



THE PRESERVE AMERICA SUMMIT
CHARTING A FUTURE COURSE FOR THE
NATIONAL HISTORIC PRESERVATION PROGRAM

FINDINGS AND RECOMMENDATIONS OF THE
ADVISORY COUNCIL ON HISTORIC PRESERVATION

August 2007



Preserving America's Heritage

ADVISORY COUNCIL ON HISTORIC PRESERVATION

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An independent federal agency, the Advisory Council on Historic Preservation (ACHP) promotes the preservation, enhancement, and productive use of our nation's historic resources, and advises the President and Congress on national historic preservation policy. It also provides a forum for influencing federal activities, programs, and policies that affect historic properties. In addition, the ACHP has a key role in carrying out the administration's Preserve America initiative.

John L. Nau, III, of Houston, Texas, is chairman of the 20-member council, which is served by a professional staff in Washington, D.C.

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Issue Area Panel Co-Chairs and Expert Panelists

See Appendix A for a full listing.

Preserve America Summit Partners

Department of Agriculture (Forest Service and
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Department of Commerce
(Economic Development Administration and
National Oceanic and Atmospheric Administration)
Department of Defense
Department of Education
Department of Homeland Security
Department of Housing and Urban Development
Department of the Interior
Department of Transportation
Council on Environmental Quality
Environmental Protection Agency
General Services Administration
Institute of Museum and Library Services

National Endowment for the Arts
National Endowment for the Humanities
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FIRST LADY'S MESSAGE



THE WHITE HOUSE

May 31, 2007

Dear Friends,

The Preserve America Summit was convened on October 18, 2006 to celebrate the 40th anniversary of the National Historic Preservation Act. As we marked this important milestone, we also considered actions the federal government can take to ensure that the nation's historic and natural treasures are preserved, used and enjoyed for many years to come.

The Advisory Council on Historic Preservation has identified the key ideas that emerged from the Summit which it believes should receive priority attention. The unique and innovative proposals, included in this report, will help guide the federal government and its many public and private partners as we work together toward even greater historic preservation achievements in the 21st century.

President Bush joins me in sending appreciation to everyone involved with Preserve America for their commitment to protecting the rich history and culture of the United States of America.

With best wishes,

A handwritten signature in cursive script, reading "Laura Bush".

CHAIRMAN'S MESSAGE

The 40th anniversary of the nation's principal preservation law is cause for celebration. The National Historic Preservation Act, which established the guiding principles, policy, and infrastructure of America's national preservation program, reached this milestone in October 2006. To commemorate the event and to take stock of where the preservation program should go from here, the Advisory Council on Historic Preservation and numerous public and private partners convened the Preserve America Summit.

The Preserve America Summit brought together federal agencies, organizations, and individuals to examine the national preservation program's successes and challenges. Led by First Lady Laura Bush, the honorary chair of the administration's Preserve America initiative, participants celebrated past achievements and explored new ideas for improving preservation efforts in the years to come.

First through a series of expert panels that met throughout the summer of 2006, and then as refined during the national gathering in New Orleans, the Preserve America Summit resulted in the identification of 70 key ideas aimed at charting the future of the national preservation program. These ideas address how historic properties are identified and managed, the role they play in sustaining our communities and informing our citizens, and the leadership needed to help ensure their preservation.

The Advisory Council on Historic Preservation has reviewed the ideas generated by the Preserve America Summit and believes those highlighted in the following pages merit priority attention. The federal government, with help from its non-federal partners, can implement these ideas in the short term, resulting in tangible products that will help the federal preservation program continue to evolve and grow.

Passage of the National Historic Preservation Act in 1966 set America on a new journey to preserve our collective heritage and inspire future generations to honor and build on the past. Today we are beginning to recognize the full value and benefits of historic preservation for improving daily life and the economy through public education, community revitalization, and heritage tourism. The ideas generated by the Preserve America Summit will help us to embark on the next leg of that journey.



John L. Nau, III
Chairman, Advisory Council on Historic Preservation

ACRONYMS AND ABBREVIATIONS

ACHP	Advisory Council on Historic Preservation
BLM	Bureau of Land Management
CLG	Certified Local Government
DHS	Department of Homeland Security
DOC	Department of Commerce
DoD	Department of Defense
DOI	Department of the Interior
ED	Department of Education
GSA	General Services Administration
HPF	Historic Preservation Fund
HUD	Department of Housing and Urban Development
IMLS	Institute of Museum and Library Services
NATHPO	National Association of Tribal Historic Preservation Officers
NCSHPO	National Conference of State Historic Preservation Officers
NEA	National Endowment for the Arts
NEH	National Endowment for the Humanities
NHPA	National Historic Preservation Act
NPS	National Park Service
NTHP	National Trust for Historic Preservation
PCAH	President's Committee on the Arts and the Humanities
SHPO	State Historic Preservation Officer
THPO	Tribal Historic Preservation Officer
US/ICOMOS	U.S. National Committee of the International Council on Monuments & Sites

THE NATIONAL HISTORIC PRESERVATION ACT— 40 YEARS OF ACHIEVEMENT

The NHPA is the cornerstone that defines the federal government’s role as a leader in the preservation of our nation’s historic properties. Its passage in 1966 was a watershed event that launched a transformation of the federal government from an agent of indifference—frequently responsible for needless loss of historic resources—to a facilitator, an agent of thoughtful change, and a responsible steward of historic properties for future generations.

Prelude to Change

In the decades following World War II, many federal programs reflected the country’s rapid pace of socioeconomic change, often with devastating results for historic properties. Development of the Interstate Highway System, massive dam and reservoir construction, and urban renewal were among the federal programs that threatened historic neighborhoods, buildings, and archaeological sites.

Recognizing the critical need to change this trend, the U.S. Conference of Mayors convened a Special Committee on Historic Preservation in 1965. Its report, *With Heritage So Rich*, laid out sweeping recommendations for a national plan of action whereby the federal government would set an example through enlightened preservation policies and practices. Those recommendations became the foundation of the NHPA, which Congress passed only a few months after the report’s issuance. President Lyndon Baines Johnson signed the NHPA into law on October 15, 1966.

Creating New Policy and Partnerships

The NHPA created America’s national preservation program and established new federal policy. The federal role would be to “provide leadership” for preservation, “contribute to” and “give maximum encouragement” to preservation, and “foster conditions under which our modern society and our prehistoric and historic resources can exist in productive harmony.”

Key to carrying out such policy was establishment of a partnership involving federal, tribal, state, and local governments. To support such a partnership, the NHPA, as originally drafted and later amended, created:

- *National Register of Historic Places*. Maintained by the National Park Service, the National Register is the nation’s official list of cultural resources. Properties listed in the National Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archaeology, engineering, and culture.
- *Historic Preservation Fund*. Through the HPF, the National Park Service provides matching grants-in-aid to states, Indian tribes, and local governments to assist in their efforts to protect and preserve properties listed in the National Register. The HPF is funded from a portion of Outer Continental Shelf oil lease revenues.
- *State Historic Preservation Officers*. Each state, territory, and the District of Columbia has a SHPO who is responsible for coordinating historic preservation activities in their jurisdiction with assistance from the federal government through HPF funding. SHPOs undertake a variety of activities including: locating and recording historic properties, nominating properties to the National Register, fostering local government preservation programs, reviewing federal and state preservation tax incentive projects, providing technical assistance, and reviewing federal projects for their impact on historic properties.

- *Tribal Historic Preservation Officers.* When approved by the National Park Service, Indian tribes can have a THPO assume the functions of the SHPO on their tribal lands. Approved THPOs receive HPF funding to assist their preservation efforts. In addition, the NHPA authorizes grants from the HPF to any federally recognized Indian tribe for cultural and historic preservation projects, whether or not they have a THPO.
- *Certified Local Governments.* SHPOs can certify local government preservation programs as qualified to receive a portion of the HPF funding provided to the state. At least 10 percent of each state's HPF allocation must be subgranted to the state's CLGs.

A New Era of Federal Responsibility

The drafters of the NHPA appreciated that transforming the role of the federal government in historic preservation would require more than just a new collaborative partnership. A new ethic was needed throughout all levels and agencies of the federal government.

The NHPA created roles and requirements for federal agencies which were fundamentally different from the past. The following innovations of the NHPA focus on both the responsibilities and the opportunities for federal agencies to help preserve America's historic properties.

- *Advisory Council on Historic Preservation.* The first and only federal agency created solely to address historic preservation issues, the members of the ACHP are appointed by the president and are composed of: citizens; experts in the field; and federal, state, tribal, and local government representatives. (See Appendix E for a current listing of ACHP members.) The ACHP promotes the preservation, enhancement, and productive use of our nation's historic resources, and advises the president and Congress on national historic preservation policy. The ACHP provides a forum for interested parties to influence federal activities, programs, and policies that affect historic properties.
- *Federal Historic Preservation Programs.* Section 110 of the NHPA outlines a broad range of responsibilities for federal agencies. Among other things, Section 110 calls on all federal agencies to establish preservation programs and designate Federal Preservation Officers to coordinate their historic preservation activities. This requirement applies

both to agencies with stewardship responsibilities for public lands and to agencies whose assistance or regulatory programs affect historic properties.

- *Section 106 Review.* Section 106 of the NHPA requires consideration of historic preservation in the multitude of federal actions that take place nationwide. Section 106 requires federal agencies to take into account the effects of their actions on historic properties and provide the ACHP an opportunity to comment on federal projects prior to implementation. The ACHP has issued regulations that guide agencies in fulfilling these responsibilities. Because of Section 106, federal agencies must assume responsibility for the consequences of their actions on historic properties and be publicly accountable for their decisions.

Evolution and Growth

With NHPA serving as the foundation, the federal government has continued to build upon its commitment to promoting historic preservation. During the past four decades, new policies, legislation, and programs have been put in place to provide additional support for efforts to preserve and reuse historic properties. (See Figure 1.)

Figure 1

Major Federal Statutes and Executive Orders Related to Historic Preservation (Since Passage of NHPA)

- Department of Transportation Act, Section 4(f) (1966)
- National Environmental Policy Act (1969)
- Executive Order 11593, "Protection and Enhancement of the Cultural Environment" (1971)
- Archeological and Historic Preservation Act (1974)
- Public Buildings Cooperative Use Act (1976)
- American Indian Religious Freedom Act (1978)
- Archaeological Resources Protection Act (1979)
- Abandoned Shipwreck Act (1987)
- Native American Graves Protection and Repatriation Act (1990)
- American Battlefield Protection Act (1996)
- Executive Order 13006, "Locating Federal Facilities on Historic Properties in Our Nation's Central Cities" (1996)
- Executive Order 13007, "Indian Sacred Sites" (1996)
- National Historic Lighthouse Preservation Act (2000)
- Executive Order 13287, "Preserve America" (2003)

The following federal programs have had particularly broad impact. They also tend to reflect a growing trend whereby local communities are using preservation and heritage tourism to enhance their economic vitality.

- *Historic Preservation Tax Incentives.* Prior to 1976, the United States tax code favored the demolition of older buildings rather than their reuse. Now there are federal tax incentives that encourage private sector rehabilitation of historic income-producing properties. The incentives have proven to be an invaluable tool in revitalizing communities and preserving the historic places that give cities, towns, and rural areas their special character.

Among the incentives for preservation, the tax credit for rehabilitation of income-producing historic properties has been particularly effective in supporting efforts to revitalize historic downtowns. A principal catalyst for such renewal is the Main Street Program. Launched in 1980 by the National Trust for Historic Preservation, Main Street is dedicated to helping local communities implement a historic preservation-based economic development strategy. More than 1,200 local communities and more than 40 statewide, citywide, and countywide programs are implementing the Main Street approach, and the federal historic rehabilitation tax credit is an important tool sustaining their efforts.

- *Transportation Enhancements Funding.* In the 1990s, federal funding for surface transportation development changed significantly, with a new emphasis on giving states and communities flexibility to address environmental and quality of life issues. A lynchpin in this shift was the creation of dedicated funding for “transportation enhancements,” including preservation-related activities. The transportation enhancements program is a major source of funding for preservation projects with a transportation nexus, which has also helped to promote heritage tourism-related projects.
- *National Scenic Byways Program.* Launched in 1991 and administered by the Federal Highway Administration, the National Scenic Byways Program helps to recognize, preserve, and enhance roads with archaeological, cultural, historic, natural, recreational, and scenic qualities. The program has provided more than \$277.8 million to almost 1,500 projects on state and nationally designated byways in 48 states.

- *Save America’s Treasures.* Since its creation in 1999 in recognition of the approaching new millennium, the Save America’s Treasures program has grown to be one of the largest and most successful federal preservation grant programs. Funded through the HPF and administered by the National Park Service, these grants help to preserve America’s most important cultural resources, including nationally significant historic structures and sites, and intellectual and cultural artifacts. First Lady Laura Bush is the Honorary Chair of Save America’s Treasures.
- *National Heritage Areas.* National Heritage Areas are designated regions with distinctive history and geography where residents are collaborating to preserve their cultural and natural resources and capitalize on them to promote economic development, particularly through heritage tourism. Created by Congress, National Heritage Areas receive matching grant funds from the National Park Service for development and implementation of management plans.
- *Preserve America.* Preserve America is an administration initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. First Lady Laura Bush is the Honorary Chair of Preserve America and launched the program in 2003. The ACHP plays a key role in administering the Preserve America initiative, in cooperation with the Department of the Interior and other federal agencies.

