



**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2023**

February 2022

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

The position of chairman of the ACHP currently is vacant. The 24-member council is served by a professional staff with offices in Washington, D.C. For more information about the ACHP, contact:

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ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2023

FY 2023 Request

The Advisory Council on Historic Preservation requests
\$8,585,000 and 39 FTE.

SUMMARY

FY 2023 Summary

The COVID-19 pandemic has had a substantial impact on the work of the Advisory Council on Historic Preservation (ACHP) and necessitated many changes in the way the agency does business. While these changes began in FY 2020, they are ongoing, and the need to make further adjustments to operations and procedures to ensure the ACHP fully engages an increasingly remote workforce and effectively interacts with stakeholders and the public remains critically important. As the economy continues to recover from the effects of the pandemic and Americans look to the government to support improvements to the nation's infrastructure, the work of the ACHP remains vital, and the need to ensure all Americans have a voice in preserving those historic places that tell our collective stories remains more pressing than ever. In FY 2023, the ACHP will do the following:

- Manage the federal historic preservation review and consultation process under Section 106 of the National Historic Preservation Act (NHPA) in a timely, effective, and efficient manner that fully engages stakeholders and the public to find creative solutions that accommodate both federal project needs and stewardship of the nation's historic properties, especially in the area of infrastructure;
- Respond to the rapidly growing demand from federal agencies for Section 106 program alternatives to tailor Section 106 procedures to specific agency programs and develop Section 106 program efficiencies; and support the use of such programmatic approaches as a best practice as defined by the Federal Permitting Improvement Steering Council (Permitting Council);
- Promote the availability and use of digital tools, including Geographic Information Systems (GIS) and electronic Section 106 processing, to improve and expedite planning for federal projects by making information about the location of identified historic properties more uniformly and readily available to project planners and stakeholders, and to facilitate digital communication and recordkeeping in the Section 106 process;
- Meet the substantially increased demand from federal agencies and stakeholders for online Section 106 training;
- Promote the effective involvement of Indian tribes and Native Hawaiian organizations (NHOs) in the federal preservation planning process and the broader national historic preservation program, including incorporation of Indigenous Traditional Ecological Knowledge (ITEK) in project planning; participate in the White House Council on Native American Affairs (WHCNA) to effectuate consideration for and protection of historic properties and sacred sites in federal decision-

making; and help train the next generation of tribal preservation professionals through the Memorandum of Understanding with Salish Kootenai College (SKC);

- Continue to expand the agency's work with more diverse and underserved communities in order to raise awareness about the importance of telling the full story of all Americans through historic preservation; advance environmental justice by promoting the effective involvement of underserved communities in protecting historic properties of significance to them; promote the value and relevance of cultural heritage and the benefits of historic preservation in contemporary society; educate and engage new audiences, including the next generation of preservationists; and strive to build a more inclusive preservation program that embraces all Americans;
- Expand the ACHP's work with partners like the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities (HBCUs), HBCUs themselves, and Minority Serving Institutions to bring students of color into careers in the field of historic preservation, and related fields, as well as into career paths and jobs in the federal government in general;
- Promote federal policy consideration of the impact of climate change on historic properties and cultural landscapes, encourage investment in preserving historic properties as part of federal climate resilience and adaptation initiatives, and work to ensure Section 106 reviews proceed in an effective and efficient manner for climate-related projects and programs;
- Provide timely expert advice to the President, the Congress, and the executive branch on national economic, energy, community development, resource management, and environmental policies and priorities in relation to preservation of historic properties;
- Work with federal agencies to implement recommendations on managing historic federal properties in the ACHP's 2021 Report to the President on federal stewardship of historic properties, as required by Executive Order (EO) 13287, "Preserve America," and the ACHP's 2021 report on leveraging federal historic buildings;
- Promote federal programs and policies that leverage the benefits of preserving and using historic buildings for community revitalization and economic growth, including addressing creation of affordable housing through rehabilitation of historic properties;
- Collaborate with the U.S. Semiquincentennial Commission and preservation partners to advance preservation programs and policies in the commemoration of the 250th anniversary of American independence;
- Upgrade and expand the functionality and usability of the ACHP's website as a primary source of information on the ACHP and its programs as well as the federal historic preservation program in general, and continue to add website content in Spanish;
- Empower and strengthen the ACHP workforce by planning for a flexible post-reentry work environment and seeking opportunities to enhance the ACHP internship program;
- Implement Information Technology (IT) modernization and cybersecurity initiatives to support new telework-friendly work environments.

The ACHP's FY 2023 request represents a 4 percent (\$330,000) increase from the FY 2022 President's budget request. This level (\$8,585,000) will permit the ACHP to maintain the FY 2022 level of operations; expand upon previous efforts to enhance equity and inclusion in the national historic preservation program; address projected demands from federal agencies for Section 106 project reviews, program alternatives, and training and guidance, particularly in the area of infrastructure development (including clean energy projects); and meet many cybersecurity and IT needs.

FY 2023 Direction and Request

Efficient Section 106 Review

Economic recovery and infrastructure

The ACHP's major contributions to strengthening the economy are to advance the Administration's infrastructure initiatives and associated climate resilience activities, including the projects and programs funded by the Infrastructure Investment and Jobs Act. The agency is uniquely positioned to build efficiencies in the Section 106 review of federal and federally assisted projects and to improve environmental reviews for infrastructure projects through better coordination among the Section 106 process, the National Environmental Policy Act (NEPA), and other environmental statutes.

Since 2012, the ACHP has played an important role in Administration efforts on improving the delivery of infrastructure projects, providing policy recommendations and guidance as a member of the steering committee implementing the requirements of EO 13604, "Improving Performance of Federal Permitting and Review of Infrastructure Projects," and as a member of the Permitting Council that was established in 2015 and made permanent by the Infrastructure Investment and Jobs Act, and as a signatory to the April 2018 Memorandum of Understanding Implementing One Federal Decision under EO 13807, "Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects." (EO 13807 has since been revoked.)

