

Preserving America's Heritage

**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2013**

February 2012

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

Milford Wayne Donaldson, of Sacramento, California, is chairman of the 23-member council, which is served by a professional staff with offices in Washington, D.C. For more information about the ACHP, contact:

Advisory Council on Historic Preservation
1100 Pennsylvania Avenue NW, Room 803
Washington, D.C. 20004-2504
Phone: 202-606-8503

Web sites: www.achp.gov and www.preserveamerica.gov

ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2013

February 2012

TABLE OF CONTENTS

	PAGE
CHAPTERS	
1. Summary and Highlights	7
2. General Statement and Program Structure	13
3. Major Program Emphases and Effects of Budget Request	19
APPENDIX	
Recent Program Accomplishments	38
FIGURES	
Figure 1: Budgetary History, FY 2009-FY 2013	10
Figure 2: Appropriation and Authorization Language	11
Figure 3: Program Committee Membership	15
Figure 4: Staff Organization	15
Figure 5: Budgetary History, FY 2008-FY 2012	57
Figure 6: Expenditures by Object Classification	57
Figure 7: Members, Advisory Council on Historic Preservation	58
Figure 8: ACHP Organizational Structure	59
Figure 9: ACHP Strategic Plan	60
Figure 10: Section 106 Performance Measures	62
Figure 11: High Profile Section 106 Cases Involving the ACHP, FY 2011	66
Figure 12: Preserve America Initiative—Program Support	73
Figure 13: ACHP Sustainability Task Force Activities	74

ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2013

FY 2013 Request

The ACHP requests total funding of \$7,023,000 and 33 FTE to fund its basic operations and relocation from the Old Post Office Building.

This is a 5.2 percent increase in funding from FY 2012.

Of the total amount requested, \$5,723,000 would cover salaries and expenses. The ACHP requests an additional \$1,300,000 to fund its relocation costs from the Old Post Office Building. The funds should remain available until expended, as the relocation process is scheduled to begin in FY 2013 and extend through FY 2014.

1. SUMMARY AND HIGHLIGHTS

The ACHP requests total funding of \$7,023,000 and 33 FTEs for basic operations and relocation from its current location at the Old Post Office Building. Of this amount, \$5,723,000 would fund 33 FTEs and basic operations. This represents a 6.2 percent reduction (\$375,227) from FY 2012 enacted. Lower levels of operations funding may impact ACHP's ability to maintain current performance levels; however, the ACHP remains dedicated to its mission and will continue to carry out its responsibilities.

FY 2013 Direction and Request

The Advisory Council on Historic Preservation (ACHP) will continue to pursue its major program directions: managing the federal historic preservation review process in an efficient manner that fully engages stakeholders and the public; promoting historic preservation as a strategy for addressing such national priorities as job creation, economic recovery, energy independence, sustainability, and resource stewardship; and working with partners to promote the value of history and culture and the benefits of historic preservation in a wide array of circumstances. These efforts capitalize on the ACHP's authorities and operational strengths to maximize the agency's resources and relationships as well as the public-private, intergovernmental nature of the presidentially appointed ACHP itself as a policy oversight body.

In the policy area, the ACHP uses its authorities to advise the President and the Congress and to coordinate the activities of federal agencies to encourage the use of preservation programs and tools to further agency missions. The long-term goal is to develop a national and government-wide preservation ethic that infuses decision makers with an understanding that preservation offers cost-effective techniques that can be adapted to a variety of circumstances and rapidly deployed. The ACHP will continue to pursue that strategy in FY 2013 to highlight historic preservation achievement and integrate preservation efforts into the federal government's efforts to address the major needs of the nation.

Historic preservation contributes significantly to employment opportunity, enhanced investment, and economic vitality. Encouraging the use of historic preservation tools to promote job creation and economic development will continue to be a priority activity for FY 2013. A Task Force on Right-Sizing to examine and help address the needs of cities to deal with neighborhood and infrastructure decline began meeting at the end of FY 2011 and will continue its work into FY 2013. The results of a study on

measuring the economic benefits of historic preservation will also be a key part of the ACHP's work in this area, as will expediting the Section 106 review of federal projects designed to put Americans back to work. Within available resources, the ACHP will have renewed commitment to advising the Administration and the Congress on legislation that affects historic preservation interests or that can use preservation tools to achieve other national priorities.