Among the initiative’s components, designation of Preserve America Communities recognizes communities that protect and celebrate their heritage, use their historic assets for community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism. Designated communities are among the eligible applicants for Preserve America Grants. Funded through the HPF and administered by the National Park Service, these grants support preservation efforts involving heritage tourism, education, and historic preservation planning. (Preserve America Grants cannot be used for bricks-and-mortar projects.)

The Preserve America Presidential Awards are given annually in the fields of heritage tourism and historic preservation. The Preserve America initiative also includes heritage education components, such as the Preserve America History Teacher of the Year Award and coordination with the History Channel’s Save Our History educational outreach program.

- *Executive Order 13287, “Preserve America.”* Signed by President Bush in 2003 in conjunction with the First Lady’s announcement of the Preserve America initiative, Executive Order 13287 reaffirms the federal government’s responsibility to provide leadership in historic preservation. The order directs federal agencies to increase their knowledge of the historic resources in their care and to enhance the management of these assets. Further, the order encourages agencies to seek partnerships with state, tribal, and local governments and the private sector to make more efficient and informed use of their resources for economic development. Toward this end, agencies are directed to partner with the tourism programs of non-federal parties and help them promote the use of historic properties for heritage tourism.

Figure 2

Signs of Success

- \$1.2 billion in HPF grants-in-aid to states and Indian tribes since 1970
- more than \$30 billion in private investment leveraged by historic rehabilitation tax incentives since 1976
- 80,000 listings in the National Register of Historic Places since 1966, representing more than 1.4 million resources
- annually more than 100,000 Section 106 reviews of the impact of federal and federally-assisted projects on historic properties
- 59 State Historic Preservation Officers (including D.C. and territories)
- 67 Tribal Historic Preservation Officers
- 1,583 Certified Local Governments
- 501 Preserve America Communities
- 37 National Heritage Areas
- more than \$1.1 billion of Transportation Enhancements funding through 2005 for historic preservation, historic rehabilitation, and archaeological planning
- more than \$240 million in Save America’s Treasures Grants since 1999
- approximately \$10 million in Preserve America Grants since 2006

Moving Forward

The NHPA has been amended and expanded a number of times since its original passage. In December 2006, President George W. Bush signed into law the newest amendments. Among the changes, the ACHP was granted indefinite authorization for appropriations as needed to meet its mission. (The agency previously had time-limited and value-capped appropriation authorization.) Also, funding authorization for the HPF was extended to 2015. Both of these amendments grew out of the federal preservation program’s demonstrable success, and they will continue to support this success as the program moves toward its 50th anniversary in 2016.

That forthcoming milestone was a principal reason that the ACHP convened the Preserve America Summit in 2006. The Summit brought together a wide range of individuals, organizations, and agencies that are committed to promoting historic preservation and its benefits. It provided a venue for examining emerging preservation challenges, such as addressing security threats, planning for disasters, and broadening public appreciation for history and historic properties. As described in the following chapters, the ideas generated by the Summit offer critical guidance on how the federal government can continue to encourage the preservation, reuse, and enjoyment of historic properties as America enters the 21st century.

THE PRESERVE AMERICA SUMMIT

The forward for *With Heritage So Rich*, the blueprint for the NHPA, was provided by Lady Bird Johnson, then First Lady. Concern for preserving the built environment was consistent with her national beautification campaign, which targeted visual blight in the nation's capital and along America's highways. Forty years later, First Lady Mrs. Laura Bush also has embraced preservation of our cultural and natural heritage, and she serves as the Honorary Chair of the Preserve America initiative. Her leadership was critical to the planning and implementation of the Preserve America Summit, a celebration of the 40th anniversary of the NHPA and a forum for considering preservation's future.

Launching the Summit

As 2006 approached, the historic preservation community began exploring ways to acknowledge four decades of progress under the NHPA. The ACHP considered how it and other federal agencies could participate in the anniversary celebration in a manner commensurate with the historic preservation leadership role that the NHPA entrusts to the federal government. Toward that end, the ACHP proposed convening a summit of experts from across the country to review the major components of the national historic preservation program and to identify ways to improve current preservation efforts as well as explore new ideas for the future.

The Office of the First Lady, the Council on Environmental Quality, and the Department of the Interior worked closely with the ACHP to bring together federal and non-federal parties in the spring of 2006 to help plan the proposed Summit. Both a steering committee and planning committees of federal and non-federal partners were formed. Members of the Summit Steering Committee included: the ACHP, Department of the Interior, Council on Environmental Quality, White House Office of the First Lady, Department of Commerce, Department of Defense, National Trust for Historic Preservation, and National Conference of State Historic Preservation Officers.

The funding structure established for the Summit reflected both the federal government's leadership role and its commitment to advancing preservation through public/private partnerships. Ultimately, approximately two-thirds of Summit and pre-Summit costs came from the ACHP

and 16 other federal agencies. Corporate and non-profit sponsors contributed about one-third of the needed funds, with participant registration fees covering the remainder. (Fundors are listed as Preserve America Summit Partners in the acknowledgements section of this report.)

New Orleans, Louisiana, was chosen as the Summit venue. Remarkable for the quality of its historic resources and the longevity of its commitment to preservation (the city has the nation's second oldest designated historic district), New Orleans exemplified preservation successes of the past. However, only months after Hurricane Katrina devastated the Gulf Coast, the city also highlighted the complex preservation challenges America faces today and will encounter in the future.

In May 2006 at the Preserve America Presidential Awards ceremony, First Lady Mrs. Laura Bush publicly announced that the ACHP would host the Preserve America Summit in the fall. Regarding the overarching goal of the Summit, she observed:

This year marks the 40th anniversary of the National Historic Preservation Act. Through this Summit, we hope to take stock of the strides we've made over the past four decades and determine how best to protect our rich national heritage into the 21st century and for centuries thereafter.

Later in May, she spoke further about the Summit at the conference "Rebirth: People, Places and Culture in New Orleans" that was sponsored by the National Trust for Historic Preservation and Tulane University. That conference brought together government leaders, artists, educators, chefs, writers, and other cultural ambassadors to address practical aspects of

Gulf Coast recovery in the context of the arts, culture, and historic heritage. In her remarks, Mrs. Bush noted how the dialogue begun there would continue throughout the summer in a series of expert panel meetings leading up to the Preserve America Summit.

Summit Issue Area Panels

To ensure that discussions at the Preserve America Summit would be focused and productive, panels of experts were created to meet beforehand and develop ideas for Summit participants to consider. The Summit Steering Committee agreed upon 11 panel issue areas addressing a broad range of preservation topics. (See Figure 3.)

Based on nominations submitted by the federal and non-federal partners helping to plan the Summit, the ACHP selected experts for the 11 panels. Each panel had at least one federal and one non-federal co-chair who were tasked with coordinating the panel's work. Following approval of their membership by the Summit Steering Committee, the panels met during the summer of 2006. (For a list of co-chairs and panelists and the schedule of pre-Summit panel meetings see Appendices A and B.)

Each panel was asked to identify approximately five key ideas that needed to be addressed to make preservation thrive in the coming decades. These ideas were presented in draft panel reports that were provided to all Summit participants, and they formed the foundation for discussions at the Preserve America Summit.

In New Orleans

On October 18-20, 2006, more than 450 invited participants convened in New Orleans for the Preserve America Summit. Plenary sessions were held in the imposing Marble Hall of the historic U.S. Custom House, a building damaged by Hurricane Katrina but meticulously restored in time for the Summit through the determined efforts of the General Services Administration.

Participants at the opening plenary were welcomed by Louisiana's Lieutenant Governor Mitch Landrieu, and Mrs. Bush delivered the keynote address. ACHP Chairman John L. Nau, III, and Lynn Scarlett, Deputy Secretary of the Department of the Interior, also addressed the assembly.

Figure 3

Preserve America Summit Issue Areas

- *Building a Preservation Ethic and Public Appreciation for History*
How can public understanding of America's history and the importance of our historic and cultural patrimony be enhanced?
- *Coordinating the Stewardship and Use of Our Cultural Patrimony*
How can communities benefit from an integrated program for preserving and using historic properties and conservation of documents, artifacts, collections, artistic works, and other cultural expressions?
- *Determining What's Important*
What needs to be done to identify and recognize America's historic places?
- *Protecting Places That Matter*
How can historic preservation be better integrated into public planning and the effectiveness of federal protective mechanisms for historic properties improved?
- *Improving the Preservation Program Infrastructure*
What should be done to clarify the roles of key preservation entities and build their capacity to promote preservation?
- *Dealing With the Unexpected*
How can the national program more effectively promote the preservation of historic properties after natural and man-made disasters, and ensure that reuse of historic properties contributes to recovery efforts?
- *Addressing Security*
How can we more effectively balance security concerns with the preservation and interpretation of historic properties?
- *Using Historic Properties as Economic Assets*
How can communities be encouraged to use their historic properties as economic development assets?
- *Involving All Cultures*
How can the capacity of all cultures, notably Indian tribes and Native Hawaiians, to understand, protect, and enjoy historic properties of concern to them be improved?
- *Fostering Innovation*
How can the potential of technology be harnessed and non-traditional solutions to preservation challenges be encouraged?
- *Participating in the Global Preservation Community*
How can America share its preservation successes with the world and learn from the efforts of other nations?

In her remarks, the First Lady stressed the importance of historic preservation, particularly to the vitality of local communities. In an example, she cited the achievements of Gloucester, Massachusetts, a Preserve America Community, and then issued a stirring call to action to the Summit participants:

Gloucester people are keeping their city's soul alive. They're preserving priceless icons of their history—and America's—because, as Mayor [John] Bell explains, they 'have no other choice. We love Gloucester—and this history is part of who we are.' Ladies and gentlemen, we have no other choice.

The opening plenary was followed by issue area sessions, where panel co-chairs, panelists, and other participants met to discuss the ideas embodied in the 11 issue area panel reports. (See Appendix C for the full Summit schedule.) Mrs. Bush attended sessions that dealt with involving all cultures in preservation and building a preservation ethic and public appreciation for history.

Meeting concurrently with the issue area sessions was the Preserve America Youth Summit, which was sponsored by Save Our History, an initiative of the History Channel to support history education, historic preservation, and heritage tourism. Thirty students from across the country who had actively engaged in Save Our History community preservation projects were invited to discuss their views on history and preservation with a team of educators. (See Appendix D for a list of participants.) The First Lady met with the students and learned about three of their preservation projects, which involved the history of New Orleans cuisine, the restoration and revitalization of historic Colfax Avenue in Denver, Colorado, and the restoration of an African-American home in La Marque, Texas.

Ideas developed by the Youth Summit were presented by two of the student participants at the Summit's closing plenary session. Other speakers reflected the broad commitment of the federal government to historic preservation: Lurita Doan, administrator of the General Services Administration; Lynn Scarlett, deputy secretary of the Department of the Interior; David Sampson, deputy secretary of the Department of Commerce; Anna Maria Farias, a deputy assistant secretary at the Department of Housing and Urban Development; U.S. Rep. Mike Turner (Ohio); Bob Young, regional director of the Department of Housing and Urban Development; and John L. Nau, III, chairman of the ACHP.

In keeping with the Preserve America Summit's celebration of the 40th anniversary of the NHPA, attendees exited the closing plenary session in a festive "second line" parade accompanied by a New Orleans brass band. But participants left knowing that the groundwork had been laid for future progress. The work of the issue area panels, Summit attendees, and Youth Summit participants resulted in the identification of 70 key ideas aimed at charting the future of the national preservation program. It would now be the responsibility of the ACHP to seek public comment on the ideas, identify those needing priority action, and advance their implementation with its federal and non-federal partners.

PRIORITY ACTION AREAS – ACHP RECOMMENDATIONS

The Preserve America Summit generated a diverse and compelling set of ideas concerning how to improve historic preservation in America. Looking forward to the 50th anniversary of the NHPA in 2016, the ACHP has determined which of those ideas it believes should receive priority attention from the federal government. The ACHP’s deliberative process is outlined below, followed by its recommendations.

Soliciting Public Comment

During their discussions prior to the Preserve America Summit, several issue area panels solicited public input, principally through Web-based calls for comment. Prior to the Summit, the ACHP also gave the public an opportunity to comment on the issue areas and on the draft issue area panel reports, which were made available on the Internet. Approximately 75 comments were received and were considered by the panels in their discussions in New Orleans. At the Summit itself, computer stations were available so attendees could provide written comments in addition to participating in Summit sessions.

In the weeks following the Summit, the expert panels had the opportunity to revise their reports, as needed, to reflect public comment and the feedback generated in New Orleans. After the issue area reports were finalized, the ACHP made them available for public review and comment for about 60 days. Approximately 40 comments were received from organizations, government agencies, and individuals. (The final issue area reports and Youth Summit Statement are available at www.achp.gov and www.preserveamerica.gov.)

