatic agreement will be signed at the St. Louis business meeting.

3. Secure agreements and funding commitments to continue existing liaisons.

Lead: OFAP (Klima) and OA (Cox)

Status: As follows for individual agreements:

Army: MOA does not expire until July 2010. Funding under existing IAA will expire in September 2008, but will likely be extended beyond that date due to changes in the staffing of the position and movement of the position to the Aberdeen Environmental Center. Recruitment has been completed for the second Liaison position and a selection is anticipated by mid-August. Meanwhile there has been no further word from Army about another Liaison based in the DC Headquarters office.

FEMA: MOA and funding expire in October 2008. Discussions underway with FEMA for extension into next FY.

FHWA: MOA and funding extend to 31 May 2009.

GSA: Agreement in place for funding until March 2009.

HUD: Agreement no longer a “liaison” agreement but, instead, an agreement for specific deliverables. Existing agreement will expire on 30 September 2008. Work is on schedule to meet deliverable dates.

USDA: Funding on the current agreement expires on 30 September 2008. USDA is unable to commit funds beyond the current FY.

BLM: A new detailee is now in place and will remain so until mid-November

4. Complete at least one new liaison agreement.

Lead: OFAP (Klima)

Status: Completed. A new partnership with the Department of Veterans Affairs has been put in place and is fully operational.

5. Coordinate response to NAPA report with NPS, including establishment of a system for the regular review of nationwide programmatic agreements.

Task 1: Work with NPS on the development of performance measures for the national preservation program. Toward this end, start discussions with key stakeholders to determine if the best approach would be to enter into a contract with the National Academy of Public Administration to develop performance measures with goal of measures that would gain OMB support.

Lead: OFAP & ED

Status: Request for proposals from NAPA has been reviewed and modified to reflect ACHP concerns. ACHP staff participants designated. First meeting of the designated working group is scheduled for the first week of August.

Task 2: Work with FAP subcommittee to develop customer-based survey and assess costs associated with conducting such a survey of Section 106 users.

Lead: OFAP

Status: A subcommittee of the FAP committee was designated at the May business meeting, but no further progress has been made to date.

Task 3: Continue efforts to modernize key nationwide agreements [NPS, BLM, Removal of World War II temporary structures (DoD) & recreational residences (USFS).] Request agency performance appraisal on the dozen remaining nationwide agreements and establish amendment priorities as appropriate. Develop baseline reporting standards for nationwide PAs for incorporation into future nationwide PAs.

Lead: OFAP

Status: The tasks remains outstanding, beyond progress made on the NPS nationwide agreement. DoD has agreed to complete a report on the the status of buildings subject to and treated thus far under the WWII Temp PA; the consulting parties will meet again in late August to review the report and determine next steps. The Forest Service is currently considering how it may find the resources to complete the eligibility determinations of rec residences which are required under an earlier PA and would be a key component of an ACHP Program Comment.

6. Complete revisions to Corps of Engineers Appendix C.

Tasks: ACHP leadership should continue to work with Corps leadership to attempt to broker differences that now exist in approach to revising Appendix C. Assuming these policy disagreements are resolved, work with the Corps to secure ACHP member support for a revised framework at the August business meeting.

Lead: OFAP (Vaughn/Eddins)

Status: Meetings ongoing with OMB Office of Information and Regulatory Affairs to seek compromise approach to resolve differences between ACHP and Corps.

7. Develop effective Section 106 performance measures.

Tasks: ACHPconnect is now being used in OFAP for §106 case management with full implementation scheduled for 1 May. We should be able to provide OMB with reports on the performance measurements they requested for a 6-month period in November.

Lead: OFAP (Klima) & OA (Cox)

Status: Accomplished. ACHPConnect is underway and all cases for FY2008 to the present have been entered into the new system.

Native American Program

1. Secure stable funding base for NAAG to ensure its continuation. (NAP)

Tasks: Leadership should look to the federal members of the ACHP to contribute to NAAG's funding as NAAG advises the membership on Native American policy and program issues. Funding commitments should be secured by the August ACHP meeting.