The ACHP will continue to advance Permitting Council goals by developing Section 106 program efficiencies; promoting the full and effective engagement of key stakeholders, including Indian tribes, with an interest in how infrastructure development may affect historic places; and advancing the digitization of information and use of geospatial tools to better inform Section 106 reviews and project planning. The ACHP will also assist federal agencies in effectively coordinating Section 106 reviews for infrastructure projects listed on the Permitting Dashboard; promote NEPA-Section 106 integration strategies; and work to ensure Section 106 consultation is inclusive and informed by diverse stakeholders through technical assistance to agencies on their public and consulting party outreach efforts. In anticipation of increased workloads generated by new infrastructure development, the ACHP will advocate for strategies to bolster the capacity of State Historic Preservation Officers (SHPOs), Tribal Historic Preservation Officers (THPOs), and federal agencies for timely participation in Section 106 reviews. The ACHP actively participates in many Section 106 reviews to, among other things, ensure those who attach significance to historic properties that may be affected are heard and can inform and influence agency decision making.

The ACHP is also a member of the Broadband Workgroup, working with other federal members to identify further efficiencies and improvements to environmental review procedures for broadband projects, particularly those that serve rural America. The pandemic has driven home the critical importance of broadband accessibility for all Americans, and the ACHP is committed to expanding upon the already extensive range of programmatic approaches that increase the efficiency of the Section 106 process for broadband deployment.

Section 106 program alternatives

Federal agency requests for program alternatives to adapt the Section 106 process to their specific needs increased dramatically in FY 2020 and FY 2021, and are expected to continue to rise in the coming years. In supporting the Permitting Council's best practices, the ACHP is actively advancing use of program alternatives to increase the efficiency and effectiveness of historic preservation reviews for a wide range of federal programs. They are particularly important tools for ensuring that review of infrastructure, clean

energy, and climate resilience projects can proceed expeditiously while still addressing stakeholder concerns about impacts to historic properties. Program alternatives provide the ACHP with the ability to tailor the standard Section 106 review process established in the ACHP's government-wide regulations to meet the needs of a particular agency program. They are established principally by and in collaboration with federal agencies and must include the engagement of key stakeholders and the public. Over the years, these have provided carefully crafted approaches to improving the efficiency of agency project delivery and focusing effort on more complex reviews.

Interest among federal agencies in developing program alternatives to create efficiencies is anticipated to grow in FY 2023, particularly in response to new and expanded infrastructure programs. Examples of nationwide efforts already in various stages of development and that will require further action by the ACHP in FY 2022 and FY 2023 include the following:

- Proposed government-wide exemption for electric vehicle charging stations;
- Nationwide Programmatic Agreements for routine forest management activities and project phasing as well as Program Comments regarding the disposal of facilities for the U.S. Forest Service;
- Updating the nationwide Programmatic Agreement for the Bureau of Land Management (BLM) that expires in FY 2023;
- Nationwide Programmatic Agreement for the United States Postal Service for emergency and common undertakings;
- National Aeronautics and Space Administration proposed program alternative on management of highly technical and scientific facilities; and
- Program alternative development to address maintenance needs for the National Park Service (NPS).

Other program alternative requests are expected in the coming years as well, as federal agencies recognize the efficiencies they provide, and all participants in the Section 106 process acknowledge their value in simplifying routine reviews. In addition to these nationwide efforts, the ACHP anticipates that a strong interest in developing regional- and state-based agreements will persist as well, particularly in the areas of renewable energy, including wind development on both coasts and solar development in the West. The ACHP is committed to collaborating with agencies to the extent that resources permit.

Digital historic property information and electronic Section 106 processing

Recognizing the importance of ensuring information about historic properties is readily available to project planners, the ACHP established a Digital Information Task Force in 2018. The [Task Force recommendations and action plan](#), issued in 2020, addresses the need for more uniformly available digital tools, including GIS, to improve the efficiency and planning for federal projects by making information about the location of identified historic properties more readily available. Access to better information will contribute significantly to current government-wide efforts to improve the efficiency of environmental reviews, including Section 106 reviews, for infrastructure projects. Such information also can assist in the development of project plans that avoid adverse effects to known historic properties. In FY 2023, the ACHP will continue to advance the recommendations of the Task Force. The action plan includes working with state, tribal, and local governments, and private sector stakeholders to identify effective strategies for making historic property geospatial information appropriately available to the planning process and for the utilization of electronic Section 106 systems to facilitate workflows and information exchange.

Technology can also expedite the Section 106 process and make it more transparent and accessible to participants. Since 2013, the ACHP has offered an Electronic Section 106 Documentation Submittal System

(e106) for use by federal agencies when carrying out their Section 106 responsibilities. The e106 system improves the efficiency of the Section 106 review process by providing federal agencies with an electronic submittal system that expedites critical steps in Section 106 review and encourages complete and accurate submissions. Almost all submissions to the ACHP are now received electronically, and e106 supported continuity of operations without delays during the pandemic's period of maximum telework. Significantly expanding and developing upgrades to this system to fully integrate it with the ACHP's case management database and creating a web-based form to improve usability is planned in FY 2022. It will also position the ACHP in FY 2023 to encourage and assist other key Section 106 participants, including federal agencies, states, Indian tribes, and NHOs, in developing similar tools and efficiencies.

Training

Training is a critical component of improving the efficiency, timeliness, and success of the Section 106 process. In response to the pressures posed to all of America by the pandemic, the ACHP expanded and dramatically modified its training program in FY 2020 and FY 2021. While three new classroom courses were introduced to the curriculum in FY 2019 and FY 2020, the ACHP responded to the COVID-19 pandemic by converting them to a digital classroom format. The first two of these courses reached 150 students when they were offered during summer 2020. The digital classroom courses also support the ACHP's commitment to distance learning, recognizing that budget and travel restrictions in other agencies limit participation in on-site training opportunities. Distance learning is lower in overall cost to both the ACHP and participants, although it does require up-front development costs. Introduced in FY 2013, the ACHP's webinars continue to grow in popularity with new courses introduced each year. In FY 2017, the ACHP launched its on-demand e-learning platform. In 2019, the ACHP removed fee requirements for all on-demand courses and saw a dramatic increase in the number of participants. On-demand e-learning courses were accessed nearly 2,400 times in FY 2021. Given that on-demand e-learning courses are now reaching hundreds of new participants, the ACHP will focus further effort in expanding this catalog of material.

Total participation in all ACHP training formats reached approximately 4,000 participants in FY 2021, and potentially even larger numbers are expected in FY 2022. Additionally, there has been an increase in requests for special courses tailored to individual agencies, and the ACHP anticipates this to continue in FY 2023. Federal agencies support the development and delivery of these courses, but the ACHP creates course content and provides instruction. To respond to the increasing demand for training, in FY 2022 the ACHP will be upgrading the technology for delivering remote courses and webinars. Building on this, continued expansion of training in FY 2023, including new courses specifically tailored and marketed to underserved communities, will occur to the extent that resources permit.