Developing the Recommendations

The ideas from the issue area reports were reviewed and analyzed by the staff of the ACHP, and an initial list of priority action areas was identified. These were shared with representatives of the Department of the Interior and other federal agencies that had actively participated in the Preserve America Summit. The federal and non-federal co-chairs of the issue area panels were also given an opportunity to review the list of proposed priority action items.

At its winter business meeting February 22-23, 2007, the ACHP agreed upon the majority of the proposed recommendations. Two ideas—related to evaluation of the federal historic preservation program structure and ways to promote and build public-private partnerships in support of historic preservation—required further review and were referred to an ad hoc subcommittee headed by ACHP Vice Chairman Susan Barnes.

At its spring business meeting May 9-10, 2007, the ACHP gave final approval to the recommendations that follow. They are not presented in a priority order, but rather are organized by five key areas of concern: identifying historic properties; enhancing stewardship; sustaining communities; educating citizens; and providing leadership. For each recommended priority action item, lead federal agencies are suggested as well as possible federal and non-federal partners.

About half of the key ideas advanced by the issue area panels and the Youth Summit participants are reflected in the following recommendations. The remaining ideas are discussed in Chapter 4.

IDENTIFYING HISTORIC PROPERTIES

Since passage of the NHPA, considerable progress has been made in identifying our nation's historic resources. However, the process is not a finite one by its very nature. With the passage of time, more properties will be viewed as historic, and property types that previously were considered unimportant will be acknowledged as significant. Also, new technologies may change how we capture information on historic properties and use the resulting inventories for planning purposes. The process of identifying America's historic properties must continue to evolve.

Creating a Comprehensive Inventory of Historic Properties

- *Develop and maintain a reliable comprehensive national inventory of historic properties that contains information necessary for management, planning, and decision making and that is accessible to users.* [Improving the Preservation Program Infrastructure panel]
- *Develop a comprehensive inventory of our nation's historic legacy by 2016.* [Protecting Places That Matter panel]
- *Critical information to facilitate access—create a comprehensive inventory of our nation's historic preservation, archaeological, and cultural resources.* [Dealing With the Unexpected panel]

While many of the nation's significant historic properties have been listed on the National Register of Historic Places, thousands of others have been included in inventories maintained by federal agencies, and state, tribal, and local governments. As noted by three of the issue area panels, this fragmentation causes problems. In the words of the Improving the Preservation Program Infrastructure panel:

Knowledge of the location and significance of the nation's historic properties is essential for informed decision making. Government agencies, Indian tribes, businesses, and citizens need usable information as the basis for decisions on protection, funding, revitalizing, and interpreting historic properties. While the National Register of Historic Places has achieved much in this area, the national preservation program does not have a comprehensive and readily accessible database on historic properties in a searchable format useful for planning, education, interpretation, and heritage tourism. This is a fundamental underpinning of the entire preservation program.

A comprehensive, searchable, and accessible inventory of the nation's historic properties would provide a strong planning tool, especially in the case of disasters and emergencies. While requiring an investment of resources, a comprehensive inventory would be cost-effective in the long term because of its inherent efficiencies.

Linking existing lists of historic properties and expanding them into a comprehensive inventory would require encouraging and supporting use of common data formats and management tools, including digitization and geographic information system (GIS) interface. In addition to addressing technical issues, the framers of a comprehensive inventory system would also need to address restricting access to information on those properties where unlimited disclosure might pose a threat to the properties.

Recommendation

Create a comprehensive inventory of historic properties through a multi-year plan that expands current inventories and makes them more compatible and accessible.

Suggested lead agencies: NPS and ACHP

Suggested partners: NCSHPO; BLM; Forest Service; GSA; DHS; NATHPO; Society for American Archaeology; Society for Historical Archaeology; American Institute of Architects; IMLS; NEH; NEA; Americans for Libraries Council; and other national associations representing state arts agencies, state humanities councils, libraries, and archives

Promoting Cultural Diversity

- *Evaluate National Register properties to discover areas of under-representation.* [Involving All Cultures panel]
- *We acknowledge the importance of diverse resources representing the full complexity of America in the 21st century; therefore, we need to expand the means by which this heritage is recognized and protected.* [Determining What's Important panel]

The Involving All Cultures panel focused considerable attention on the role played by the National Register of Historic Places in recognizing and helping to protect a culturally diverse range of historic properties. Among its findings, the panel concluded:

The incentives and processes for historic preservation are heavily weighted in favor of properties whose champions know how to utilize the system. Consequently, properties of significance to groups that are unfamiliar with the National Register process or that historically rely on other means to recognize their most important cultural resources are unprotected and vastly underrepresented on the National Register.

The Determining What's Important Panel reached a similar conclusion:

The National Register of Historic Places, National Historic Landmarks Program, other aspects of the federal preservation system, and state and local registers recognize a wide variety of historic resource types. However, improvement needs to be made in the racial, ethnic, and geographic diversity of these official listings

To begin to address this issue, the Involving All Cultures panel suggested first evaluating the National Register to determine what cultural groups are underrepresented. Based on such a study, a plan could be developed to consult with representatives of those groups and the academic community on appropriate ways to expand National Register listings. Such a study also would form a basis for outreach and guidance development to enhance multi-cultural participation and recognition at all levels of government.

Recommendation

Promote cultural diversity in the identification of historic properties by evaluating the National Register of Historic Places for its inclusiveness and encouraging local, state, and tribal governments to evaluate their own inventories.

Suggested lead agency: NPS

Suggested partners: ACHP, NCSHPO, NATHPO, the Smithsonian Institution, NTHP, American Institute of Architects, Japanese American National Museum, Heritage Preservation, American Institute for Conservation of Historic & Artistic Works, US/ICOMOS, American Association of Museums, IMLS, NEA, NEH, Forest Service

ENHANCING STEWARDSHIP

Once properties are identified as historic, their management takes on new dimensions. Stewardship of a historic property must balance preservation of its historical integrity with its continued use, interpretation, reverence, and other factors as appropriate. As never before, this must happen with cognizance of the potential impact of disasters and security threats. Hurricane Katrina, arguably the nation's greatest cultural disaster, has highlighted the critical need for emergency planning. In addition to damaging and destroying historic resources in New York and Washington, D.C., the September 11, 2001 terrorist attacks upturned assumptions that security can be an afterthought at any historic property. These and other challenges mean the preservation of our historic resources—including our cultural collections—requires innovative and proactive approaches during the coming decades.

Responding to Disasters

- *Become Integral Part of Emergency Management—Better integrate historic preservation, archaeological and cultural resources into emergency management at the local, state, tribal, and federal levels.* [Dealing With the Unexpected panel]
- *Mitigation Efforts to Prevent or Reduce Damage—Integrate historic preservation, archaeological, and cultural resources into state, tribal, and local mitigation strategies resources.* [Dealing With the Unexpected panel]
- *Cultural organizations, state agencies, and associations should work together to shape local and statewide preparedness and to use regional collaboratives for response to and recovery from disasters.* [Coordinating the Stewardship and Use of Our Cultural Patrimony panel]

Convening the Preserve America Summit in New Orleans vividly reminded participants of the challenges that disasters pose to the stewardship of historic properties and cultural collections. The impact of Hurricane Katrina was a principal topic of both of the Summit's luncheon speakers, Richard Moe, president of the National Trust for Historic Preservation, and Donald E. Powell, federal coordinator for Gulf Coast Rebuilding at the Department of Homeland Security.

Two panels addressed the need to include preservation in emergency management/mitigation strategies and plans at all levels of government and among cultural institutions. As the Dealing With the Unexpected panel explained:

Historic preservation and cultural resources concerns are often not well integrated into current disaster planning. In order for historical, archaeological, and cultural resources to be better protected and their needs addressed in times of disaster, it is essential that historic preservation and cultural resource agencies be involved as an integral part of emergency management planning. By providing their expertise, the historic preservation and cultural resources community can be of assistance to emergency management agencies in their training, education, and other preparedness activities, as well as in response and recovery.

Outreach and guidance is needed to help local communities effectively consider protection of their historic resources both in planning for and responding to disasters.

Recommendation

Respond to disasters by forming a technical advisory committee to develop guidance, a plan for dissemination and training, and emergency and mitigation strategies consistent with the Department of Homeland Security's National Response Plan.

Suggested lead agencies: DOI (pursuant to National Response Plan Emergency Support Function 11, which addresses protection of natural and cultural resources) and DHS (pursuant to National Response Plan Emergency Support Function 14 concerning long-term community recovery and mitigation)

Suggested partners: ACHP, NCSHPO, American Institute of Architects, Heritage Preservation, NTHP, IMLS, NEH, NEA, Forest Service

Addressing Security Needs

- Provide information and training to help decision makers balance historic preservation with security needs. [Addressing Security panel]
- Develop risk assessment methods appropriate for historic and archaeological properties. [Addressing Security panel]

Security is an ever more pressing concern in the stewardship of historic resources, but the issue can be difficult to address

without careful planning and consideration. In the words of the Addressing Security panel:

Providing security for operations and personnel located in or near historic and archaeological sites presents unique and sometimes difficult challenges. In some cases, security measures implemented at historic and archaeological sites are obtrusive, lack design sensitivity, discourage public access and threaten the integrity of the resources they are designed to protect. For security interventions in a historic setting, project planners must balance the historical and architectural character and integrity of a property with the use of the property, the identification and analysis of risk, and possible design and engineering solutions.

Part of the solution is sharing successful experiences and case studies, including information on cost factors and successful design solutions that provide adequate security while also protecting historic values. Among the panel's findings was the need to disseminate guidelines and technical information to encourage continued use of historic and archaeological properties and assist property owners and local governments to implement effective, non-intrusive security measures.

Recommendation

Address security needs by developing guidance, including guidance on all-hazards risk assessment.

Suggested lead agencies: DOI (Office of Law Enforcement, Security, and Emergency Management), GSA, DHS

Suggested partners: NPS, DoD, BLM, American Institute of Architects, NTHP

Conserving Cultural Collections

- The conservation of cultural collections must become an essential and central aspect of the basic mission of every cultural institution. [Coordinating the Stewardship and Use of Our Cultural Patrimony panel]

Preservation and interpretation of historic properties is inextricably intertwined with the preservation of cultural and historic objects, documents, artifacts, artistic works, and other cultural expressions. The soul of a community or region, as well as its economy when that economy is highly dependent on tourism and the arts, is closely tied to its tangible and intangible cultural heritage.

The panel addressing the preservation of cultural patrimony cited some startling statistics from the Heritage Health Index regarding the dangers posed to our cultural collections. A project of the non-profit organization Heritage Preservation in partnership with the Institute of Museum and Library Services, the Heritage Health Index is the first comprehensive survey to assess the condition and preservation needs of America's cultural collections. That survey found:

- 65 percent of collection institutions have experienced damage to collections due to improper storage;
- 80 percent of institutions do not have an emergency plan that includes collections; and
- 40 percent of collecting institutions have no funds allocated in their annual budgets for preservation or conservation.

The panel stressed the need to make the conservation of cultural collections central to the mission of every public and private cultural institution and noted the need to build closer relations among the participants in the broad range of cultural heritage activities. There also is a pressing need to address the adequate curation of archaeological artifacts.

Recommendation

Conserve cultural collections by pursuing cost-effective collaboration between the historic preservation community and the broader cultural heritage community, including support for the Institute of Museum and Library Services' "Connecting to Collections" initiative.

Suggested lead agencies: *IMLS, NEA, NEH, and ACHP*

Suggested partners: *PCAH, NPS, Heritage Preservation, American Association of Museums, National Museum of the American Indian, American Institute for Conservation of Historic and Artistic Works, NTHP, US/ICOMOS, Americans for Libraries Council, Society for American Archaeology, Society for Historical Archaeology, other national arts, humanities, and archives associations*

Promoting Innovative Technologies

- *Create a cross-disciplinary framework/structure that will act as a national clearinghouse for information exchange and link all existing forums. This will provide opportunity for public, private, multidisciplinary exposure to topics*

including new methods, designs, and materials. [Fostering Innovation panel]

- *Aggressively promote and reward the use of innovative technologies, existing as well as new, including: digital information storage and dissemination technology, new materials, new analytical and assessment techniques, comprehensive training programs and resources.* [Fostering Innovation panel]

The Fostering Innovation Panel focused in part on the importance of using innovative technologies to enhance historic property stewardship. There is a distinct need in this regard, as pointed out by the panel:

Cutting-edge technologies are not being fully utilized, either because the information about these technologies is not readily available or because appropriate technologies still need to be developed or modified for use in the preservation field. To remedy this, the historic preservation community must actively promote the development of new technologies and increase opportunities to learn from fellow practitioners and other fields of endeavor.

A key element for fostering innovation is the exchange of information, but there are currently few channels for cross-pollination of ideas. To fill that void, the panel suggested creating a national clearinghouse for information exchange to highlight model technologies and applications. The panel recommended establishing the clearinghouse at the existing NPS National Center for Preservation Technology and Training. Created by amendment of the NHPA in 1992, the Center's mission is to develop and distribute skills and technologies that enhance the preservation, conservation, and interpretation of historic resources. The proposed clearinghouse would be a natural extension of this mandate, and the Center would help provide the resources needed for stability as well as access to excellent information technology personnel and services.