Lead: NAP (Hauser)

Status: NAAG funding should be included in transition planning discussions and focus on developing a strategy that secures funding for FY 09 and addresses long-term funding.

2. Resolve issue of HUD's delegation of tribal consultation responsibilities.

Tasks: Leadership should pursue assistance from the Office of Intergovernmental Affairs to set up and participate in a meeting with HUD leadership and NAAG. The first meeting should take place during the week of May 12. ACHP should also seek policy support from IGA to ensure that HUD changes its current policy. ACHP and IGA should request a resolution from HUD by the August ACHP meeting.

Lead: NAP (Hauser)

Status: HUD met with NAAG in May 2008 and later responded to NAAG in writing that it stands by its original opinion that it has the authority to delegate its tribal consultation to applicants. NAAG has not yet met to discuss HUD's response. Therefore, ACHP should not take further action at this time.

3. Ensure continuation of Indian Affairs Executive Working Group in the next administration.

Tasks: ACHP staff has already taken a leadership role on the EWG and is co-chairing the latest initiative to develop consultation guidance, a communication network, and ongoing training for federal employees. Certain products are to be completed by the end of the fiscal year but, overall, this is a long-term project that will continue into the next administration. In addition, the group will prepare briefing materials about the EWG for administration transition teams.

Lead: NAP (Hauser)

Status: EWG members continue to discuss transition issues including the development of a packet of materials to be available to each member and the White House Office of Intergovernmental Affairs. These information packets could be included with each agency's and White House transition documents.

Communications

1. Update communications strategies and activities, including Web site overhaul. (OCEO)

Tasks: This falls into five major areas: (a) development and sign-off on new strategic communications plan; (b) analysis of existing materials; (c) creation of budget request; (d) prioritization of projects; (e) implementation of projects in priority order. We have identified the following areas as priorities for updating:

- Development of an updated look for collateral and website: summer 2008
- Development of new collateral (PA trifold, PA overview fact sheet, OFAP brochure, public participation in 106 brochure, About the ACHP brochure, NAP brochure): fall 2008 and ongoing
- Update of website: fall 2008/winter 2009
- Event materials revamp (revise booth, revise ACHP banners, revise PA banners) fall 2008.
- Development of new programs (such as PA lecture series): summer and fall 2008)

Lead: OCEO

Status: Budget for revised look and feel of website and collateral has been presented to Executive Director and approved. Review of website content has been completed. Executive Director has approved re-design of materials. New material planning is taking place.

Administration

1. Obtain OMB waiver for ACHP annual audit.

Tasks: OMB has the authority to waive the requirement for an annual audit pursuant to the Accountability of Tax Dollars Act for agencies with an annual budget of \$25M or less. With an annual budget of \$5M, the ACHP is seeking relief from this requirement from OMB.

Lead: OA (Cox)

Status: After a delay of 7 months, OMB has now directed us to work with another office on this issue. Formal correspondence from Chairman to OMB's Controller scheduled to be delivered in August.

2. Create ACHP transition plan for new administration. (ED/OCEO/OA)

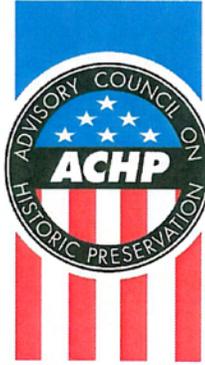
Status: This will be a focus of discussion at the August meeting of the Council.

3. Implement OPM-certified performance appraisal system for SES employee.

Tasks: Staff proposal (already vetted by OPM) to be presented to Executive Director in April, which will then need Chairman sign-off before proceeding. With proposal in hand, contractor will provide pricing for development and acceptance by OPM. Depending on cost, securing funds from outside source (Alumni Association?) may be necessary if implementation in FY 2008 is to occur.

Lead: OA (Cox)

Status: Have received preliminary comments from OPM and hope for provisional approval of system in August once OPM has received additional information from ACHP.