Enhancing Equity and Inclusion: Building a More Inclusive Preservation Program

The national historic preservation program is a public-private partnership intended to tell the stories of all Americans and to honor and preserve their heritage. In fulfillment of its statutory charge to encourage public interest and participation in historic preservation and the requirements of EO 13895, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," the ACHP will continue and expand its ongoing efforts to build a more equitable and inclusive preservation program and to engage youth in historic preservation. Within its capacity and resources, the ACHP has long been working to advance its mission in various ways that serve the public consistent with EO 13985, EO 14041, "White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through HBCUs," as well as the HBCU PARTNERS Act (Public Law No: 116-270). Much of the ACHP's work is based on the goal of ensuring the history of all Americans is told fully through historic places and cultural landscapes. The agency will continue to expand such work, within the confines of its limited size and resources.

Effective tribal and NHO involvement

An important component of the ACHP's work is improving the involvement of Indian tribes and NHOs in the Section 106 process, as federal or federally funded or permitted projects impact historic properties of religious and cultural significance to them. The ACHP continues to develop training and guidance to assist federal agencies, Indian tribes, and NHOs to consult more effectively. These initiatives will advance Administration goals to improve consultation, address climate change, and improve environmental reviews of federal projects.

The ACHP has taken numerous actions to encourage early and improved consultation with Indian tribes and NHOs by federal agencies, which can lead to better preservation outcomes and more expeditious and predictable Section 106 reviews. In FY 2020, the ACHP developed online, on-demand Section 106 courses for Indian tribes and NHOs to help them fully understand their roles in the process. The ACHP also developed an online Section 106 toolkit for Indian tribes that includes training, guidance, and other resources tailored for tribes. And, in FY 2020, the ACHP issued an information paper on traditional knowledge in the Section 106 process to help federal agencies and other Section 106 participants understand their role in identifying and evaluating historic properties in Section 106 reviews. The paper was developed in collaboration with Indian tribes and NHOs and will be followed by the issuance of guidance in FY 2023. The ACHP, in partnership with the Environmental Protection Agency's Office of Environmental Justice, co-hosted two webinars on traditional knowledge in FY 2021 and FY 2022 as well as several presentations to federal agencies on traditional knowledge in the Section 106 process. These outreach efforts will continue in FY 2023 as part of the ACHP's initiative to advance the integration of traditional knowledge in federal project planning.

As a member of the WHCNA, the ACHP is actively participating in and carrying out necessary actions to support the work of the WHCNA. The ACHP participates in several committees and subcommittees of the WHCNA to advance both the Administration's and the ACHP's tribal and Native Hawaiian program goals. In FY 2021, the ACHP recommitted to participation in two interagency Memoranda of Understanding (MOUs) intended to advance consideration and interagency collaboration on both Sacred Sites and Treaty Rights in federal decision making. Work to implement these MOUs is occurring in FY 2022 and will continue into FY 2023. In FY 2021, the ACHP led an interagency team under the Sacred Sites MOU, originally executed in 2012, to complete a draft guide to managing tribal sacred places and worked to expand federal agency participation in the MOU.

The ACHP has also joined the ITEK working group created through a White House Office of Science & Technology Policy (OSTP) and Council on Environmental Quality (CEQ) joint memo released in FY 2022. The ITEK working group is developing government-wide guidance in FY 2022-2023 with an anticipated release in FY 2023. The ACHP serves as a sub-group co-lead to assist the OSTP and CEQ with development of the federal guidance that is intended to elevate the consideration and integration of ITEK in federal decision making.

Using partnerships and training to broaden engagement with diverse and underserved communities

The ACHP will continue to implement existing partnerships and pursue new opportunities to ensure all communities can participate in and have access to the federal historic preservation program. Leveraging the ACHP's limited resources through partnerships expands its reach and strengthens the collaboration necessary to advance the nation's broader goals. Since all communities have historic properties of significance to them that could be affected by projects carried out, licensed, or assisted by federal agencies, it is important to encourage the involvement of diverse stakeholders in Section 106 reviews. Provided the ACHP can access relevant expertise in equity issues, the agency plans to develop new training materials geared toward increasing participation from underserved communities in the Section 106 review process.

Staff will also work with federal agencies to provide technical assistance aimed at encouraging the engagement of diverse and underserved communities in consultation and public outreach.

Programs and initiatives for HBCUs and Tribal Colleges and Universities (TCUs)

In 2018, the ACHP launched [Preservation in Practice](#) (PIP) in conjunction with NPS and the National Trust for Historic Preservation. This program advances the goals of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs. On August 8, 1980, President Jimmy Carter signed EO 12232, “Historically Black Colleges and Universities,” which directed the Secretary of Education to “implement a Federal initiative designed to achieve a significant increase in the participation by historically Black colleges and universities in federally sponsored programs.” Since then, every President has created an EO for this purpose.

Funded by NPS and jointly implemented along with the ACHP and National Trust for Historic Preservation, the PIP program strives to bring more young African American professionals into historic preservation and related fields. It introduces students to historic preservation principles and practice through work with preservation professionals and hands-on experiences at historic buildings at HBCUs, drawing on the rich heritage of these unique institutions, and provides networking and career building opportunities. In 2019, the ACHP’s initiative was recognized by the White House Initiative with one of three Agency Innovator Awards.

The ACHP developed plans to expand PIP from the current program with two HBCUs to three in FY 2020, and a broader audience of students following in FY 2021, but the pandemic forced deferral until FY 2022. Plans for FY 2022 are to increase the student base, and add a third HBCU.

In FY 2022 and beyond, the ACHP plans to pursue partnerships and programs designed to engage students and faculty at TCUs, additional HBCUs, and Minority Serving Institutions, which will, among other goals, introduce participants to the range of job opportunities in the federal government. These programs support the Administration’s desire to support colleges and universities that play unique and vital roles in their communities, as well as bringing these students into an awareness of careers in the federal government.

In the summer of 2022, the ACHP, in partnership with the U.S. Forest Service, will institute a new program called Cultural Heritage in the Forest. In FY 2022, the program will bring one HBCU (Lincoln University) into the program. The program is designed to bring students into the forestry, cultural heritage, and preservation fields, and make them aware of preservation-related career opportunities at the Forest Service. The ACHP also hopes to pursue similar partnerships with other federal agencies.