Historic preservation can also contribute significantly to achieving national sustainability goals. The ACHP established a Task Force on Sustainability and Historic Preservation in FY 2010 to bring together the non-governmental preservation community and federal agencies engaged in defining sustainability policies and promoting energy conservation. Through the unique venue of the ACHP, which includes both groups in its membership, much progress has been made in the area, with particular attention to carrying out the directives of Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance, issued by the President on October 5, 2009. The ACHP anticipates work in this area to continue to be a priority in FY 2013.

Management of the federal historic preservation review process, mandated by Section 106 of the National Historic Preservation Act (NHPA), has long been a core mission of the ACHP. The ACHP anticipates that priority in its involvement in individual cases will continue to be on the efficient review of fast-track economic recovery and energy-related projects, including alternative and traditional energy production as well as associated transmission facilities.

As job creation and economic development programs evolve, the ACHP will work with federal program agencies and State and Tribal Historic Preservation Officers to expedite individual projects and to implement program improvement mechanisms, such as the highly successful prototype Programmatic Agreement for Department of Energy weatherization grants in 2010. Emphasis will be on early identification of historic resource impacts and effective engagement of stakeholders to ensure outcomes that properly balance development and preservation issues.

To deal with energy issues on a more programmatic level, the ACHP and the Department of the Interior (DOI) launched an interagency Western Renewable Energy and Historic Preservation Working Group. Comprised of federal agencies engaged in conducting or approving energy projects and major stakeholder organizations, the working group is identifying and addressing the most pressing sources of conflict. Work begun in FY 2011 will lead to ongoing efforts in FY 2012 and FY 2013 to resolve issues and promote more efficient Section 106 reviews.

Section 106 training is a critical component of an effective historic preservation review process and will continue to be a major focus of the ACHP's work. To the extent practicable given budget constraints, special emphasis will be placed on developing Web-based distance learning (including online courses and webinars) in order to effectively reach the largest audience at the lowest cost.

The ACHP was heavily engaged in shaping the Administration's America's Great Outdoors (AGO) Initiative and has been actively participating in follow-up implementation, serving as a voice for cultural heritage. To the extent possible within the ACHP's resources, the ACHP will continue to promote heritage tourism and other sustainable, economically viable uses of historic properties through its member agencies and organizations, its national network of Preserve America Communities, and its public and private partners.

Woven throughout these topical areas will be the ACHP's ongoing effort to do a better job of engaging and involving underserved and diverse constituencies in the national historic preservation program. Building on and continuing its traditional focus on the participation of Indian tribes and Native Hawaiian organizations (NHOs), the ACHP will continue to strive to reach other constituencies often

underrepresented in the federal historic preservation program, such as youth and minority communities. The ACHP will make concerted efforts within budgetary limits, working with its members and preservation partners, to ensure that the national program reaches and serves the needs of all Americans.

Finally, the ACHP will invest considerable staff resources in a significant agency-wide effort in FY 2012 that will reap benefits in FY 2013. The completion of the complete reconstruction of the ACHP Web site will rely on considerable staff-generated content development, content migration, and content management work. The revamped Web site, along with evolving ACHP social media tools, will be central to many aspects of the ACHP's activities, and requires a considerable investment of staff time from all offices within the agency. The results, though, will be a significant improvement in customer service and should bring greater efficiencies to the Section 106 process.

ACHP Relocation

In early 2011, GSA issued a request for proposals for the redevelopment of the Old Post Office Building (OPO). GSA has just announced that the Trump Organization has been chosen as the preferred developer for the project; over the next year, GSA and the Trump Organization will seek to negotiate a long-term lease agreement that is in the public interest. As a tenant in the OPO, the ACHP was informed by the General Services Administration (GSA) that the ACHP will need to vacate its offices no later than March 2014, assuming the redevelopment process unfolds on the schedule envisioned by GSA. GSA plans to secure a 15-year lease for new office space for the ACHP.

The effect on the ACHP and its budget is significant. The ACHP and GSA have collaborated on the development of a program of requirements (POR) for office space. The POR is predicated on the reduced staffing levels requested for FY 2013 and assumes no growth in staff over the lease term and no increase in office space as compared to the current location at the OPO. In FY 2012, GSA and the ACHP will develop and issue a solicitation for offers based on the POR and will also secure contractor support for the ACHP for the relocation process. Once the responses to the solicitation have been analyzed by GSA and the ACHP, GSA will sign a letter of intent to lease space, based on the availability of funding. If funding is provided in FY 2013, GSA will award the lease, and the contractor will begin the build-out process. The actual move should occur during the first half of FY 2014.