Preserving America's Heritage

**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2009**

February 2008

ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2009

FY 2009 Request

The ACHP requests \$5,498,000 with a staff of 36 FTE to fund its basic operations.

1. SUMMARY AND HIGHLIGHTS

FY 2009 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 "foster conditions under which our modern society and our prehistoric and historic resources can exist in productive harmony and fulfill the social, economic, and other requirements of present and future generations." 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 educational, economic, 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 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, appreciation, 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 local, regional, and national economic well-being and to further Americans' understanding of their rich heritage and the foundations of American values.

These themes are embodied in the ACHP's recent work and will continue to guide its activities in FY 2008 and FY 2009. In more concrete terms, these themes find expression in the following areas of achievement.

1. Implementing Preserve America

The ACHP developed the Preserve America initiative with the White House in 2003, culminating in the most comprehensive executive branch commitment to the advancement of the goals of the NHPA since its inception in 1966. To implement Preserve America, the ACHP works closely with the White House, the Department of the Interior (DOI), and a number of other federal agencies. The ACHP is also working with these partners to gain permanent legislative authority for the program.

The Preserve America initiative is multifaceted and features the leadership and active involvement of First Lady Laura Bush, Honorary Chair of Preserve America. The initiative has stimulated active participation of all levels of government and the private sector to preserve and use historic resources in a manner that encourages a better appreciation of America's history and diversity and promotes economic development. Preserve America includes promotion of heritage tourism as an important strategy that combines preservation and economic development. The initiative has been so successful that in October 2007 legislation was introduced in both houses of Congress to make the program permanent.

The initiative features the following components:

- annual Presidential Awards for outstanding preservation achievement;
- a program to recognize and designate Preserve America communities and neighborhoods throughout the nation (as of January 2008 there are 585 designated communities);
- educational initiatives in association with the private sector; and,
- a \$5 million Preserve America Grants program in both the FY 2006 and FY 2007 budgets, which is administered by the National Park Service in consultation with the ACHP. Over the two-year period, 140 grants have been made to communities, Indian tribes, and State Historic Preservation Offices in 40 states. For FY 2008, the National Park Service budget includes approximately \$7.5 million for Preserve America Grants. The ACHP maintains a Web site on the initiative at www.preserveamerica.gov.

In October 2006, Mrs. Bush led a national Preserve America Summit to mark the 40th anniversary of the passage of the National Historic Preservation Act. The Summit was held in New Orleans where the rebuilding of that historic city exemplified the challenges confronting preservation and the opportunities the Act provides to meet them. Summit participants developed a series of ideas on how the national historic preservation program should evolve to meet future needs. In September 2007, the ACHP published its Preserve America Summit findings and recommendations and distributed them widely in hard copy and electronic versions. A summary can be found at www.preserveamerica.gov/summit/html. The ACHP and the Summit partners later assembled to discuss implementation of the ACHP's 13 principal Summit recommendations. During FY 2008, a major focus of the ACHP's efforts will be working with the Administration and appropriate federal agencies on the implementation of these ideas. The ACHP has lead or co-lead responsibility for seven of the 13 recommendations.

The Administration and the Preserve America partner agencies recognized the value of the Preserve America initiative and, at the beginning of FY 2008, the Administration proposed legislation to permanently authorize the Preserve America and Save America's Treasures programs (H.R. 3981 and S. 2262). We expect this to be a major focus of work with the Congress in FY 2008.

A full description of all of the elements of the Preserve America program can be found on pages 13-18.

2. Promoting Better Federal Stewardship

As an integral part of the Preserve America initiative, 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, 2006, the ACHP delivered the first Report to the President on implementation of Section 3 of the Executive Order. The 68-page report documents how agencies will continue to inventory, use, and protect their historic properties as directed by the Executive Order. This report was the first 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. 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 Senior Policy Officials who have been designated as the senior policy contact in their agencies for preservation matters, in accordance with the Executive Order. During FY 2009, the ACHP will be responsible for delivering the second Report to the President on agency progress on implementation of Section 3 of the Executive Order.