The desire to create programs such as these, which are replicable and scalable, will allow other federal agencies to adopt similar programs and make them their own. A similar approach was taken in the past with the development of historic preservation youth summits, a program successfully adopted by a nonprofit organization with support from NPS.

In 2021, the ACHP created a webinar series, “Preserve the Past, Build for the Future,” for students of architecture, history, urban and regional planning, and other related fields, and for students at HBCUs and Minority Serving Institutions. The series focuses on engaging students, raising awareness of the intersection of historic preservation and their fields, and educating them on the wide range of job opportunities in the federal government. The ACHP plans to continue and expand the webinar series into FY 2023 and beyond. One addition will be new webinars directed to faculty and students at TCUs.

The ACHP also works in partnership with communities of color across the country, in order to ensure the work the ACHP is doing is work these communities deem important and necessary. The agency is guided

by these partners. For example, the ACHP hopes to continue to support the work of Latinos in Heritage Conservation (LHC) in 2023. That organization’s ground-breaking work includes the launch of the Abuelas Project—a multi-year preservation initiative to collect, curate, and amplify stories about places that matter to Latino communities in the U.S. and Puerto Rico. The ACHP hopes to help LHC (and other communities) by raising awareness of these important programs and projects. The ACHP also works with the National Association of Minority Architects, and is working to support Asian Americans through organizations such as the New Chinese Historical Society of New England.

Tribal college initiative

The ACHP continues to make special efforts in Indian Country by hosting a Native youth Facebook page and implementing its partnership with SKC, the only tribal college or university with degree programs in tribal historic preservation. This work will continue in FY 2023 with increased emphasis on encouraging federal agencies to participate in the ACHP’s SKC programming and supporting career development in the preservation field, in particular to engage Native professionals in the national program. A workshop for THPOs was conducted with SKC and NPS in early FY 2022 that presented opportunities for students to learn alongside THPOs and interact with them and federal agencies. The ACHP and SKC will schedule additional workshops for FY 2022 and FY 2023. Also, SKC has supported an ACHP summer intern from its Tribal Historic Preservation Program.

The MOU between SKC and ACHP, which guides interaction and goals for the advancement of Native youth in historic preservation, expires in FY 2022. Both the ACHP and SKC are redrafting the agreement to extend its duration and refine commitments and goals. The MOU will be re-signed in FY 2022 with implementation occurring in both FY 2022 and FY 2023.

Climate Change and Sustainability

As a tenant in leased space, the ACHP does not have the ability to directly control climate adaptation and resilience issues for the building where the agency is housed. Likewise, as a small agency, the ACHP has very limited purchasing needs and thus is not in a position to use the power of procurement to drive innovation or address resilience against supply chain disruptions. Nevertheless, the ACHP does have climate vulnerabilities for which it can plan and take action. Also, consistent with its mission, the ACHP will advise the President and Congress on the importance of addressing the impact of climate change on historic places. It will work to ensure the federal historic preservation review and consultation process under Section 106 of the NHPA proceeds in an effective and efficient manner for climate-related projects and programs.

EO 14008

In response to EO 14008, “Tackling the Climate Crisis at Home and Abroad,” the ACHP has reached out to Administration policymakers to promote consideration of historic properties when addressing key aspects of the EO. Initial views were conveyed to urge consideration of the following:

- Creation of a Civilian Climate Corps: Such a corps could assist in managing climate impacts on cultural resources and bolstering the resilience of these important resources.
- Environmental Justice: Federal and federally funded or permitted projects that negatively affect the historic properties of disadvantaged communities contribute to environmental injustice.
- Justice40 initiative: Disadvantaged communities benefit when federal investments are structured to assist them in preserving historic properties while revitalizing their communities.

- America the Beautiful: There are benefits to conserving areas that contain not only important and strategic natural resources but also significant cultural resources.
- Economic recovery of coal and power plant communities: Federal investment in historic preservation and heritage tourism in coal and power plant communities would assist not only in the economic recovery of those communities, but also their social and cultural wellbeing.

Such engagement on climate change policy will continue and expand in FY 2022. To more fully assess and identify key challenges and opportunities relating to climate change and historic properties, in August 2021 the ACHP established a task force to assess and make recommendations on strategic priorities going forward. The ACHP also is a member of the America the Beautiful Interagency Working Group. In that capacity, the ACHP will promote conservation of lands rich in cultural resources, which will advance both the goals of the initiative and the objectives of federal historic preservation law and policy. The ACHP also will seek opportunities to advise Congress on climate-related legislation to promote consideration of addressing climate impacts to historic properties.

Climate change issues and Section 106

The ACHP also will work with federal agencies to explore Section 106 program alternatives that could increase the efficiency and effectiveness of historic preservation reviews so as to accelerate the deployment of federal projects related to climate change. Among such projects are clean energy and transmission projects, including off-shore wind development, flood abatement and mitigation, building retrofitting, and projects that assist with community adaptation and resilience efforts. The ACHP is developing a tribal climate resilience plan that includes working with existing interagency disaster planning and response initiatives to advance greater involvement of Indian tribes and NHOs and protection of their sacred places. The ACHP also stands ready to assist federal agencies to consider preservation and climate change issues as they comply with Section 106 for investment projects that fall under the scope of the Justice40 Initiative.

Information Technology climate vulnerabilities

Disruption of electrical power due to extreme weather events would impact the ACHP's secure computer room and its climate control conditioned and backup power, resulting in a disruption of agency operations. Currently, backup and conditioned power systems are in place to mitigate minor to moderate power disruption events. Most critical agency IT services and applications are cloud-based, reducing the risk of disruption, and agency staff currently has secure connectivity to most IT services remotely. However, full redundancy and off-site backup of all agency critical data and services in the cloud is needed to address major electrical power and HVAC disruption scenarios. Likewise, redundant connectivity lines that can serve as automatic failover in case of connectivity disruption to the primary communications service provider's infrastructure would ensure continued connectivity to critical IT services. These continuity of operations goals are being pursued in FY 2022. Connectivity redundancy and capacity increases will be continued in FY 2023 to the extent that resources permit.

Policy Advice

In addition to climate change issues, the ACHP continues to advise the Administration and the Congress on other legislative, regulatory, and administrative policies that affect or enhance historic preservation interests. Likewise, it provides evaluations and recommendations on how federal programs can make better use of historic preservation tools and techniques as they carry out their missions. These efforts focus on strategies to effectively combine the stewardship of the nation's heritage with other national goals and cooperate in the joint development and implementation of such initiatives.