Having had its headquarters in the OPO since 1982, this presents a major undertaking for the ACHP. As the only federal agency responsible for advising the President and Congress on historic preservation policy, the ACHP's new office space must be located in a historic building that physically demonstrates its commitment to the policies it promotes. This may present some additional challenges in the Washington, D.C. market.

The overall budget for the relocation is \$1,300,000 and includes the following:

- Comprehensive relocation planning consultants will assist the ACHP throughout the relocation process at an estimated cost of \$375,000. The ACHP does not have the organizational capacity or the experience to manage a project of this scale and complexity.
- With certain exceptions for newer or high quality vintage case goods, all existing furniture will be left at the OPO and disposed of by GSA. GSA recommended this approach given the age of the ACHP's systems furniture, most of which dates from 1982, and the cost savings realized by replacing the existing furniture rather than disassembling, moving, and reassembling it in the new location. The furniture acquisition process will be managed by GSA through their Federal Acquisition Service at an estimated total cost of \$500,000.

- Tenant improvement costs for the build-out of the leased space are estimated at \$425,000. The new offices will be wired with next generation industry-standard cabling to support the new IT infrastructure, as well as telephony, teleconferencing, and video conferencing capabilities.

The ACHP will be conducting an agency-wide inventory of all its records. The ACHP will work closely with the National Archives and Records Administration (NARA) to accession those records currently in storage on site at the OPO or located in NARA storage facilities. During FY 2012 and into FY 2013 all recordkeeping procedures will be updated to determine appropriate accessioning and disposal timeframes and an agency-wide records management policy established to implement the updated records schedules and reduce the number of records stored unnecessarily in office spaces and in fee-based storage facilities.

Current Operations and Budgetary History

The appropriation for FY 2012 was \$6,108,000, reduced by an across-the-board rescission of 0.16 percent and resulting in a final appropriation of \$6,098,227. The following table shows the recent funding background for comparison.

Figure 1. Budgetary History, FY 2009-FY 2013
(in thousands of dollars)

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
President's Budget	5,498	5,908	5,908	6,108	7,023
Initial Appropriation	5,498	--	5,908	6,108	--
Appropriation Adjustment	--	--	-12	-9.8	--
Budget Authority	5,498	--	5,896	6,098	--
FTEs	36	36	36	36	33

Budget Request

The ACHP's FY 2013 budget requests \$7,023,000 and 33 FTEs for basic operations and relocation from the Old Post Office Building. Of this amount, \$5,723,000 would fund salaries, benefits, and operating expenses. This represents a 6.2 percent reduction (\$375,227) from FY 2012 enacted. Lower levels of operational funding may impact the ACHP's ability to maintain current performance levels; however, the ACHP remains dedicated to its mission and will continue to carry out its responsibilities.

The ACHP would find savings of \$375,227 as detailed in Figure 6. A 7.3 percent savings in salary and benefits, a 69 percent reduction in the travel budget, and reductions in printing and equipment would be offset by a significant rent increase first imposed in FY 2012 as well as an increase in contract support costs resulting from the IT infrastructure improvement process.

The ACHP requests an additional \$1,300,000 to fund its relocation from the Old Post Office Building (described above). The funds should remain available until expended, as the relocation process is scheduled to begin in FY 2013 and extend through FY 2014.

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

For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665, as amended), [\$6,108,000] \$7,023,000, *of which \$1,300,000, to remain available until expended, shall be for expenses related to the relocation from the Old Post Office Building*

(Department of the Interior, Environment, and Related Agencies Appropriations Act, 2012.)
[Public Law 112-74]

Authorization Language

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

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

2. GENERAL STATEMENT AND PROGRAM STRUCTURE

Mission and Authorities

The ACHP was established by Title II of the National Historic Preservation Act of 1966 (16 U.S.C. 470). The NHPA charges the ACHP with advising the President and the Congress on historic preservation matters and entrusts the ACHP with the unique mission of advancing historic preservation within the federal government and being a leader in the national historic preservation program. In FY 2011, the ACHP revised and adopted the following mission statement:

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

The ACHP's authority and responsibilities are principally derived from the NHPA. General duties of the ACHP are detailed in Section 202 (16 U.S.C. 470j) and include the following:

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

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

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

Under Section 211 (16 U.S.C 470s) the ACHP is granted rulemaking authority for Section 106. The latest version of the ACHP Section 106 rules was put into place in 2004. The ACHP also has consultative and other responsibilities under Sections 101, 110, 111, 203, and 214 of the NHPA, and, in accordance with the National Environmental Policy Act (42 U.S.C. 4321-4347), is considered an agency with "special expertise" to comment on environmental impacts involving historic properties and other cultural resources. In the Omnibus Public Land Management Act of 2009 (P.L. 111-11), ACHP responsibility for review and designation of Preserve America Communities was codified.

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

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

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

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

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

ACHP Membership

The ACHP has 23 statutorily designated members, including the chairman who heads the agency, and seven observers who have been invited to participate in the work of the ACHP (See Figure 7). The ACHP members address policy issues, direct program initiatives, and make recommendations regarding historic preservation to the President, Congress, and heads of other federal agencies.

The members customarily meet four times a year to conduct business. Usually two meetings occur in Washington, D.C., and two are in locations that exemplify preservation issues relevant to the ACHP's programs, allowing the ACHP members to get firsthand exposure to current preservation issues and receive input from a wide range of affected stakeholders and the public.

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

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

Figure 3. Program Committee Membership

Communications, Education, and Outreach Committee: John Williams (chair), Governor (vacant), Department of the Interior, Department of Education, Department of Agriculture

Federal Agency Programs Committee: Mark Sadd (chair); Horace Foxall, Jr.; Dorothy Lippert; John Berrey; National Trust for Historic Preservation; Department of Defense; General Services Administration; Department of Transportation; Department of Veterans Affairs

Preservation Initiatives Committee: Bradford White (chair), Terry Guen, Mayor Michael Coleman, National Conference of State Historic Preservation Officers, Architect of the Capitol, Department of Commerce, Department of Housing and Urban Development

ACHP Staff

ACHP staff members are housed in Washington, D.C. They carry out the day-to-day work of the ACHP and provide all support services for council members. Staff components are under the supervision of the executive director. Staff members are trained in a variety of disciplines including archaeology, anthropology, architecture, architectural history, landscape architecture, conservation, economics, history, communications and media, journalism, law, planning, sociology, administration and financial management, and information technology, and are currently employed in the following program areas. Also shown are the potential changes in staffing at the FY 2013 requested funding level:

Figure 4. Staff Organization

	Current	FY 2013
Executive Director	1	1
Office of Native American Affairs	3	2
Office of General Counsel	2	1
Office of Administration	8	8
Office of Preservation Initiatives	3	3
Office of Federal Agency Programs	14	14
Office of Communications, Education, and Outreach	5	4
TOTAL	36	33

Office of the Executive Director

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

The **Office of General Counsel** is led by a general counsel who provides legal services to the members and staff and oversees the agency ethics program. The position of general counsel is vacant due to budgetary constraints and the currently vacant FTE position allocated to it will be eliminated under the proposed budget. An associate general counsel provides legal advice and manages the agency ethics program.

Office of Native American Affairs

The Office of Native American Affairs (ONAA) advises the ACHP chairman, members, executive director, and staff on policy and program matters related to Native American issues; offers technical assistance and outreach for tribal and NHO consultation under the Section 106 review process; exercises a leadership role in federal interagency activities involving Native American cultural resource issues; and provides training to Indian tribes, NHOs, and federal agencies on consultation requirements under Section 106 and federal agency relationships with Indian tribes. A director who oversees ACHP involvement with Indian tribes and NHOs leads the office, which is staffed with a program analyst. The assistant program specialist position is vacant and will be eliminated under the proposed budget.