3. Responding to the Destruction Caused by Hurricanes Katrina and Rita

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 played a central role in assisting federal and state agencies funding housing projects in Louisiana, balancing program goals and historic preservation values. A comprehensive Programmatic Agreement was developed with the Louisiana Office of Community Development for the administration of "The Road Home Program" to ensure that statewide housing programs aimed at improving the condition and availability of housing in areas hardest hit by the hurricanes consider the unique needs of historic properties. Similarly, the ACHP was involved in the review of the Housing Authority of New Orleans' proposal to redevelop four historic public housing developments that contain approximately 5,000 units. Consultation focused on the design of new construction, location of scattered site housing, and linkages between the redeveloped public housing sites and existing historic district. With both of these programs, the ACHP was able to further encourage the reuse of historic housing while allowing those most directly affected by the devastation to decide how these properties should be treated.

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 (SHPO). 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.

4. Improving Federal—Native American Consultation

Indian tribes and Native Hawaiian organizations 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 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 and hired a second staff person in the Native American Program (NAP) in 2005. The ACHP will add a third person to the program in FY 2008 toward fulfillment of the goals of 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; publish a newsletter for Indian tribes and NHOs; support the ACHP's archaeology policy development; offer training to federal agencies, Indian tribes, and NHOs; and update and publish several guidance documents. With the addition of a new position in the NAP, the ACHP's efforts in this area will expand in FY 2008. It will continue to be a top priority for the ACHP in FY 2009 and beyond.

5. Improving Management of the Section 106 Process

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 the task force began to turn its attention to the topic of archaeology and heritage tourism. This will be a focus of efforts in FY 2008.

In 1996, the ACHP issued an Affordable Housing and Historic Preservation Policy Statement to foster closer cooperation among historic preservationists and housing providers and to streamline review of affordable housing projects under Section 106. Led by a task force of its members, the ACHP assessed how well the Policy Statement is operating in today's housing markets and what improvements might be needed. This effort culminated in the adoption of an updated Policy Statement that the ACHP has been working closely with the Departments of Housing and Urban Development (HUD) and Agriculture (USDA) on to disseminate and encourage its broad application in the field.

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, will be affected by major realignment actions, as a large number of installations either expand or contract operations.

Other important policy initiatives include working with the NPS and the Bureau of Land Management on revising broad nationwide Programmatic Agreements that have been in effect for a number of years. Continuing with the success of its Section 106 program comments for the armed services' post-World War II family housing, the ACHP has issued program comments for all post-World War II bunkers, ammunition facilities, and unaccompanied personnel housing. In addition, following extensive consultation with the field, the ACHP issued a sweeping exemption for the entire interstate highway system (more than 46,000 miles of roads) and continues to work closely with the Federal Highway Administration (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. 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.

6. Building Federal Partnerships

Another tool the ACHP uses to improve efficiency and positively affect the outcome of Section 106 consultation is through partnerships with federal agencies. These partnerships achieve both immediate and long-term cost savings by improving the agencies' preservation programs and streamlining the federal historic preservation review process. The ACHP now has six partnerships in place, each with at least one dedicated staff member: U.S. Army, FHWA, General Services Administration (GSA), USDA, the Bureau of Land Management (BLM) and, most recently, FEMA to support a Gulf Coast liaison. The ACHP also has several reimbursable arrangements to provide tailored services or promote common goals with the Department of Energy, the Federal Transit Administration, and FHWA. Another agreement is under development with HUD. Similar partnership arrangements with other federal agencies such as the Corps of Engineers and the Navy are being pursued. These arrangements improve efficiency and speed Section 106 reviews by providing staff resources that are exclusively focused on the needs of the specific agency. The ACHP and the agency jointly determine work plans and products, and the ACHP oversees the position, ensuring that outcomes remain the same while services are provided on an accelerated basis.

7. Improving Training Opportunities

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." Eight sessions, one of which was a "triple header" due to demand, were offered throughout the country in FY 2007, with training completed for 464 students. A similar season is scheduled for FY 2008. 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 has now developed an advanced seminar. This seminar, developed through a partnership with FHWA, has become part of the ACHP's course offerings.