Managing historic federal properties

The ACHP in late 2019 established a Leveraging Federal Historic Buildings Working Group to identify opportunities for reusing and leveraging federal historic buildings for both preservation and real property management efficiency benefits. The working group focused on the leasing of under-used and unused historic federal buildings and identified recommendations for administrative and policy improvements to facilitate the leasing of such properties for nonfederal use. The working group's report, [Leveraging Federal Historic Buildings](#), published in April 2021, also offers best practices and success stories that can be shared with other agencies that are considering the disposal, lease, or reuse of historic buildings. Leasing that takes advantage of authorities under Section 111 of the NHPA is a central focus, as it enables agencies to lease historic properties that they own and retain the proceeds for historic preservation purposes. The ACHP will work with federal agencies to implement the report's recommendations in FY 2021, FY 2022, and beyond.

Reusing federal historic properties and leveraging partnerships with the public and private sectors also emerged as a key theme in the ACHP's 2021 report, [In a Spirit of Stewardship: A Report on Federal Historic Property Management](#). Pursuant to Section 3 of EO 13287, the ACHP delivered this triennial report to the White House on February 16, 2021. It describes federal agency progress in identifying, using, and protecting historic properties, and offers findings and recommendations for further enhancement of preservation efforts in relationship to properties owned or managed by the federal government. The ACHP will work with federal agencies to implement the report's recommendations in FY 2021, FY 2022, and beyond.

Affordable housing and community revitalization

Older and historic buildings are a critically important subset of naturally occurring affordable housing. In 2006, the ACHP issued its ["Policy Statement on Affordable Housing and Historic Preservation,"](#) which includes several principles that address the importance of flexibility and streamlining in Section 106 review of affordable housing projects. To ensure this policy statement is fully addressing current challenges in the development of affordable housing, review and revision of the policy statement is planned in FY 2022, with implementation and follow-up in FY 2023, resources permitting.

Related to this is the ACHP's work to promote historic preservation as a tool for community revitalization, economic development, and public education, supporting the Administration's goals in those areas. As the nation recovers from the economic impacts of the COVID-19 pandemic, historic preservation as a means of community renewal will be even more important. The ACHP has taken steps in the past to promote preservation strategies in this area, making policy recommendations on historic preservation and community revitalization in its 2014 report [Managing Change: Preservation and Rightsizing in America](#) and issuing its follow-up 2016 ["Policy Statement on Historic Preservation and Community Revitalization."](#) This expertise will be useful in the ACHP's efforts to shape federal economic recovery efforts in the coming years.

Preservation and the semiquincentennial

In 2026, the United States will commemorate 250 years since its founding, and the ACHP sees this as an opportunity to both expand recognition and understanding of the important places associated with the nation's history and to make further strides in developing the national historic preservation program. In 2019, the ACHP engaged with the U.S. Semiquincentennial Commission as the Commission developed its report to the President, and in 2020 the Commission asked the ACHP chairman to serve on the America 250 Parks, Preservation & Public Spaces Advisory Council. The ACHP is working to ensure historic preservation is an important component of the Commission's work and was pleased in August 2021 to become a signatory of a multi-agency cooperative agreement with the United States Semiquincentennial

Commission. A particular goal of the ACHP, in its role as policy advisor to the President and Congress, is to seek improvements to the public-private partnership that undergirds the national program. These efforts will continue in FY 2022 and intensify during FY 2023.

Management and Performance Enhancements

Website

As noted previously, providing online access to information and technical assistance is more critical than ever to a workforce that increasingly works from remote locations and travels less. Further investments in such systems improve the overall efficiency of the Section 106 process and allow the ACHP and other federal agencies to reach more diverse audiences more cost effectively. The ACHP's online efforts, including its website, e106 system, e-communications, and social media platforms, provide many benefits for the public, federal partners, and the agency. It also speeds up the Section 106 review process. The ACHP recognizes the importance of a broad range of strategies for communication and is also aware that online communication and social media allow it to ensure transparency while increasing reach and reducing printing and distribution costs.

The [ACHP's website](#) has continued to grow in its role to serve as the primary interface with the public and ACHP stakeholders. Completely overhauled in 2018, it is the platform for information about the ACHP's authorities, programs, and activities, providing a unique resource on the Section 106 process, a repository for essential guidance and best practices, a portal to the ACHP's e106 platform, and access to the ACHP's training and information products. The website has become increasingly used to promote the ACHP's social media efforts and is viewed by users as the gateway to information on the national historic preservation program.

An effective web presence requires constant refinement and upgrading to employ the latest technologies and adapt to market trends. Funding is requested to continue to maintain and expand the ACHP's website as an essential informational, public service, and public access vehicle to meet the increased need for online information and guidance. Recent experience with providing agencies and stakeholders with pandemic-related updates and guidance regarding their Section 106 compliance responsibilities has underscored the importance of an up-to-date, user-friendly website. The need to further improve the ACHP's e106 portal on the website underscores the need for the website to be expanded. In addition to the ACHP's website, the agency continues to expand its social media presence, making information available via Facebook, Twitter, LinkedIn, Instagram, and YouTube, expanding its use of social media to connect with an increasingly diverse and technologically sophisticated constituency.

Evaluating post-re-entry work environment and planning for the future of work

The unprecedented onset of the COVID-19 pandemic in FY 2020 forced changes in ACHP operations almost overnight. However, IT investment in prior years and the existence of a well-established telework system for ACHP employees enabled the ACHP to transform to the new reality efficiently, maintaining operations effectively through FY 2021. Plans for FY 2022 include a robust telework policy coupled with provisions for hybrid office operations, to be implemented when safe to do so. To the extent that resources permit, further expansion of IT support for hybrid work scenarios and cloud collaboration tools is necessary in FY 2023. In FY 2022 and FY 2023, the ACHP also plans to reassess its office space needs in light of the anticipated hybrid work environment. The lease on the agency's current offices ends at the close of FY 2023.

Internship program enhancement

The ACHP has had a formal internship program since 2013; prior to that date, the ACHP hosted interns on an ad hoc basis. Most intern stipends are provided by the ACHP Foundation, a nonprofit organization that helps to support the ACHP's mission. Internships in FY 2020 and FY 2021 were virtual and demonstrated that virtual internships are viable and valuable. To further explore the benefits of virtual internships, the ACHP in FY 2022 is participating for the first time in the federal Virtual Student Federal Service (VSFS) program, which is managed by the Department of State.