Recommendation

Promote innovation by creating a clearinghouse through the National Park Service National Center for Preservation Technology and Training to disseminate information on innovative technologies and encourage their use.

Suggested lead agency: *NPS*

Suggested partners: *DoD, American Institute of Architects, Association for Preservation Technology International, GSA, NEH, IMLS, Forest Service*

SUSTAINING COMMUNITIES

Stewardship of historic resources does not occur in a vacuum but rather is an integral part of the growth and vitality of our communities. Preservation stimulates community revitalization, heritage tourism, job creation, improved quality of life, greater shared knowledge about our past, and strengthened regional identity and local pride. The federal government can help promote preservation in local communities by generating data on preservation's benefits, increasing technical assistance, and improving its financial incentive programs.

Measuring and Sharing Preservation's Benefits

- *Evaluate and quantify the costs and benefits of historic and heritage preservation.* [Protecting Places That Matter panel]
- *Devise a uniform set of generally accepted metrics for rehabilitation, historic preservation, and heritage tourism that can be used to measure the direct and indirect economic impacts.* [Using Historic Properties as Economic Assets panel]

Two panels stressed the importance of evaluating and quantifying the costs and benefits of preservation, which are well known but not always well documented. In the words of the Protecting Places That Matter panel:

Historic preservation has been an economic engine in many communities, stimulating broad-scale revitalization, tourism, job creation, retail vitality, environmental quality, and enhanced quality of life. However, preservation is still widely seen as either an end in itself, a hindrance, or a cost rather than a tool to unlock a panoply of community benefits both tangible and intangible. The preservation community has not done enough to concretely quantify the costs and benefits associated with historic and heritage preservation that could help generate and increase public and private support of the preservation mission.

Summit participants particularly noted the need for uniform ways to measure the economic benefits of preservation and heritage tourism, since an economic argument is often the most persuasive when promoting preservation. Because most recent studies have been done on a state, local, or single institutional level, analysis on a broader and more consistent basis is needed. Existing state and local studies take varying approaches to measuring preservation's costs and benefits; more standardized measures should be developed and promoted by the federal government.

Recommendation

Measure and share preservation's benefits by developing consistent ways to measure direct and indirect impacts (particularly economic) and by pursuing and promoting necessary research.

Suggested lead agency: DOC

Suggested partners: ACHP, NCSHPO, NATHPO, NTHP, National Housing and Rehabilitation Association, Travel Industry Association, Forest Service

Providing More Technical Assistance

- *Expand our nation's technical assistance and training in historic preservation to state and local communities through the Preserve America initiative: The Preserve America Community Agent.* [Protecting Places that Matter panel]

All preservation is ultimately local, but lack of local resources or knowledge can hinder preservation efforts. Several important sources of information and assistance for communities already exist. In the non-profit arena, the National Trust for Historic Preservation Main Street Center provides invaluable support to Main Street communities, and the National Alliance of Preservation Commissions provides assistance to communities with local preservation design review commissions. From the federal government, more than 1,500 communities receive preservation funding and technical assistance from NPS and the SHPOs through the CLG program.

But despite such avenues for technical assistance, the Protecting Places That Matter panel noted:

We need to find better ways to get resources (people, tools, knowledge, and funds) to local communities so they can address historic preservation needs. Local leaders need better access to training, good case studies, and technical assistance.

To help meet this need, the panel suggested that the federal government expand the impact of the Preserve America initiative through creation of a system of "Preserve America Community Agents." The Preserve America Community designation program, administered by the ACHP, recognizes communities that demonstrate their commitment to the preservation of their heritage assets. A Preserve America Community Agent, designated by each State and Tribal Historic Preservation Office, would provide technical

assistance to Preserve America Communities and would encourage additional communities to apply for designation. Agents would offer expertise and knowledge necessary for localities to navigate the historic preservation assistance arena, and foster partnerships among levels of government as well as between public and private parties.

Any exploration of the Preserve America Community Agent concept needs to consider how such a position would relate to existing state CLG coordinators. It may also be useful to discuss with HUD how that agency delivers technical assistance to communities receiving HUD funding and whether additional preservation information could be disseminated via that channel.

Recommendation

Provide more technical assistance to local communities to promote historic preservation and heritage tourism, and explore the concept of a Preserve America Community Agent or similar mechanism to work more actively with local communities.

***Suggested lead agencies:** ACHP, NPS, HUD*

***Suggested partners:** NCSHPO, National Alliance of Preservation Commissions, Heritage Preservation, NTHP*

Increasing Synergy Between the Development Community and Public Partners

- *Dramatically increase the use of the highly successful Federal Historic Rehabilitation Tax Credit Program by working with the Program's preservation partners to increase awareness and understanding by the economic development community and to streamline the administration of the Program...* [Using Historic Properties as Economic Assets panel]
- *Identify and resolve impediments to the use of existing governmental financial incentive programs in connection with historic rehabilitation and, in particular, inconsistencies between such programs and the Historic Tax Credit Program. Remove regulatory barriers and fix legislative glitches that reduce the effectiveness of the Historic Tax Credit Program, and create new incentives for using historic rehabilitation with other governmental incentive programs.* [Using Historic Properties as Economic Assets panel]

The Using Historic Properties as Economic Assets panel stressed the importance of enhancing the federal government's role in encouraging rehabilitation of historic properties. One of the most effective existing programs is the federal historic rehabilitation tax credit. The panel stressed that use of the tax credit could be increased through outreach efforts and by streamlining, and that steps could be taken to remove impediments to using the credit with other federal financial incentives. To help achieve these goals, the panel endorsed:

...an ongoing dialogue between partners and the timely implementation of the recommendations in the "Federal Historic Rehabilitation Tax Credit Program, Recommendations for Making a Good Program Better" report of September 2006 and prepared by the Committee on the Federal Historic Rehabilitation Tax Credit Program of the National Park System Advisory Board.

(The above-referenced report is available at www.cr.nps.gov/hps/tps/tax/committee.htm.)

The panel also noted that other federal financial incentive programs could be used more widely to support preservation, provided any impediments to such use are identified and resolved. The 2006 amendments to the NHPA give the ACHP new authority to work with federal agencies toward this end. The newly enacted Section 216 of the NHPA authorizes the ACHP to review the operation of federal grant or assistance programs and make recommendations to further the consistency of the programs with the purposes of the NHPA.

Recommendation

Increase synergy between the development community and public sector partners by implementing the recommendations of the National Park System Advisory Board Committee on the Federal Historic Preservation Tax Credit and by seeking ways to expand use of federal financial assistance programs for historic preservation.

***Suggested lead agencies:** NPS and ACHP*

***Suggested partners:** DOC, HUD, National Housing and Rehabilitation Association, NCSHPO, NTHP*

EDUCATING CITIZENS

The long-term vitality of the national preservation program will depend on helping citizens understand the importance of their history and their historic resources. Young and old alike need to recognize that history is all around them, has shaped them and their environment, and that they have a role to play in helping to preserve and understand it. Heritage education in schools at all levels is critical, as is giving young people opportunities to be active participants in preserving our nation's past.

Promoting Heritage Education

- *Ensure the public is better equipped to make informed decisions throughout life, based on an individual understanding of history and awareness of the benefits and impacts of historic preservation on communities and the nation.* [Building a Preservation Ethic and Public Appreciation for History panel]
- *Use historic resources as interactive tools to teach with and learn about American history and build a preservation ethic.* [Building a Preservation Ethic and Public Appreciation for History panel]
- *Strongly encourage the inclusion of heritage education in national and state history/social studies standards and curricular frameworks. Ensure that the next generation of American citizens shares an appreciation of our nation's heritage by providing opportunities to experience local history and historic sites firsthand.* [Fostering Innovation panel]
- *Establish a structure to facilitate connections between teachers and preservationists.* [Building a Preservation Ethic and Public Appreciation for History panel]
- *Support local-level partnerships for historians, preservationists, and the educational community through state and national programs.* [Building a Preservation Ethic and Public Appreciation for History panel]
- *Introduce the concept of historic preservation [to students] and discuss why it is important.* [Youth Summit]
- *Enliven history education in the classroom.* [Youth Summit]
- *Integrate historic preservation concepts into a variety of subject areas.* [Youth Summit]

Two expert panels and the Youth Summit participants focused on boosting the effectiveness of the teaching of history and the use of historic properties as interactive teaching tools. A greater public appreciation for history's value provides a firmer foundation for youth as well as adults to understand and use the lessons of the past in order to improve the future. This is critical, as suggested by two questions posed by the Building a Preservation Ethic and Public Appreciation for History panel:

If most people do not know what historic preservation is and how it functions in our communities, how can they be expected to appreciate its enormous aesthetic, cultural, economic, and educational contribution to the country? If far too many people do not factor history's valuable lessons into the equation for making informed decisions about their own future, how can they understand the vital importance of learning from the past to create a better collective future, as the founders of our nation did when creating the Constitution?

Using historic properties as a focus for learning can both enliven history and promote an appreciation for preservation. More resources are needed to help foster partnerships between historians, preservationists, and the education community. This includes outreach to educators to promote products that facilitate heritage education, including Web sites and curriculum guides. One such example in the National Park Service's Teaching With Historic Places Web site.

Recommendation

Enhance heritage education by developing a communication strategy for providing information to the educational community about Web sites, curriculum guides, and other outreach products that promote heritage education.

Suggested lead agency: ED

Suggested partners: *Gilder Lehrman Institute of American History, National Archives, NEH, NPS, IMLS, academic preservation programs, and other private partners*

Engaging Youth in Historic Preservation

- *Build partnerships with museums, sites, and historic societies.* [Youth Summit]
- *Let us be the historians.* [Youth Summit]
- *Let us be activists in historic preservation.* [Youth Summit]

- *Help us participate in history-related events outside the classroom.* [Youth Summit]
- *Provide opportunities for us to showcase what we've learned in a variety of ways.* [Youth Summit]

The Youth Summit participants stressed that, in addition to learning more about history and historic preservation in school, America's youth should be encouraged to be active participants in history-related and preservation-related activities in their communities. In the words of the Youth Summit Statement:

Both the sponsors of the Preserve America initiative and we believe that it is important for our generation to understand the value of historic preservation. Within every chapter of American history, there is a significant place that played a role in our nation's past. We believe that it is important to identify historic places, appreciate their value to our history, and be active in preserving these stories and places for future generations.

The History Channel's Save Our History program, sponsor of the Youth Summit, is a successful model of giving young people hands-on experience in preserving historic properties. The Save Our History Educator's Manual includes lesson plans designed to involve students in local history and preservation projects. In conjunction with distribution of the manual, the History Channel has awarded \$750,000 in grants to historical organizations that partner with local students in hands-on preservation projects.

The Preserve America initiative provides a vehicle for the federal government to identify programs like Save Our History and promote them, and to continue to reach out to our nation's youth—America's future preservationists.

Recommendation

Engage youth in historic preservation by promoting programs that involve them in hands-on preservation activities and through the possible establishment of an ongoing youth summit as part of the Preserve America initiative.

Suggested lead agency: ACHP

Suggested partners: ED, the History Channel, Gilder Lehrman Institute of American History, NTHP, IMLS, Society for American Archaeology, Society for Historical Archaeology, and other private partners

PROVIDING LEADERSHIP

Central to the importance of the NHPA is its premise that the federal government should be a leader in historic preservation. That inherent promise has been realized to a considerable degree over the past 40 years, but federal leadership needs to continue to develop. For instance, America's relative lack of focus on international preservation should be reevaluated. More broadly, the overall structure of the federal preservation program may need to evolve to meet the new challenges and opportunities of the coming decades.

Optimizing U.S. Participation in the International Preservation Arena

- *Create or enhance institutional mechanisms within the U.S. to optimize learning and knowledge sharing about international preservation.* [Participating in the Global Preservation Community panel]
- *Reinvigorate U.S. government participation in international organizations, conventions, treaties, and programs related to cultural heritage preservation.* [Participating in the Global Preservation Community panel]

Participation in the global preservation community has always been a hallmark of the U.S. preservation program. The authors of *With Heritage So Rich* studied the preservation programs of other countries when shaping the recommendations that led to the passage of the NHPA, and the early years of the national preservation program saw considerable engagement on global preservation issues. For example, the United States spearheaded development of the World Heritage Convention in 1972. However, active American involvement in international preservation has tended to wane in recent decades.

The issue area panel that addressed global preservation focused on the importance of reversing this trend. Among its findings, the panel concluded:

While the United States has a great deal to share with other nations of the world, it also has a need to enrich our own experiences through participation in the global preservation arena. Our grassroots traditions, our entrepreneurial approaches to heritage, our parks system—these are all potential points of engagement and provide creative possibilities of mutual benefit through increased exchange of ideas, experiences, and contacts.