8. Expanding Delivery of the Preservation Message

The ACHP has focused considerable energy on better communicating the economic, educational, and cultural benefits of historic preservation to a broad constituency. Activities have included national award programs, training programs, media coverage, a Preserve America e-mail newsletter, and conference and lecture participation. A special emphasis has been enhanced communication and outreach efforts through numerous Preserve America events. The ACHP maintains two Web sites: its basic 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. A special Preserve America event planner was expanded and made more widely available through the Preserve America Web site in FY 2007 in order to facilitate federal, state, community, and congressional involvement in hosting and planning designation announcements and related events.

9. Improving ACHP Administration

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. During FY 2006 the ACHP closed its sole field office, located in Denver, and consolidated its staff in the Washington, D.C. headquarters. This allowed a reprogramming of financial resources so that the ACHP could fill all the professional staff positions within its authorized ceiling. As part of the consolidation, the ACHP expanded and renovated its Washington offices. This improved use of available resources has enhanced the ACHP's capacity and allowed it to assume the growing responsibilities for such important initiatives 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. For example, all ACHP meeting materials are now distributed to the members and their staffs through the ACHP Web site, which has eliminated printing and distribution costs and allowed broader and quicker distribution. Conversion to the Microsoft Exchange platform now allows ACHP staff to access their e-mail and computer desktops from any remote computer, greatly improving communication and productivity as well as enhancing the ACHP's ability to meet federal telecommuting goals. The ACHP will continue to pursue innovative technological approaches to its operations in FY 2008. Improvements in Web utilization and management are proposed in the FY 2009 request.

Working closely with the Administration and Congress, the ACHP received enhanced administrative authorities under amendments to the National Historic Preservation Act with Public Law 109-453, signed on December 22, 2006. These amendments, which also expand the ACHP membership by adding 3 federal members, provide a permanent appropriation authorization and authorize the ACHP to cooperate with federal agencies to make grant programs more supportive of historic preservation. They allow the ACHP to seek administrative support from agencies other than the Department of the Interior 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 the Department. The ACHP has already realized reductions in the cost of certain services provided by the Department when the Department learned that the ACHP was free to secure these services from other sources. A priority will be to address the problems encountered in the audit process, which has been unnecessarily expensive and time consuming while resulting in an unqualified opinion on the financial statements.

Current Operations and Budgetary History

The President's budget request for the ACHP for FY 2007 proposed funding of \$5,118,000; the final appropriation, after across-the-board additions and reductions, was \$4,828,288. For FY 2008, the President's budget request was \$5,348,000; the final appropriation, after an across-the-board reduction, was \$5,264,571. The following table shows the recent funding background for comparison.

Figure 1. Budgetary History, FY 2004–FY 2008
(dollars in thousands)

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
President's Budget	4,100	4,600	4,988	5,118	5,348
Initial Appropriation	4,000	4,600	4,860	4,788	5,348
Appropriation Adjustment	-49	-64	-72	40	-83
Budget Authority	3,951	4,536	4,788	4,828	5,265
FTEs	34	35	35	35	36

Budget Request

To continue support for its redefined priorities and meet its statutory requirements, the ACHP requests \$5,498,000 for FY 2009, with a full-time staff of 36 FTEs—an increase of \$233,000 over the budget enacted for FY 2008. This increase includes base adjustments due to rising costs of doing business and areas of program improvement.

The base adjustments (\$157,000) are as follows:

- \$150,000 for fixed costs, including increases for salaries and benefits.
- \$7,000 for an increase in rent and security charges associated with the ACHP headquarters at the Old Post Office Building.

Areas of program improvement (\$76,000) include:

- \$42,000 for agency-wide Web improvements, including Preserve America Web support and operation as well as for software and hardware upgrades for Web management, purchase of a server, content management system, and associated software; and
- \$34,000 for the replacement of the ACHP exhibit and redesign/reprint of all ACHP and Preserve America publications.