For FY 2022, the ACHP raised paid intern stipends from \$12 an hour to \$15 an hour. In FY 2023, the ACHP will seek opportunities with the ACHP Foundation and other partners to continue expansion of the internship program.

Recruitment for the ACHP's FY 2022 internships has included outreach to the nonprofit organization Latinos in Heritage Conservation; HBCUs; the Federal Interagency Working Group of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs; and SKC. Preliminary analysis of applications for this summer shows an increase in the diversity of applicants.

IT and cybersecurity

IT has assumed an increasingly prominent role in the ACHP's work and requires continued investment to meet IT modernization and cybersecurity challenges to provide the necessary tools to carry out program activities and serve its constituency securely and efficiently. The move toward more employees teleworking more often will require new and additional technologies to support such a remote workforce and ensure their work between office and home is seamless. Achieving this goal requires utilizing cutting-edge technology and replacing legacy infrastructure using modern cloud-based solutions where possible to enhance IT service effectiveness and reduce cybersecurity risks.

The increase in cybersecurity threats, the corresponding spate of legislative and Administration directives, and the need for replacing legacy equipment have placed significant financial demands on the ACHP. In response, the ACHP has undertaken a multi-year program to address the issues. Investments in FY 2021 and those planned for FY 2022 are essential to advance the effort but will not be sufficient to meet the challenges of the ever-changing threat environment and legal directives. FY 2023 funds will be allocated to meet existing requirements of the National Institute of Standards and Technology Cybersecurity Framework areas, EOs, and Office of Management and Budget policies. The implementation of the new cybersecurity capabilities established in recent years resulted in measurable improvements in the ACHP's security posture.

Due to the investments made in cybersecurity improvements, ongoing improvements in the ACHP's Cybersecurity Risk Management have been made possible by prioritizing reduction of cybersecurity capability gaps, focusing on protection and defense capabilities. FY 2022 funding will allow increases in enterprise-wide cybersecurity posture maturity. Given the requested level of the FY 2023 appropriation, the ACHP will be able to maintain this momentum to maintain effective cybersecurity operations.

All four Risk Management Assessment security domain ratings, "Identify," "Protect," "Respond," and "Recover," are being actively targeted for improvement in FY 2023 to achieve "Managing Risk" ratings. Achieving these goals continues to be a multi-year effort. The goal is to improve the agency's cybersecurity capabilities, maintain the technology infrastructure, and make the necessary progress to improve the risk assessment ratings and reduce the agency's cybersecurity risks by progressive improvements to the enterprise cybersecurity maturity level. Sufficient funding in FY 2023 will enable the ACHP to meet the goals; maintaining them will become recurring costs in FY 2024 and beyond.

By the end of FY 2020, the end of systems life cycles for networking, storage, computing, and some cybersecurity equipment were reached. This will ultimately require a significant investment to complete a one-for-one replacement of all the end-of-life equipment. The ACHP anticipates distributing these expenses over a multi-year period. Replacement activity for FY 2021 and FY 2022 has been focused on supporting critical infrastructure and cybersecurity continuity of operations. During FY 2022, the agency is completing the transition to the Enterprise Infrastructure Solutions (EIS) telecommunications contract, requiring an increase in service and transition costs to improve agency connectivity, resiliency, and security. Some of these recurring cost increases will carry over into FY 2023 and FY 2024.

FY 2023 Budget Request

The ACHP request for FY 2023 would permit hiring an Equity Officer to expand upon previous efforts to enhance equity and inclusion in the national historic preservation program; maintain current level of operations; respond to increased demands for Section 106-related work, particularly for infrastructure-related program alternatives; and address IT modernization, cybersecurity mandates, and new telework capability needs. The total request is \$8,585,000 and 39 FTE, an increase of \$330,000 and 1 FTE from the FY 2022 President's budget request.

Specific program enhancements would include the following:

- *Personnel. (+\$165,000)* One new FTE (GS-14) in the Office of Preservation Initiatives (OPI), Equity Officer, to provide expert advice and assistance on improving existing ACHP programs that are focused on underserved communities. The position would also be responsible for providing expert advice on equity matters, recommending and assisting with the establishment of new initiatives to better ensure the preservation of historic properties of significance to underserved communities; and working to support the diversity of ACHP staff. For instance, the position would help the ACHP in creating, marketing, and teaching Section 106 courses to underserved communities; achieving more effective participation of underserved communities in the preservation of historic properties of significance to them; assisting federal agencies with expanding the involvement of diverse audiences in Section 106 reviews and their own historic preservation programs; commenting on preservation-related legislation to ensure underserved communities have a more meaningful role in the overall federal preservation program; and training staff and membership on an ongoing basis to improve how they communicate with, and serve, underserved communities.
- *Digital Services and Technology Modernization. (+\$30,000)* The following budget request items support the activities described in the preceding budget narrative.
 - Modernization of public facing websites, digital services, and cloud system security
 - Ongoing implementation and expansion of end-to-end digitization of the Section 106 submission process by enhancing the *e106* program by fully integrating the agency's PaaS cloud case management systems with public web interfaces. Core agency applications for managing Section 106 cases would continue to be developed to meet the requirements for secure, fully electronic *e106* submissions and file management and migration of the agency's cloud case management systems to FedRAMP infrastructure. FY 2022 funds allowed the start of a multi-year effort to fully digitize the *e106* program, and FY 2023 funds would be required to continue progress.

- Ongoing web maintenance, additional web development, integration, and delivery systems for developing new website capabilities, and ongoing web infrastructure support would be provided. Additional development work is required to support the e106 program and integrate PaaS and IaaS systems. New security systems would be implemented to improve security of cloud IaaS systems providing the agency's public web services. Prior to FY 2022, limited funds were available for improving the agency's web products and systems.
 - Technology modernization for hybrid work, continuity of operations, and cybersecurity
 - Expand support for hybrid work scenarios and cloud collaboration tools: Implement and expand secure, cloud collaboration tools to support new hybrid work environment paradigms that provide efficiencies in agency operations without technology limitations.
 - Improve infrastructure resiliency, connectivity, redundancy, and security: As part of the transition to EIS, connectivity redundancy and capacity increases (to support disaster recovery and continuity of operations) will be established in FY 2022. Additional funds are required for connectivity infrastructure upgrades for redundancy, security, and replacement of end-of-life core network equipment. A multi-year effort to fully implement disaster recovery and improve continuity of operation capabilities will be implemented.
 - Improve hybrid and on-prem infrastructure with zero-trust security model implementation: On-prem and telework infrastructure and government-furnished equipment availability would be expanded, along with implementing zero-trust systems.
- *Travel:* The proposed funding level would support staff travel to SKC to offer quality, in-person training to students and meet annually with SKC leadership as required by the MOU.
- *Adjustments to base. (+\$200,000)* The sum of \$200,000 for salaries and benefits is requested to cover annualized government-wide pay raises and scheduled within-grade step increases. This would maintain the current staffing levels of the ACHP. Any other adjustments to base would be absorbed.