The panel called for greater national leadership to promote U.S. participation in the global preservation community. It also noted the current lack of a centralized clearinghouse for sharing international preservation experience between the public and private sectors and for providing information on international preservation practices. Facilitating international discourse in historic preservation can foster evolution, innovation, and collaboration, keep American preservation professionals connected to their colleagues around the world, and promote better cooperation and understanding.

Recommendation

Optimize U.S. participation in the international preservation arena by improving information exchange and facilitating U.S. participation in international preservation activities.

Suggested lead agencies: ACHP and NPS

Suggested partners: Department of State, USIICOMOS, Association for Preservation Technology International, NTHP, PCAH

Exploring Improvements to the Federal Program Structure

- *Enhance the leadership of the federal historic preservation program. Brief statement of the idea: Evaluate ways to improve the structure of the federal historic preservation program to achieve greater effectiveness.* [Improving the Preservation Program Infrastructure panel]
- *Raise the profile of heritage resources within the federal government.* [Fostering Innovation panel]

The Preserve America Summit sparked discussion about the structure of the existing federal preservation program and how it might be enhanced. As the Improving the Preservation Program Infrastructure panel noted:

Although significant accomplishments have resulted from federal preservation efforts over the past four decades since passage of the NHPA, several challenges persist that raise questions about benefits of organizational change.

Two panels considered the issue and advanced various scenarios. The Fostering Innovation panel focused on raising preservation's profile in the federal government, suggesting possible changes such as creating a cabinet-level post for historical and cultural heritage, a national endowment for heritage, or a national historian laureate. The Improving the Preservation Program Infrastructure panel stressed the need to enhance the federal preservation program's effectiveness. That panel discussed the advantages and disadvantages of various organizational models, such as a more centralized versus a more decentralized system, and concluded that further evaluation of the federal preservation program is needed.

While the ACHP does not believe a total reconstruction of the federal preservation program is necessarily warranted, it agrees that further study of the program's organization would be constructive. The ACHP recommends that the major preservation partners jointly convene a time-limited, independent review panel (including representatives from federal, state, tribal, and local governments, the business community, the non-profit sector, and academia) to evaluate the current federal historic preservation program and make recommendations.

Recommendation

Explore improvements to the program structure of the federal preservation program through creation of an independent review panel.

Suggested lead agencies: DOI and ACHP

Suggested Partners: NCSHPO, NTHP

IDEAS FOR FUTURE CONSIDERATION

The recommended priority action items in the previous chapter were selected by the ACHP for a variety of reasons. Some reflect a high level of interest in the preservation community. Others represent initial steps that must be taken before other ideas can be implemented. All are ideas that should yield tangible products and that the federal government reasonably can be expected to implement in the near term. They represent about half the key ideas that emerged from the Preserve America Summit.

What of the remaining ideas where no immediate action is proposed? Certainly, the ACHP does not believe these proposals lack merit. On the contrary, the following ideas offer many excellent suggestions that we expect will form part of a longer-range agenda for consideration and possible implementation.

IDENTIFYING HISTORIC PROPERTIES

Enhancing National Register Inclusiveness

The ACHP's recommendation that the National Register of Historic Places be evaluated for its cultural diversity is a step toward expanding the Register's inclusiveness. Related ideas advanced by the panels included broadening the perspectives brought to bear during evaluation of nominated properties and improving recognition of intangible cultural heritage.

- *The evaluation of historic properties should be open, flexible, and inclusive of the viewpoints of diverse cultures by expanding the focus of preservation professionals and by including people of diverse cultures in the process.* [Involving All Cultures panel]
- *We should recognize that there are other entities involved in the recording of non-material cultural heritage. We should be aware of these efforts and how we can utilize preservation to interpret this heritage in specific places. Places where cultural traditions take place could be recognized through expanded use of traditional cultural property listing.* [Determining What's Important panel]
- *Recognize the stories important to cultures. Identify the resources that express those stories.* [Involving All Cultures panel]

- *Update National Park Service Bulletin 38 on Traditional Cultural Properties (TCPs) to make it clear that by using existing criteria, historic preservation professionals should consider use by diverse cultures, thus representing experience over time in a discrete place. The guidance should include means and methods to represent and interpret the various cultures which occupied the site.* [Involving All Cultures panel]

Engaging the Public

The Determining What's Important panel noted the need to make the National Register more user-friendly. The designation process might be made more accessible to the general public, and there may be ways for professionals in the field to improve communication with the public.

- *The National Register of Historic Places designation criteria and process are seen as daunting and inadequate to recognize the full range of resources. There is a need to rethink the seven aspects of integrity to address the dynamic evolution of many properties, as well as the guidelines specifying resources be more than 50 years old or not be associated with living architects, designers, or other persons.* [Determining What's Important panel]
- *Professional experts need to go beyond their usual circles and use more accessible language to engage the general public on the processes and effects of preservation.* [Determining What's Important panel]

ENHANCING STEWARDSHIP

Confronting Security Concerns and Disasters

Relating to security threats and disasters, the ACHP's priority recommendations focus on development of federal guidance to help managers of historic properties in navigating these complex subjects. Such guidance supports broader concepts advanced by the Addressing Security panel, such as maintaining public access to historic properties and promoting quality design of security interventions. The Addressing Security panel also recommended revising national building codes—for both new and historic buildings—to address security issues.

To facilitate deployment of volunteers with preservation expertise in the wake of a disaster, the Dealing With the Unexpected panel advanced the idea of establishing a Web-based information network.

- *Keep public historic properties open to the public.* [Addressing Security panel]
- *Design matters—sensitive security solutions must be selected to protect the property's historic integrity.* [Addressing Security panel]
- *Incorporate security related provisions into national building codes.* [Addressing Security panel]
- *Prompt and Coordinated Onsite Response—establish a cohesive Web-based information network for professional preservationists, archaeologists, and other trained volunteers to coordinate response to a disaster.* [Dealing With the Unexpected panel]

Promoting Inclusiveness

Evaluating the National Register of Historic Places to gauge its cultural diversity, per the ACHP's recommendation, is one way to help enhance the preservation program's overall inclusiveness. The need to promote the participation of all cultures is echoed in broader ideas advanced by the panels and the Youth Summit, including exploring how other endeavors that are culturally inclusive might serve as models. In the context of international activities, the federal government could also consider how better to promote consideration of local culture and historic resources.

- *Explore the ways in which other fields have been culturally inclusive.* [Involving All Cultures panel]
- *Integrate local cultural heritage resources, practices, and values in international activities that affect the landscape and built environment.* [Participating in the Global Preservation Community Panel]
- *Appreciate that history has many different voices.* [Youth Summit]

Promoting Effective Management of Historic Properties

The ACHP's recommendation to create a federal clearinghouse on innovative preservation technologies is aimed at enhancing the effectiveness of historic property managers. Ideally, use of innovative techniques also should be coupled with effective management and decision-making tools. As one panel pointed out, establishment of priorities and performance measures would help promote tangible preservation outcomes, notably in the Section 106 review process. Another panel suggested helping property owners and managers through the creation of a Web site focused on historic properties as economic assets.

- *Effective Decision Making: Support advances in effective and efficient program management, operation, oversight, and decision making to produce enhanced protection and preservation of historic resources.* [Improving the Preservation Program Infrastructure panel]
- *The federal government should create and sustain one integrated and interactive Web site as an economic and marketing development planning tool to support the stewardship of historic assets.* [Using Historic Properties as Economic Assets panel]

SUSTAINING COMMUNITIES

Supporting Sustainability

Community vitality will be nourished by developing preservation cost/benefit data and by enhancing technical assistance, as recommended by the ACHP. But several panels touched upon broader concepts concerning preservation and sustainability. One panel focused on encouraging international tourism and cooperation, while another noted

the need to expand and sustain communities’ “creative economy” by attracting artists and cultural institutions. Acknowledging the fact that preservation can sometimes have unintended negative effects, another panel addressed the need to examine the impacts of heritage tourism and development that sometimes follow listing of properties on the National Register of Historic Places.

- *Promote mutual understanding across borders, and so empower U.S. communities to make heritage preservation an integral aspect of sustainable development.* [Participating in the Global Preservation Community panel]
- *Artists and cultural institutions are essential to the economic vitality of a community.* [Coordinating the Stewardship and Use of Our Cultural Patrimony panel]
- *We recognize the pervasive influence of economics on determining what is important, even if not officially part of the process. Because of the link between official listings and heritage tourism, it is important to acknowledge both the positive and negative effects that economic development through heritage tourism can have on cultural resources.* [Determining What’s Important panel]

Encouraging Inclusion of Preservation in Planning

The Using Historic Properties as Economic Assets panel suggested creating incentives/requirements for applicants to include preservation in the planning documents and processes that are prerequisites to their receipt of certain types of federal funding.

- *Create incentives for recipients of federal economic and development funds to include historic preservation elements in applicable comprehensive economic development strategies or plans.* [Using Historic Properties as Economic Assets panel]

EDUCATING CITIZENS

Enhancing Professional Training

The ACHP’s priority recommendation on promoting heritage education focuses on reaching the general public of all ages. As the Improving the Preservation Program Infrastructure

panel pointed out, there is also a need for more educational opportunities directed to training preservation professionals.

- *Ensure a professionally trained work force in historic preservation, archaeology, and cultural resource management for employers in federal agencies, state and local governments, tribes, non-profit organizations, and consulting firms.* [Improving the Preservation Program Infrastructure panel]

Communicating the Importance of Preservation

Several panels stressed the importance of getting the word out about preservation’s tangible and intangible values. One suggestion was development of a national marketing strategy to create awareness of the benefits of investing in historic properties. Broad outreach would also serve to expand the depth and breadth of the history and preservation community.

- *Expand the definition of heritage and cultural resources and communicate their critical importance to the public, clearly demonstrating their economic value but, more importantly, their educational and moral value. These assets are not simply worthy of investment; they are essential to maintaining the democratic ideals that shape the life of our nation.* [Fostering Innovation panel]
- *Create a national marketing strategy that stresses the significant benefits—to both the public and private sectors— from investment in cultural and heritage resources. It is imperative to better understand the market for heritage development, who is being served, and how to strategically engage that market.* [Fostering Innovation panel]
- *Expand the history and preservation community.* [Building a Preservation Ethic and Public Appreciation for History panel]

PROVIDING LEADERSHIP

The following panel ideas concerning policy matters, funding sustainability, and partnership development are important leadership issues. The ACHP’s recommendation that an independent review panel evaluate possible improvements to the structure of the federal preservation program may provide an opportunity to develop some of these ideas. In other cases, focused consideration of the idea may need to await completion of the panel’s work.

Implementing Policy

The most comprehensive panel suggestion concerning preservation policy was to fully implement existing provisions of the NHPA, some of which are unused, underutilized, or underfunded. Another panel noted a need to improve how existing legislation and regulations facilitate preservation efforts following disasters.

- *Fully implement the existing provisions of NHPA.* [Protecting Places that Matter panel]
- *Review legal requirements to improve preparedness, mitigation, response, and recovery—examine existing legislation and regulations governing historic preservation, archaeological and cultural resources to facilitate their preservation in the event of a disaster, and make recommendations for improvements.* [Dealing With the Unexpected panel]

Establishing Adequate Funding

Policy and legislative concerns are inextricably linked to issues of funding. On the broadest scale, one panel explored ensuring funding for the federal preservation program is sustainable and truly fulfills the intent of the NHPA. Other panels recommended development of new financial incentives for preservation, including development of funding mechanisms to support preservation in the immediate wake of disasters. One panel noted the importance of educating potential funders and the general public on why adequate funding is crucial.

- *Fund a sustainable preservation program to accomplish the vision, mission, and mandates of the National Historic Preservation Act.* [Improving the Preservation Program Infrastructure panel]
- *Create new financial vehicles for heritage resource development.* [Fostering Innovation panel]
- *Immediate stabilization and continuing operations—develop funding mechanisms for support for immediate stabilization and encourage continuity of operations plans for historic preservation, archaeological and cultural resource organizations.* [Dealing With the Unexpected panel]
- *Cultural organizations must give the highest priority to educating board members, donors, and members of the general public about the critical importance of providing funds for*

the conservation of core collections and preservation of historic properties. [Coordinating the Stewardship and Use of Our Cultural Patrimony panel]

Building Partnerships

Several of the panels brought forth ideas addressing the importance of partnerships and the need for the federal government to foster collaboration. One panel suggested taking steps to enhance partnerships between the federal government and Indian tribes and Native Hawaiian organizations. Another stressed the need for state and local cultural institutions to collaborate to support both historic preservation and the conservation of cultural collections. Finally, several panels focused on enhancing public-private partnerships. To better engage the private sector, the Fostering Innovation panel suggested creating a time-limited, bipartisan Presidential Commission of corporate leaders to encourage strategies for corporate involvement in preservation.