The requested budget will support all current significant ACHP activities at the FY 2007–2008 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

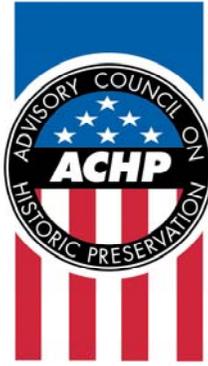
For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665, as amended), [\$5,348,000:] \$5,498,000: Provided that none of these funds shall be available for compensation of Level V of the Executive Schedule or higher positions.

*(Department of the Interior, Environment, and Related Agencies Appropriations Act, 2008
[Public Law 110-161, Division F, December 26, 2007])*

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; December 22, 2006)



Preserving America's Heritage

Six-Year Strategic Plan 2006-2012 Adopted November 2006

MISSION STATEMENT

The mission of the Advisory Council on Historic Preservation 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.

I. ADVOCATE PRESERVATION POLICY

Long-Range Goal: To advance effective public policies that promote the protection, enhancement, and productive use of historic resources and support and encourage historic preservation activities carried out by federal, state, local, and tribal governments, and the private sector.

- A. **Six-Year Strategic Goal:** Shape executive branch and congressional preservation policy to advance the goals of the National Historic Preservation Act and the Preserve America initiative.
- B. **Six-Year Strategic Goal:** Develop and implement initiatives that promote the economic, educational, and social benefits of historic preservation as embodied in the Preserve America initiative.
- C. **Six-Year Strategic Goal:** Promote policies that improve the participation of Indian tribes and Native Hawaiian organizations in the national historic preservation program.

II. IMPROVE FEDERAL PRESERVATION PROGRAMS

Long-Range Goal: 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.

- A. **Six-Year Strategic Goal:** Improve the effectiveness, coordination, and consistency of the federal preservation program.
- B. **Six-Year Strategic Goal:** Collaborate with federal agencies and other stakeholders to highlight best practices and overcome obstacles to the preservation and productive use of historic properties.

- C. **Six-Year Strategic Goal:** Assist federal agencies in meeting the goals and requirements of the Preserve America Executive Order.
- D. **Six-Year Strategic Goal:** Encourage public and private use of partnerships to advance historic preservation goals.

III. IDENTIFY, PROTECT, AND ENHANCE HISTORIC PROPERTIES

Long-Range Goal: 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.

- A. **Six-Year Strategic Goal:** Promote an increased understanding of the historic preservation process and enhance effective participation through technical advice and the development of tools, guidance, and outreach.
- B. **Six-Year Strategic Goal:** Enhance the capabilities of federal agencies, tribal, state, and local governments, Native Hawaiian and non-profit organizations to carry out their respective roles in the Section 106 process and improve communication among these parties.
- C. **Six-Year Strategic Goal:** Focus ACHP involvement in individual Section 106 cases to maximize preservation benefits to the public and improve the operation of the Section 106 process.
- D. **Six-Year Strategic Goal:** 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.

IV. COMMUNICATE THE ACHP'S MESSAGE

Long-Range Goal: 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.

- A. **Six-Year Strategic Goal:** Advance understanding of the roles of the ACHP and of the federal partners in the national historic preservation program.
- B. **Six-Year Strategic Goal:** Promote public and governmental understanding of, and participation in, the Preserve America initiative.
- C. **Six-Year Strategic Goal:** Educate the Congress and policy officials in the executive branch about the economic, educational, and social benefits of historic preservation.

V. SUPPORT AND ENHANCE ACHP ORGANIZATIONAL PERFORMANCE

Long-Range Goal: 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.

- A. **Six-Year Strategic Goal:** 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.

- B. **Six-Year Strategic Goal:** 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.
- C. **Six-Year Strategic Goal:** 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.
- D. **Six-Year Strategic Goal:** Enhance internal operational performance and efficiency by improving teamwork, communication, information technology resources, professional development, and work processes.
- E. **Six-Year Strategic Goal:** 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.