Budgetary History

The FY 2021 appropriation for the ACHP was \$7,400,000. Figure 1 shows the recent funding background for comparison.

Figure 1. Budgetary History, FY 2020-2023
(in thousands of dollars)

	FY 2020	FY 2021	FY 2022	FY 2023
President's Budget	7,000	7,400	8,255	8,585
Appropriation	7,378	7,400		
Budget Authority	7,378	7,400		
FTEs	37	37	38	39

Budget Request

Figure 2. Appropriation and Authorization Language

<p>Appropriation Language</p> <p>ADVISORY COUNCIL ON HISTORIC PRESERVATION SALARIES AND EXPENSES</p> <p>For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665), [\$7,400,000*] \$8,585,000</p> <p><i>* Consolidated Appropriations Act, 2021 [Public Law 116-260]</i></p>

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

The ACHP is not a Chief Financial Officers Act agency and thus is not required to report on most aspects of the Foundations for Evidence-Based Policymaking Act. The ACHP does not routinely collect data on a large scale on either issues or individuals. That being said, the ACHP does collect data on the review of projects and programs under Section 106 of the NHPA. The agency also collects information on participants in ACHP-sponsored training on Section 106. The ACHP created a Digital Information Task Force to explore how improved access to digital tools could assist federal agencies, states, Indian tribes, and

local communities in planning for federal projects and completing Section 106 reviews. In addition, the ACHP periodically collects data for analyzing federal policy, undertaking specific studies, and disseminating information on the agency's website. The ACHP is committed to the fundamental goals of the Foundations for Evidence-Based Policymaking Act to support evidence-based policymaking in the federal government while improving access to data, strengthening privacy protections, and ensuring the capacity to generate and use evidence.

PROGRAM STRUCTURE

Mission and Authorities

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

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

The ACHP's authority and responsibilities are principally derived from the NHPA. 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. Section 213 of the NHPA (54 U.S.C. §304110) authorizes the ACHP to issue government-wide regulations to implement Section 106. The regulations are found at 36 C.F.R. Part 800.

Other duties of the ACHP are detailed in Section 202 (54 U.S.C. §304102) and include the following:

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

The ACHP also derives authorities from other statutes and EOs. For example, Title 41 of the FAST Act named the ACHP a statutory member of the Permitting Council charged with improving the federal permitting process for infrastructure projects. Section 7302 of the Omnibus Public Land Management Act of 2009 charged the ACHP with carrying out the Preserve America program. EO 13287 directs the ACHP to assess the state of federal stewardship of its historic properties and report to the President on a triennial basis.

ACHP Membership

The ACHP has 24 statutorily designated members, including the chairman who is a full-time Presidential appointee confirmed by the Senate. The ACHP also includes a number of observers who have been invited to participate in the work of the ACHP. (See Figure 5.)

Under the chairman’s leadership, 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. Members pursue ACHP activities both collectively and individually. The membership is organized into four program committees: Federal Agency Programs; Native American Affairs; Preservation Initiatives; and Communications, Education, and Outreach. Member task forces and work groups are also formed to pursue specific needs such as policy development or Section 106 improvements.

ACHP Staff

ACHP staff carries out the day-to-day work of the ACHP and provides all support services for ACHP members. In addition to its permanent staff, the ACHP maintains interagency liaison positions funded by the Federal Highway Administration (FHWA), BLM, General Services Administration (GSA), Department of Veterans Affairs (VA), NPS, Department of the Army, and Forest Service. The executive director supervises all staff components.

Figure 3. Staff Organization Actual and Proposed, FY 2020-2023

Function and FTEs	FY 2020	FY 2021	FY 2022	FY 2023
Chairman	1	1	1	1
Executive Director	1	1	1	1
Office of Native American Affairs	3	3	3	3
Office of General Counsel	2	2	3	3
Office of Administration	4	4	4	4
Office of Information Technology	3	3	3	3
Office of Preservation Initiatives	3	3	2	3
Office of Federal Agency Programs	16	16	17	17
Office of Communications, Education, and Outreach	4	4	4	4
TOTAL	37	37	38	39

The **Chairman** is appointed by the President and confirmed by the Senate.

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

The **Office of General Counsel** provides legal advice and analyses, reviews and manages Freedom of Information Act requests, manages the agency ethics program, oversees the agency's records management, and initiates the ACHP's human resources actions.

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

The **Office of Preservation Initiatives** analyzes legislation, develops policy recommendations, oversees special studies and reports, and implements programs related to national preservation benefits such as community development, economic impacts, sustainability, and tourism.

The **Office of Federal Agency Programs** represents the ACHP when it participates in Section 106 reviews, develops and implements program improvement initiatives, provides technical assistance and guidance for Section 106 users, and works to improve federal agency and stakeholder understanding of Section 106. It also oversees implementation of Section 3 of EO 13287, assists in carrying out the ACHP's responsibilities as a member of the Permitting Council, and manages the ACHP's training program, including delivery of onsite courses, webinars, and distance learning initiatives.

The **Office of Communications, Education, and Outreach** creates and conveys the ACHP's message to partners, stakeholders, and the general public via print and electronic media; manages the ACHP's website; meets information requests from citizens; handles media relations; takes the lead on engaging youth in historic preservation; and manages ACHP outreach, awards, and publications.

The **Office of Administration** oversees a full range of administrative, procurement, budget, and fiscal services and coordinates related services provided by the Department of the Interior and GSA on a reimbursable basis. The office also provides administrative and clerical support to ACHP leadership.

The **Office of Information Technology** manages the ACHP's IT services, including infrastructure and cybersecurity operations. The office operates the agency data center, cloud infrastructure, network, telecommunications, and cybersecurity technologies.