- *Enhance effective partnerships with Indian tribes and Native Hawaiian organizations in the national preservation program while recognizing the unique government-to-government relationship between federal agencies and tribes.* [Improving the Preservation Program Infrastructure panel]
- *State and local cultural institutions should collaborate to build support and public recognition of how their services benefit the community.* [Coordinating the Stewardship and Use of Our Cultural Patrimony panel]
- *Foster greater collaboration with local governments and non-profit and private organizations to expand the national preservation program partnership.* [Improving the Preservation Program Infrastructure panel]
- *Take concrete steps to expand the use and effectiveness of public-private partnerships for preservation.* [Protecting Places That Matter panel]
- *Create a bipartisan Presidential Commission that will lead the effort to raise the profile of historic preservation in the private sector.* [Fostering Innovation panel]

NEXT STEPS – THE NHPA AT 50

The NHPA will mark its 50th anniversary in 2016. Implementing the recommendations of this report in time for this milestone is eminently achievable, and the ACHP is committed to working toward that goal. The composition of the ACHP, with its spectrum of federal and non-federal members, should assist both in advancing federal participation and promoting collaboration with non-federal partners.

As federal agency involvement in the Preserve America Summit attests, historic preservation has been integrated into many federal agency missions, as envisioned 40 years ago by the architects of the NHPA. As the national preservation program continues to grow and evolve, action by a broad range of federal agencies is important. The ACHP will move forward with those initiatives where it has indicated it will have a principal role. For action items where the ACHP has suggested other agencies for lead or partnership roles, we encourage those agencies to embrace the challenge.

Partnering with non-federal parties will also be critical. The NHPA is grounded in a partnership among governments at all levels and the private sector, and collaboration is essential to preservation's continuing success. Many of the non-federal organizations involved in the Preserve

America Summit already have committed to participating in the implementation of the ACHP's recommendations. We hope that all of the potential non-federal partners we have identified will take this opportunity to work with the federal government to enhance the national historic preservation program.

The ideas generated at the Preserve America Summit reflect the best thinking of a broad range of government officials, preservationists, and other stakeholders in the preservation of our nation's historic properties. The ACHP's recommendations provide a blueprint for the federal government's support of those ideas. The ultimate goal? That anyone looking back from the vantage point of 2016 will see continued growth and improvement in the federal preservation program and enhanced use and appreciation of America's invaluable heritage assets.

APPENDIX A

ISSUE AREA PANEL CO-CHAIRS AND EXPERT PANELISTS

Building a Preservation Ethic and Public Appreciation for History

Federal Co-Chairs

Morgan Brown, Assistant Deputy Secretary, Office of Innovation and Improvement, Department of Education
(Staff: Doug Herbert, Christine Miller)

Jack Williams, AIA, Expert Member, Advisory Council on Historic Preservation
(Staff: Sharon Conway, Bruce Milhans, Shayla Shrieves)

Non-Federal Co-Chairs

Heather MacIntosh, President, Preservation Action

Anthony J. Napoli, Education Coordinator, Gilder Lehrman Institute of American History

James G. Basker, President, Gilder Lehrman Institute of American History

Panelists

Jane Cassidy, Management and Information Unit Manager, Georgia State Historic Preservation Office

Spencer Crew, President, National Underground Railroad and Freedom Center

Kate Fermoile, Vice President for Exhibits and Education, Brooklyn Historical Society

Jeremy Finch, Chairman, ACHP Native American Advisory Group (Citizen Potawatomi Nation)

Rosanne Lichatin, 2005 Preserve America History Teacher of the Year, West Morris (NJ) Central High School

Wilson Martin, State Historic Preservation Officer, Utah State Historical Society

Libby O'Connell, Senior Vice President/Chief Historian, The History Channel

Lee Ann Potter, Director of Education and Volunteer Programs, National Archives and Records Administration

Daniel Rice, President and CEO, Ohio & Erie Canalway Coalition

Noré Winter, President and Owner, Winter & Company

Coordinating the Stewardship and Use of Our Cultural Patrimony

Federal Co-Chairs

Ann Guthrie Hingston, Director, Government Affairs, National Endowment for the Arts (Staff: Tony Tighe)

Henry Moran, Executive Director, President's Committee on the Arts and the Humanities

Anne-Imelda Radice, Director, Institute of Museum and Library Services
(Staff: Ellen Schlachter, Marsha Semmel)

Carole Watson, Acting Deputy Chairman, National Endowment for the Humanities
(Staff: Andrea Anderson, Malcolm Richardson)

Non-Federal Co-Chair

Diantha Schull, President, Americans for Libraries Council

Panelists

Carol Coletta, President, CEOs for Cities

Claudia Garofalo, Director of Development, National Performance Network

H. T. Holmes, State Historic Preservation Officer, Mississippi Department of Archives and History

Patrick Hotard, Director, Beauvoir
Kristen Overbeck Laise, Director of the Heritage Health Index, Heritage Preservation, Inc.
Rick Lowe, Founding Director, Project Row Houses
George McDaniel, Executive Director, Drayton Hall, National Trust for Historic Preservation
David Preziosi, Executive Director, Mississippi Heritage Trust
Sharman Smith, Executive Director, Mississippi Library Commission
Nick Spitzer, Host/Producer, American Routes, University of New Orleans
Malcolm White, Executive Director, Mississippi Arts Commission
Julia Marks Young, Director, Archives and Library Division, Mississippi Department of Archives and History

Determining What's Important

Federal Co-Chair

Antoinette J. Lee, Assistant Associate Director, National Park Service, Department of the Interior (Staff: Sarah Hopson)

Non-Federal Co-Chair

Douglas Scott, President, Society for Historical Archaeology
 (Staff: Anne Giesecke)

Panelists

Elena Daly, Director, Bureau of Land Management National Landscape Conservation System
Kathleen Deagan, Distinguished Research Curator of Archaeology, Florida Museum of Natural History
Milford Wayne Donaldson, State Historic Preservation Officer, Office of Historic Preservation,
 California Department of Parks & Recreation
John Whittington Franklin, Program Manager, National Museum of African American History and Culture
Ron James, State Historic Preservation Officer, Nevada State Historic Preservation Office
Arden Kucate, Tribal Councilman, Zuni Pueblo, and Member, ACHP Native American Advisory Group
Cheryl LaRoche, Research Associate, Department of American Studies, University of Maryland
Randall F. Mason, Associate Professor of Architecture, University of Pennsylvania
Kirsti Uunila, Historic Preservation Planner, Calvert County, Maryland

Protecting Places That Matter

Federal Co-Chairs

David L. Winstead, Commissioner, Public Buildings Service, General Services Administration
 (Staff: Rolando Rivas-Camp, Matt Radford, Joan Brierton, Kristi Tunstall)
Daniel J. Basta, Director, National Marine Sanctuary Program, National Oceanic and Atmospheric Administration,
 Department of Commerce (Staff: Cheryl Oliver, Tom Street, Ole Varmer)

Non-Federal Co-Chairs

Emily Wadhams, Vice President, Public Policy, National Trust for Historic Preservation
Paul Edmondson, Vice President and General Counsel, National Trust for Historic Preservation

Panelists

John Bell, Mayor, Gloucester, Massachusetts
Charles Birnbaum, Director, Landscape Initiative, National Park Service
Ian Burrow, Vice President/Principal Archaeologist, Hunter Research

Arthur Cohn, Executive Director, Lake Champlain Maritime Museum
Alan Downer, Navajo Tribal Preservation Officer and Chairman, NATHPO
Dorothy Guzzo, Deputy State Historic Preservation Officer, New Jersey State Historic Preservation Office
Sherry Hutt, NAGPRA Program Director, National Park Service, Department of the Interior
Don Klima, Director, Office of Federal Agency Programs, Advisory Council on Historic Preservation
Amos J. Loveday, Jr., Preservation Specialist, Sonnenschein Nath & Rosenthal LLP
Elizabeth Merritt, Associate General Counsel, National Trust for Historic Preservation
Mary Ann Naber, Federal Preservation Officer, Federal Highway Administration
Katherine Slick, State Historic Preservation Officer, HP Division, New Mexico Department of Cultural Affairs
Harriet Tregoning, Director, Smart Growth Leadership Institute

Improving the Preservation Program Infrastructure

Federal Co-Chair

John M. Fowler, Executive Director, Advisory Council on Historic Preservation

Non-Federal Co-Chair

Jay D. Vogt, President, National Conference of State Historic Preservation Officers and SHPO, South Dakota
 (Staff: Nancy Schamu)

Panelists

Dan Becker, Executive Director, Raleigh Historic Districts Commission
Peter Brink, Senior Vice President for Programs, National Trust for Historic Preservation
Jim Glass, Director, Center for Historic Preservation, Ball State University
Kelly Jackson-Golly, Tribal Historic Preservation Officer, Lac du Flambeau Band of Lake Superior Chippewa Indians
Terry Klein, Executive Director, SRI Foundation
Jan Matthews, Associate Director for Cultural Resources, National Park Service
Janet Oakley, Director of Policy and Government Relations,
 American Association of State Highway and Transportation Officials
Ann Pritzlaff, Conference Coordinator, Colorado Preservation, Inc., and Expert Member,
 Advisory Council on Historic Preservation
Edward F. Sanderson, Deputy State Historic Preservation Officer,
 Rhode Island Historic Preservation and Heritage Commission
Lynn Scarlett, Deputy Secretary, Department of the Interior
Jay Thomas, Deputy Federal Preservation Officer, Department of the Navy
Bob Young, Regional Director, Region IV, Department of Housing and Urban Development

Dealing With the Unexpected

Federal Co-Chair

David I. Maurstad, Director, Mitigation Division and Federal Insurance Administrator, Federal Emergency Management Agency, Department of Homeland Security (Staff: Craig Wingo, John Ketchum)

Non-Federal Co-Chair

Lawrence Reger, President, Heritage Preservation
 (Staff: Jane Long, Mary Rogers)

Panelists

Brenda Breaux, Chief Deputy Assistant City Attorney for Low-Income Housing, City of New Orleans, Louisiana
Robert Collins, Deputy State Historic Preservation Officer, Louisiana Department of Culture, Recreation, and Tourism
Joan Exnicios, Archaeologist, U.S. Army Corps of Engineers
Andrew Ferrell, Chief, Architecture & Engineering Program, National Center for Preservation Technology and Training
Frederick Gaske, State Historic Preservation Officer, Division of Historical Resources, Florida Department of State
John Hildreth, Director, Southern Office, National Trust for Historic Preservation
Tim Lovell, Public Private Program Manager, City of Tulsa, Oklahoma
Ruth Mascari, Deputy Director, Maryland Emergency Management Agency
Deidre McCarthy, Historian/GIS Specialist, Cultural Resource GIS Facility, National Park Service
Brian Robinson, Professor, Savannah College of Art and Design

Addressing Security*Federal Co-Chair*

Philip W. Grone, Deputy Under Secretary of Defense (Installations and Environment),
 Department of Defense (Staff: Maureen Sullivan, Brian Lione, Captain Rick Cook)

Non-Federal Co-Chair

James Malanaphy, AIA, Chair, Historic Resources Committee, American Institute of Architects

Panelists

Curt Betts, P.E., Structural Engineer, U.S. Army Corps of Engineers Design Protective Center
Michael Chipley, Ph.D., Vice President, Geospatial Solutions and Strategic Development,
 Technology Associates International Corporation
Roger Courtenay, ASLA, Principal, EDAW, Inc.
Barbaralee Diamonstein-Spielvogel, Chair, Historic Landmarks Preservation Center
Horace H. Foxall, Jr., Program Manager, Center of Expertise for Preservation of Historic Structures
 and Buildings, U.S. Army Corps of Engineers
Frank V. Giblin, AICP, Urban Development/Good Neighbor Program, General Services Administration
Melvina Heisch, Deputy State Historic Preservation Officer, Oklahoma State Historic Preservation Office
Eve Hinman, P.E., Principal Engineer, Hinman Consulting Engineers, Inc.
Bruce Judd, FAIA, Principal, Architectural Resources Group
Steve Lorenzetti, Deputy Superintendent, National Mall and Memorial Parks, National Park Service
Robert D. Loversidge, Jr., FAIA, President and CEO, Schooley Caldwell Associates
Thomas Luebke, Secretary, U.S. Commission of Fine Arts
Joseph Moravec, Private Consultant
Barbara A. Nadel, FAIA, Principal, Barbara Nadel Architect
Paul Westlake, Jr., FAIA, Managing Principal and Lead Designer, Westlake Reed Leskosky
Nancy Witherell, Federal Preservation Officer, National Capital Planning Commission

Using Historic Properties as Economic Assets

Federal Co-Chair

Jim Yeager, Chief of Staff, Economic Development Administration, Department of Commerce
(Staff: Dennis Alvord)

Non-Federal Co-Chair

Peter Bell, President, National Housing and Rehabilitation Association
(Staff: Thom Amdur)

Panelists

Bill Armbruster, Deputy Assistant Secretary, Department of Defense

Lona Barrick, Administrator, Chickasaw Nation Division of Arts and Humanities

Marilyn Black, Vice President for Heritage Development, Oil Region Alliance of Business, Industry, and Tourism

Tom Capp, Executive Vice President, Gorman and Company, Inc.