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

		FY 2021	FY 2022	FY 2023	FY 2023
		Enacted	President's Budget	Request	vs FY 2022
11/12	Salary/Benefits	5,587	6,167	6,532	+365
21	Travel	132	132	132	
22/23	Freight, Rent, Communications, Utilities	628	628	628	
24	Printing	4	4	4	
25	Contract Services	979	1,189	1,219	+30
26	Supplies	8	8	8	
31	Equipment	62	127	62	-65
	TOTAL	7,400	8,255	8,585	+330
	FTEs	37	38	39	+1

Figure 5. Members, Advisory Council on Historic Preservation (February 2022)

Chairman

Vacant

Secretary of the Interior

Hon. Deb Haaland

Vice Chairman

Jordan E. Tannenbaum (Virginia)

Secretary of Transportation

Hon. Pete Buttigieg

Expert Members

Rick Gonzalez, AIA (Florida)
Kristopher B. King (South Carolina)
Luke A. Nichter, PhD (Ohio)
Jay D. Vogt (South Dakota)

Secretary of Veterans Affairs

Hon. Denis McDonough

General Public Members

John G. Finley (New York)
John H. Frey (Connecticut)

Administrator, General Services Administration

Hon. Robin Carnahan

Indian Tribe/Native Hawaiian

Organization Member

Hon. Reno Keoni Franklin (Kashia Band of Pomo Indians, California)

Chair, National Trust for Historic Preservation

Jay C. Clemens (California)

Governor

Vacant

President, National Conference of State Historic Preservation Officers

Ramona Bartos (North Carolina)

Mayor

Hon. Robert Simison (Meridian, Idaho)

Board Chair, National Association of Tribal Historic Preservation Officers

Shasta C. Gaughen, PhD (Pala Band of Mission Indians, California)

Architect of the Capitol

Hon. J. Brett Blanton

Observers:

Secretary of Agriculture

Hon. Tom Vilsack

Secretary of Energy

Hon. Jennifer Granholm

Secretary of Defense

Hon. Lloyd J. Austin III

Chairman, Council on Environmental Quality

Hon. Brenda Mallory

Secretary of Education

Hon. Miguel Cardona

Chair, National Alliance of Preservation Commissions

Paula Mohr (Iowa), Interim Chair

Secretary of Homeland Security

Hon. Alejandro Mayorkas

Preserve America Youth Summit Director

Ann Walker (Colorado)

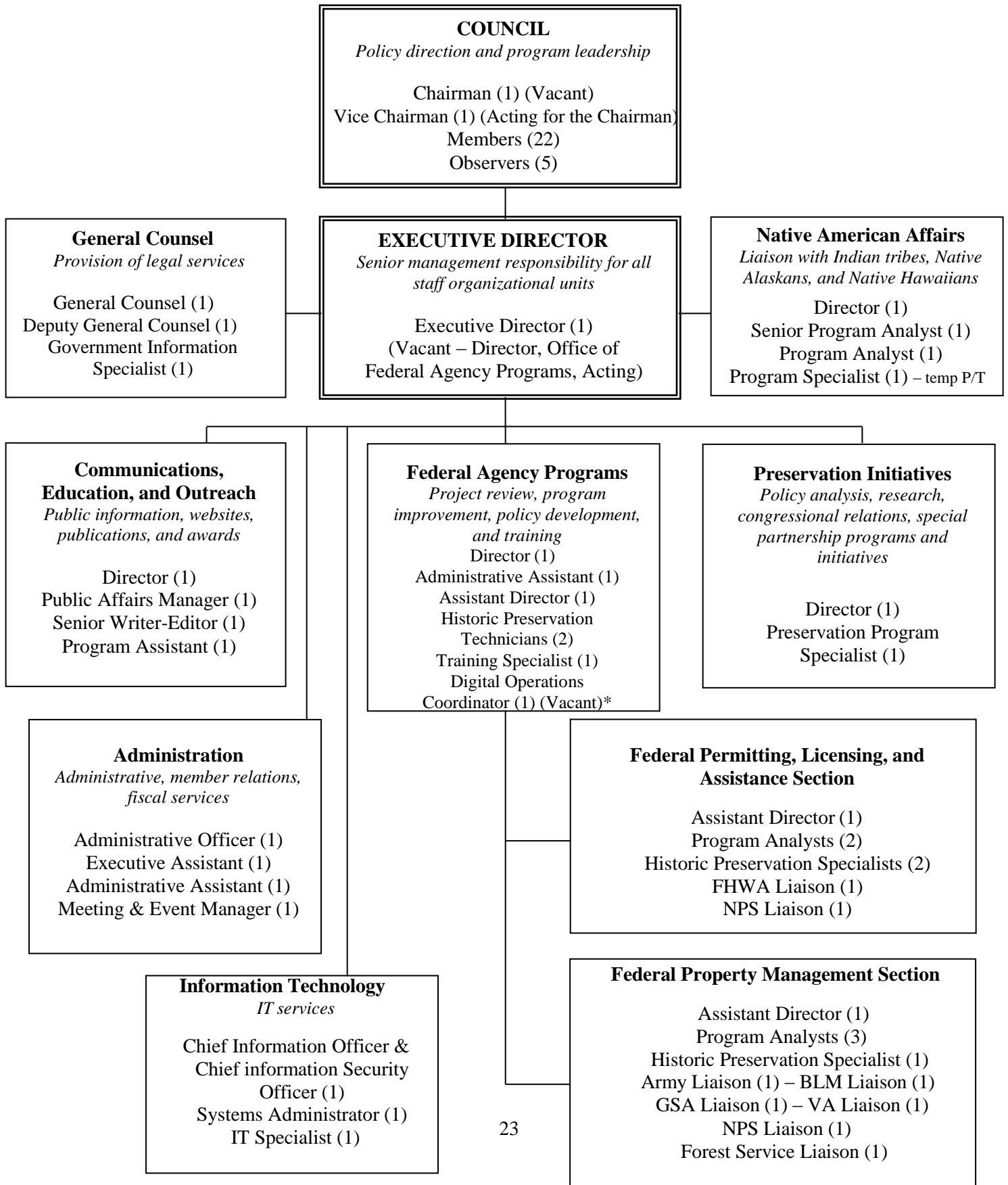
Secretary of Housing and Urban Development

Hon. Marcia Fudge

President, ACHP Foundation

Katherine Slick (Washington, DC)

Figure 6. ACHP Organizational Structure
(February 2022)



* FTE added in FY 2022 Passback



ADVISORY COUNCIL ON HISTORIC PRESERVATION

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