Judy Christa-Cathey, Vice President for Brand Marketing, Hampton Hotels

Hal Fairbanks, Director of Acquisitions, HRI Properties/National Cities Fund

John Garvin, Senior Advisor to the Assistant Secretary for Housing/Federal Housing Commissioner,
Department of Housing and Urban Development

James Hamrick, Deputy State Historic Preservation Officer, Oregon Parks and Recreation Department

Larry Oaks, State Historic Preservation Officer, Texas Historical Commission

Donovan Rypkema, Principal, Place Economics

John M. Tess, President, Heritage Consulting Group

Involving All Cultures

Federal Co-Chairs

Sherry Hutt, NAGPRA Program Director, National Park Service, Department of the Interior
(Staff: Michelle Joan Wilkinson)

Non-Federal Co-Chairs

Bambi Kraus, President, National Conference of Tribal Historic Preservation Officers

Ruth Pierpont, Secretary, National Conference of State Historic Preservation Officers and
Deputy State Historic Preservation Officer, New York

Panelists

Ruth J. Abram, President, Lower East Side Tenement Museum

Janine Bowe chop, Vice Chairman, National Association of Tribal Historic Preservation Officers

LouAnn Jacobson, Manager, Canyon of the Ancients National Monument, Bureau of Land Management

Akemi Kikumura-Yano, Senior Vice President, Japanese American National Museum

Paul Lumley, Senior Tribal Liaison, Office of the Deputy Under Secretary of Defense
for Installations and Environment, Department of Defense

Davianna McGregor, Associate Professor, Department of Ethnic Studies, University of Hawaii

Nancy Morgan, Executive Director, Cane River National Heritage Area

Aida Belen Rivera, State Historic Preservation Officer, Puerto Rico State Historic Preservation Office

Bob Stanton, Senior Fellow, Department of Recreation, Park, and Tourism Sciences, Texas A&M University

Brian Wallace, Chairman, Washoe Tribe of Nevada and California

Fostering Innovation

Federal Co-Chairs

Linda Lawson, Director, Office of Safety, Energy, and Environment, Department of Transportation
(Staff: Brigid DeCoursey)

Kirk Cordell, Executive Director, National Center for Preservation Technology and Training,
National Park Service, Department of the Interior (Staff: Sean Clifford)

Non-Federal Co-Chair

Mike Mohamad, Senior Vice President for Marketing, The History Channel
(Staff: Kathleen Ferrigno, Stuart Ruderfer)

Panelists

Ralph Applebaum, CEO, Ralph Applebaum Associates

Raymond Ashley, Executive Director, Maritime Museum of San Diego

John Cosgrove, Executive Director, Alliance of National Heritage Areas

Eric DeLony, Consultant, Engineering & Industrial Heritage, PC

Bobbie Greene, Director, Save America's Treasures Program, National Trust for Historic Preservation

Michael Henry, Principal, Watson & Henry Associates

Elizabeth Hobbs, State Program Administrator Coordinator, Geographer, Minnesota Department of Transportation

John Knoerl, Cultural Resource Mapping Services, Heritage Preservation Services, National Park Service

Cristyne Nicholas, President, NYC & Company

Eric Pourchot, Professional Development Director, American Institute for Conservation of Historic and Artistic Works

Franco Ruffini, Deputy State Historic Preservation Officer, Ohio Historical Society

Robert Silman, Principal, Robert Silman Associates, P.C.

Participating in the Global Preservation Community

Federal Co-Chair

Mark Rey, Under Secretary for Natural Resources & Environment, Department of Agriculture
(Staff: Melissa Simpson, Michael Kaczor, Jon Reedy)

Non-Federal Co-Chair

Gustavo V. Araoz, Executive Director, U.S. National Committee of ICOMOS
(International Council of Monuments and Sites)

Panelists

Erica Avrami, Secretary, US/ICOMOS, and Preservation Consultant, Rutgers University

Lowell Baier, Historian/Commercial Developer, The Boone and Crockett Club

Bonnie Burnham, President, World Monuments Fund

Marta De La Torre, Director of Museum Studies, Florida International University

Frank Hodsoll, Principal, Hodsoll & Associates

Susan Kane, Professor, Art Department, Oberlin College

Stephen J. Kelley, Consultant, Wiss, Janney, Elstner Associates

Nora Mitchell, Assistant Northeast Regional Director, National Park Service

Jonathan Tourtellot, Director, Center for Sustainable Destinations, National Geographic Society

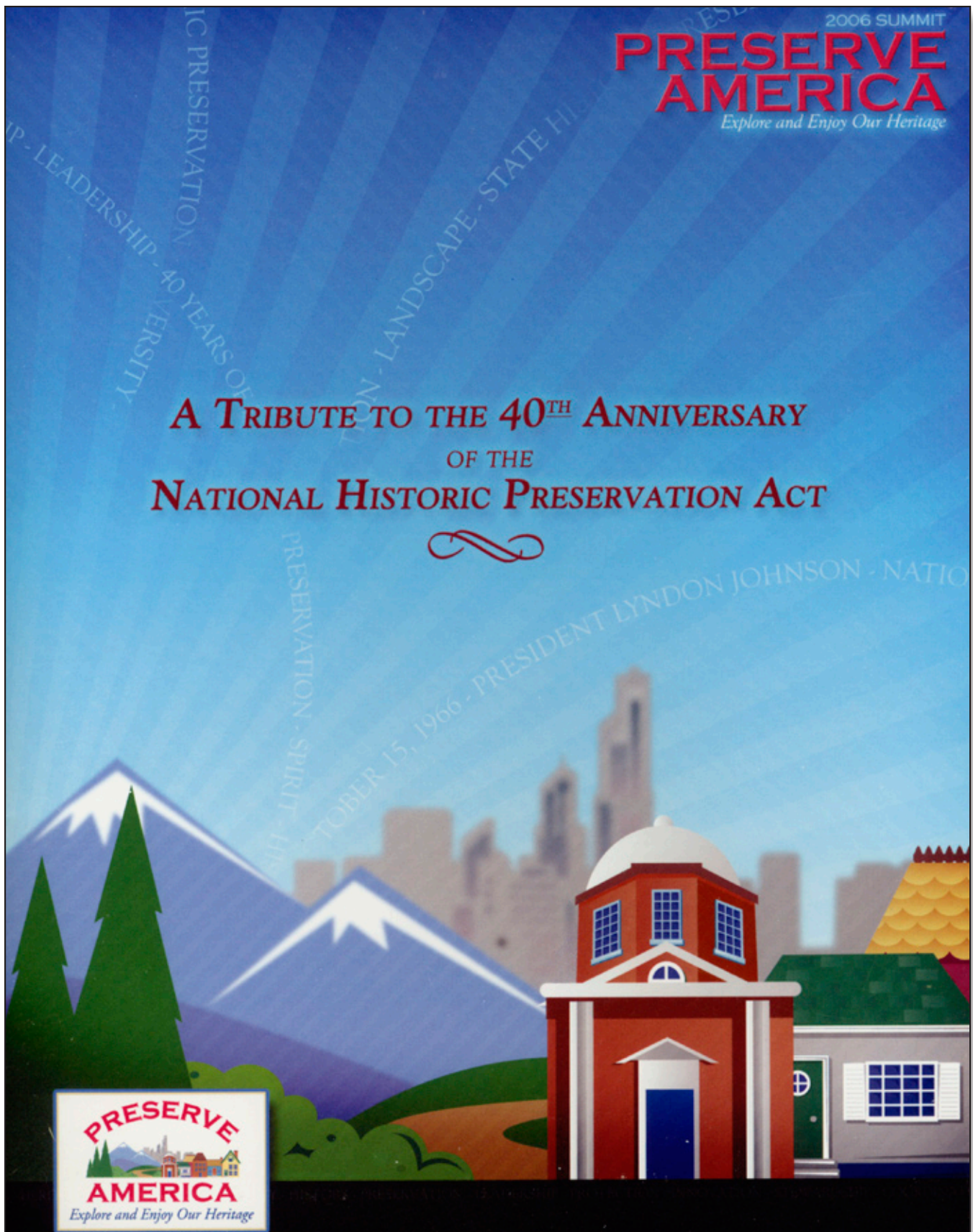
APPENDIX B

SCHEDULE OF PRE-SUMMIT ISSUE AREA PANEL MEETINGS

July 31-August 1, 2006 New York, New York	Fostering Innovation
August 7-9, 2006 Detroit, Michigan	Building a Preservation Ethic and Public Appreciation for History
August 28, 2006 Washington, D.C.	Dealing With the Unexpected
August 29, 2006 New York, New York	Involving All Cultures
August 30, 2006 Annapolis, Maryland	Addressing Security
August 31-September 1, 2006 Washington, D.C.	Participating in the Global Preservation Community
September 6-7, 2006 Washington, D.C.	Improving the Preservation Program Infrastructure
September 6-8, 2006 St. Louis, Missouri	Using Historic Properties as Economic Assets
September 7, 2006 Washington, D.C.	Determining What's Important
September 7-8, 2006 Jackson, Mississippi	Coordinating the Stewardship and Use of Our Cultural Patrimony
September 27-28, 2006 Baltimore, Maryland	Protecting Places That Matter

APPENDIX C

PRESERVE AMERICA SUMMIT PROGRAM EXCERPT



THE WHITE HOUSE

Welcome to the *Preserve America* Summit and to one of America's greatest treasures, the city of New Orleans. There could be no better place to celebrate the 40th anniversary of the National Historic Preservation Act, discuss the state of our national preservation programs, and propose improvements to modernize them.

President Bush and I are grateful to you for coming to participate in these important conversations. Each of you brings a unique combination of expertise, experience and perspective, and I look forward to hearing your insights and opinions. The ideas generated during our meetings will be reviewed by the Advisory Council on Historic Preservation and shared with the President, the Congress, and other decision makers, as well as with the public.

I hope you will take every opportunity to explore New Orleans during your stay. The historic and imposing U.S. Custom House will be the site of our general and plenary sessions. It sustained damage in the storms, and the General Services Administration has been hard at work to get it ready for us – preservation in progress!

During our two receptions you will have the opportunity to visit two more gems of the Vieux Carré. The Historic New Orleans Collection is a fascinating group of buildings, exhibitions and documents that chronicle the development of New Orleans and Louisiana. The Ursuline Convent, the oldest building in the Mississippi Delta, is the home of Catholic archives dating back to 1718. And our headquarters hotel, the New Orleans Marriott, is a gracious French Quarter landmark that reflects the distinct flavor of the city.

The President and I thank you for your commitment to the preservation and creative use of America's heritage treasures. We hope you have a very interesting and productive time at the Summit!

Laura Bush



October 15, 2006

Dear Preserve America Summit Participant:

Welcome to New Orleans!

On behalf of First Lady Laura Bush, the Preserve America Summit Steering Committee, and the Advisory Council on Historic Preservation, I want to express my appreciation to you for the work you have done and are doing to advance historic preservation across the nation.

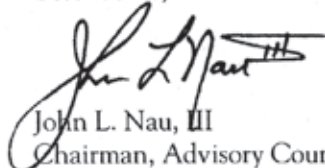
We believe New Orleans, the home of the second designated historic district in the country, as well as numerous National Historic Landmarks and other world class historic properties, is a fitting place to gather for this important Summit. Our host city is a great example of all the preservation efforts of the past as well as the challenges of today and the future. New Orleans' heritage of culture, music, cuisine, architecture, history, and cooperative public and private partnerships has certainly been a key to the recovery of Louisiana and the entire Gulf Coast Region—and an example for us all.

The passage of the National Historic Preservation Act set America on a new journey to preserve our heritage. At this Summit we will join together to celebrate the accomplishments of the past four decades. And we will embark on the next leg of the journey having explored new ideas for improving preservation efforts in the years to come.

I hope you renew old acquaintances, meet new colleagues, identify preservation partners, and enjoy contributing to our collective work over the next two days. I also urge you to take full advantage of all the Summit has to offer including the stimulating plenary sessions, social events at impressive historic venues, and the sharing of ideas in the Issue Area sessions.

This is your national historic preservation program. We thank you for joining us to explore and enjoy our heritage. Together we will make it the best it can be for us and future generations.

Best wishes,



John L. Nau, III
Chairman, Advisory Council on Historic Preservation

www.achp.gov

SUMMIT SCHEDULE

Wednesday, October 18—Preserve America Summit Day 1

1:00 p.m. – 5:30 p.m.	Registration Opens	New Orleans Marriott 2 nd Floor Preservation Hall Foyer
12:00 p.m. – 5:00 p.m.	Public Comment Kiosks Open	New Orleans Marriott 2 nd Floor Preservation Hall Foyer
3:30 p.m. – 4:30 p.m.	Issue Area Co-Chair & Staff Orientation	New Orleans Marriott Studio 2-3
4:30 p.m. – 7:00 p.m.	YOUTH SUMMIT <i>Hosted by The History Channel</i>	New Orleans Marriott 4 th Floor Balcony N
4:45 p.m. – 8:30 p.m.	Round Trip Shuttle Service to Reception	New Orleans Marriott Main Entrance on Canal Street
5:00 p.m. – 7:00 p.m.	WELCOME RECEPTION <i>Credential Required for Admittance</i>	The Historic New Orleans Collection

AGENDA

Welcome

Chairman John L. Nau, III

Summit Partner Remarks

*Mr. Stephen Marriott
Executive Vice President*

Featured Entertainment

*Tulane Jazz Ensemble
Appearances by Historic Citizens of New Orleans
Tours*

Thursday, October 19—Preserve America Summit Day 2

7:30 a.m. – 8:15 a.m.	Continental Breakfast & Exhibits	U.S. Custom House West Side Vaulted Area
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Walking Directions

*Exit the Marriott Main Entrance on Canal Street
Turn left and proceed one half block
Cross Decatur Street
Enter the U.S. Custom House through the first entry doors on Canal Street*

Reminders

For security reasons, official, government-issued, photo identification and name badge credentials will be required to enter all Summit sessions. Large bags are not permitted.

SUMMIT SCHEDULE

Thursday, October 19—Preserve America Summit Day 2

9:00 a.m. – 10:15 a.m.

OPENING PLENARY SESSION

U.S. Custom House
2nd Floor Marble Hall

AGENDA

Introductions

Presentation of the Colors
United States Coast Guard
8th District Regional Color Guard

Pledge of Allegiance & National Anthem
New Orleans Children's Chorus
A National Anthem Project Participant

Welcome to Louisiana
The Honorable Mitch Landrieu
Lieutenant Governor of the State of Louisiana

Preserve America: Preservation & Partnerships
Chairman John L. Nau, III
Advisory Council on Historic Preservation

Keynote Speaker
Mrs. Laura Bush
First Lady of the United States
Preserve America Honorary Chair

Preserve America Summit: Purpose & Goals
The Honorable Lynn Scarlett
Deputy Secretary of the U.S. Department of the Interior

Preserve America Awards
Achievement in Preservation Awards
Preserve America Community Designations
Preserve America Grants

10:30 a.m. – 12:00 p.m.

YOUTH SUMMIT
Hosted by The History Channel

U.S. Custom House
East Side Awards

SUMMIT SCHEDULE

Thursday, October 19—Preserve America Summit Day 2

10:45 a.m. – 11:45 a.m.	ISSUE AREA SESSION ONE	New Orleans Marriott 2 nd Floor Preservation Hall
	<i>Protecting Places That Matter</i>	Studio 2
	<i>Coordinating the Stewardship & Use of Our Cultural Patrimony</i>	Studio 3
	<i>Participating in the Global Preservation Community</i>	Studio 4
	<i>Building a Preservation Ethic & Public Appreciation for History</i>	Studio 7
	<i>Involving All Cultures</i>	Studio 8
	<i>Using Historic Properties as Economic Assets</i>	Studio 9

11:45 a.m. – 1:00 p.m.	LUNCH	New Orleans Marriott 3 rd Floor Acadia Ballroom
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AGENDA

Introduction of Keynote Speaker
Chairman John L. Nau, III

Keynote Speaker
Mr. Richard Moe
President of the National Trust for Historic Preservation

Featured Entertainment
Barber Shop Quartet

1:30 p.m. – 2:30 p.m.	ISSUE AREA SESSION TWO	New Orleans Marriott 2 nd Floor Preservation Hall
	<i>Improving the Preservation Program Infrastructure</i>	Studio 2
	<i>Addressing Security</i>	Studio 3
	<i>Determining What's Important</i>	Studio 4
	<i>Dealing with the Unexpected</i>	Studio 5
	<i>Fostering Innovation</i>	Studio 7
	<i>Using Historic Properties as Economic Assets</i>	Studio 9

Reminders

For security reasons, official, government-issued, photo identification and name badge credentials will be required to enter all Summit sessions. Large bags are not permitted.

SUMMIT SCHEDULE

Thursday, October 19—Preserve America Summit Day 2

2:45 p.m. – 3:45 p.m.	ISSUE AREA SESSION THREE	New Orleans Marriott <i>2nd Floor Preservation Hall</i>
	<i>Improving the Preservation Program Infrastructure</i>	<i>Studio 2</i>
	<i>Coordinating the Stewardship & Use of Our Cultural Patrimony</i>	<i>Studio 3</i>
	<i>Involving All Cultures</i>	<i>Studio 4</i>
	<i>Building a Preservation Ethic & Public Appreciation for History</i>	<i>Studio 7</i>
	<i>Participating in the Global Preservation Community</i>	<i>Studio 8</i>
4:00 p.m. – 5:00 p.m.	ISSUE AREA SESSION FOUR	New Orleans Marriott <i>2nd Floor Preservation Hall</i>
	<i>Protecting Places that Matter</i>	<i>Studio 2</i>
	<i>Addressing Security</i>	<i>Studio 3</i>
	<i>Determining What's Important</i>	<i>Studio 4</i>
	<i>Dealing with the Unexpected</i>	<i>Studio 5</i>
	<i>Fostering Innovation</i>	<i>Studio 7</i>
4:45 p.m. – 8:30 p.m.	Round Trip Shuttle Service to Reception	New Orleans Marriott <i>Main Entrance on Canal Street</i>
6:00 p.m. – 8:00 p.m.	RECEPTION	<i>Old Ursuline Convent</i> <i>French Quarter</i>

AGENDA

Introduction of Old Ursuline Convent Architect
Chairman John L. Nau, III

Preservation of the Old Ursuline Convent
Architect Robert Cangelosi
Koch & Wilson

Featured Entertainment
Loyola Brass Quartet
Loyola Faculty Jazz Quartet
Dr. Alfred Lemmon, Organist
Tours

6:00 p.m.	Issue Area Work Teams	New Orleans Marriott <i>La Galeria 4</i>
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SUMMIT SCHEDULE

Friday, October 20—Preserve America Summit Day 3

8:00 a.m. – 9:00 a.m. Continental Breakfast & Exhibits U.S. Custom House
West Side Vaulted Area

Walking Directions

Exit the Marriott Main Entrance on Canal Street
Turn left and proceed one half block
Cross Decatur Street
Enter the U.S. Custom House through the first entry doors on Canal Street

9:30 a.m. – 11:30 a.m. CLOSING PLENARY SESSION U.S. Custom House
2nd Floor Marble Hall

AGENDA

Welcome

Chairman John L. Nau, III
Advisory Council on Historic Preservation

Presentation of the Colors
Louisiana Army National Guard
3673rd Maintenance Company

Pledge of Allegiance & National Anthem
Les Petite Voix Children's Choir
A National Anthem Project Participant

Caring for our Public Historic Buildings
Administrator Lurita A. Doan
General Services Administration

Investing in the Future of Our Past
The Honorable David A. Sampson
Deputy Secretary of the U.S. Department of Commerce

Building Better Communities Through Preservation
Ms. Anna Maria Farias
Deputy Assistant Secretary for Grant Programs Community Planning and Development
U.S. Department of Housing and Urban Development

Caring for Heritage on Our Public Lands
The Honorable Lynn Scarlett
Deputy Secretary of the U.S. Department of the Interior

SUMMIT SCHEDULE

Friday, October 20—Preserve America Summit Day 3

9:30 a.m. – 11:30 a.m.

CLOSING PLENARY SESSION

U.S. Custom House
2nd Floor Marble Hall

AGENDA

continued

“The Congress Finds and Declares...”

The Honorable Michael R. Turner

U.S. Congressman, Ohio Third District

Co-Chair of the Congressional Historic Preservation Caucus

A Tribute to the 40th Anniversary

of the

National Historic Preservation Act

Reflections on Preserve America & The Value of Community Partners

The Honorable Bob Young

Former Mayor of the City of Augusta, Georgia

Regional Director of the U.S. Department of Housing and Urban Development

Preserve America Summit: Ideas for the Future

Youth Summit Report

Kaitlin Guerin

Lusher High School

New Orleans, Louisiana

Jerry Reese

Marist High School

Atlanta, Georgia

Issue Area Report

Chairman John L. Nau, III

Deputy Secretary Lynn Scarlett

Closing

Making History Together

Second Line Procession led by Dr. Michael White’s Original Liberty Brass Band

12:00 p.m. – 1:30 p.m.

CELEBRATION LUNCH

U.S. Custom House
West Side Vaulted Area

Keynote Speaker

Federal Coordinator Donald E. Powell

Office of the Federal Coordinator for Gulf Coast Rebuilding, U.S. Department of Homeland Security

Featured Entertainment

Dr. Michael White’s Quartet

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APPENDIX D

YOUTH SUMMIT PARTICIPANTS

Facilitators

Sylvia Bienvenu, Acadian Memorial Foundation, St. Martinville, Louisiana
Peggy Somers Feehan, 7th and 8th Grade Teacher, Cecilia Junior High School, Cecilia, Louisiana
Kim Gilmore, Historian, The History Channel
Susan Laudeman, Historic New Orleans Collection, New Orleans, Louisiana
Rosanne Lichatin, 2005 Preserve America History Teacher of the Year,
West Morris Central High School, Chester, New Jersey
Lise Marlow, 6th Grade Teacher, Elkins Park School, Cheltenham, Pennsylvania
Libby O'Connell, Chief Historian, The History Channel
Kathleen Riedlinger, Principal, Lusher Charter High School, New Orleans, Louisiana
Emily Skelding, History Teacher, Lusher Charter High School, New Orleans, Louisiana

Students

Andres Adams, Lusher Charter High School, New Orleans, Louisiana
Jonathan Andrew Armentor, Catholic High School, St. Martinville, Louisiana
Sean Bensinger, Lusher Charter High School, New Orleans, Louisiana
Macy Marae Boudreaux, Cecilia Junior High School, St. Martinville, Louisiana
JoLena Broussard, Catholic High School, St. Martinville, Louisiana
Alex Grant Cormier, Cecilia Junior High School, St. Martinville, Louisiana
Christine DeClue, Cambridge School of Pennington, Pennington, New Jersey
Celestina Duran, North High School, Phoenix, Arizona
Joseph Fagnani, Cambridge School of Pennington, Pennington, New Jersey
Stephanie Faltermeier, North High School, Phoenix, Arizona
Kaitlin Guerin, Lusher Charter High School, New Orleans, Louisiana
Emily Guidry, Paul Breaux Middle School, St. Martinville, Louisiana
Rainey Elaine Guidry, Cecilia High School, St. Martinville, Louisiana
Amy Hanks, Paul Breaux Middle School, St. Martinville, Louisiana
Cassandra Hernandez, Shenandoah Middle School, Miami, Florida
Anna Iosipiv, Lusher Charter High School, New Orleans, Louisiana
Anthony Jones, Lusher Charter High School, New Orleans, Louisiana
Daniel Evan Lee, La Marque Middle School, Galveston, Texas
Sierra Livious, Lusher Charter High School, New Orleans, Louisiana
Kylie McCarthy, Lusher Charter High School, New Orleans, Louisiana
Maria Storm Monroe, Hulstrom Options School, Denver, Colorado
David Anthony Moyer, Hulstrom Options School, Denver, Colorado
Melissa Jo Pesson, Catholic High School, St. Martinville, Louisiana
Jerry Reese, Marist High School, Atlanta, Georgia
Alberto Regalado, Shenandoah Middle School, Miami, Florida
Andrew Schwing, Catholic High School, St. Martinville, Louisiana
Emily Taylor, Catholic High School, St. Martinville, Louisiana
JaTaria Taylor, La Marque Middle School, Galveston, Texas
Harry Wadsworth, Lusher Charter High School, New Orleans, Louisiana
Stephen Walker, Lusher Charter High School, New Orleans, Louisiana

APPENDIX E

ADVISORY COUNCIL ON HISTORIC PRESERVATION MEMBERS

Chairman

John L. Nau, III (Texas)

Vice Chairman

Susan Snell Barnes (Illinois)

Expert Members

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

Ann Alexander Pritzlaff (Colorado)

John G. Williams, III, AIA (Washington)

Citizen Members

Rhonda Bentz (Washington, D.C.)

Mark A. Sadd, Esq. (West Virginia)

Member of an Indian Tribe

Gerald Peter Jemison (Seneca Nation)

Governor

Hon. Matthew Blunt (Missouri)

Mayor

Hon. Alan Autry (Fresno, California)

Acting Architect of the Capitol

Stephen T. Ayers, AIA

Secretary of the Interior

Hon. Dirk Kempthorne

Secretary of Agriculture

Hon. Michael O. Johanns

Administrator, Environmental Protection Agency

Hon. Stephen L. Johnson

Administrator, General Services Administration

Hon. Lurita A. Doan

Secretary of Defense

Hon. Robert Gates, Ph.D.

Secretary of Transportation

Hon. Mary Peters

*President, National Conference of
State Historic Preservation Officers*

Jay D. Vogt (South Dakota)

Chairman, National Trust for Historic Preservation

Jonathan Kemper (Missouri)

Observer:

*Chairman, National Association of
Tribal Historic Preservation Officers*

Alan S. Downer, Ph.D. (Navajo Nation)

Observer:

Secretary of Commerce

Hon. Carlos M. Gutierrez

Observer:

Secretary of Education

Hon. Margaret Spellings

Observer:

Secretary of Homeland Security

Hon. Michael Chertoff

Observer:

Secretary of Housing and Urban Development

Hon. Alphonso R. Jackson