Office of Preservation Initiatives

The Office of Preservation Initiatives (OPI) is responsible for research and development and program implementation (including review, evaluation, and content) for the Task Force on Sustainability and Historic Preservation as well as for the Preserve America program (especially the Preserve America Communities and Stewards portions of the initiative). This office reviews legislation, develops policy recommendations for ACHP member consideration, oversees special studies and reports, creates content for the Web site and publications, and implements ACHP-adopted policies related to national preservation goals—especially as they advance preservation's economic and educational benefits. Through Preserve America, it assists communities, responds to questions from members of Congress and congressional staff, maintains databases, develops Web site content, and promotes community-oriented and tourism initiatives at conferences and other forums. It works with the NPS to administer and analyze the Preserve America Grants when funds are appropriated for that program. The office provides outreach to potential partners such as state and local governments, Indian tribes and NHOs, and the private sector to promote better understanding of community preservation and volunteerism, the relationship between historic preservation and natural resource conservation, heritage tourism, and related benefits of preservation. It also participates in policy forums and intergovernmental working groups relevant to these topics.

OPI provides the staff support for the ACHP Preservation Initiatives (PI) Committee, the Task Force on Sustainability and Historic Preservation, and the ACHP participation on the America's Great Outdoors Council. The office is headed by a director who oversees two staff members. Staff members include a senior program analyst who undertakes major research and writing assignments, analyzes pending legislation, federal policies, and federal grant programs, and who identifies program and policy needs, evaluates solutions, and recommends action. The senior program analyst also provides staff support for the sustainability task force and the Preserve America Stewards program. A preservation program specialist coordinates the Preserve America Community program (including carrying out the majority of application reviews, assisting applicants for Preserve America designation, and maintaining the community database), and also coordinates office involvement in heritage tourism organizations and

activities, prepares program materials, and administers a Facebook page to facilitate Preserve America community networking. All staff members including the director engage in the full range of office activities, including Preserve America program support.

Office of Federal Agency Programs

The Office of Federal Agency Programs (OFAP) conducts Section 106 reviews, develops and implements program improvement initiatives, provides technical assistance and guidance for Section 106 users, and works to improve federal agency and stakeholder understanding of Section 106. It also focuses on tribal and Native Hawaiian participation in the federal historic preservation program and coordinates training for Section 106 users. OFAP staff develops and administers the ACHP's training program, including delivery of the two-day ACHP course, "The Section 106 Essentials," the one-day "Advanced Section 106 Seminar," and distance learning initiatives.

OFAP has two major line offices: the Federal Property Management Section and the Federal Permitting, Licensing, and Assistance Section, each managed by an assistant director reporting to the OFAP director. Professional staff, including federal agency liaisons, are divided between these two sections. By aligning staff with federal agency programs and activities, the ACHP is able to serve the needs of federal agencies and Section 106 users since it fosters better staff knowledge of federal agency policies and activities and encourages cross-fertilization of program improvements common to agencies with similar orientation.

Administrative support, oversight of the office's management of the ACHP's course offerings and distance learning, clerical support, and administrative oversight of the office's Section 106 activities are provided by a training specialist, historic preservation technicians, and an office administrative assistant.

As previously mentioned, the federal agency partnership liaison positions are located within OFAP. These liaison positions are funded by federal agencies and exclusively devoted to addressing the historic preservation needs of the sponsoring agency. While the ACHP's partnership with the Army Environmental Command was concluded as a result of that Command being relocated to Texas, the Army Headquarters continues to maintain a partnership with the ACHP that focuses on Army policy and program development as well as support for the review of Army Section 106 cases.

Additional liaison positions are also in place through partnerships with the Department of Agriculture's Natural Resources Conservation Service (NRCS), GSA, Federal Emergency Management Agency (FEMA), Department of Energy (DOE), Department of Veterans Affairs (VA), and the Federal Highway Administration (FHWA). With the exception of FHWA and the Army partnership, liaisons handle the Section 106 cases and all work on program improvements for their respective agencies. The liaisons work closely with the sponsoring agency's headquarters to develop work plans that improve case management and pursue program and policy innovations that promote the efficiency in the agency's compliance with NHPA. The ACHP oversees the implementation of the work plans and ensures that deliverables are completed in accordance with agreed upon deadlines. One other liaison position is currently being pursued.

Office of Communications, Education, and Outreach

The Office of Communications, Education, and Outreach (OCEO) works with the chairman and executive director to create a communications strategy, which conveys the vision and the message of the ACHP. This includes communicating to, and engaging with, various audiences and ensuring the words and programs of the agency are synchronized to partners, colleagues, and the general public via various communications tools and capabilities.

Using agency graphic standards to ensure a professional, consistent, and recognizable brand and identity, this office develops and produces ACHP print, online, conference, and event materials, including special reports, brochures, literature, and exhibits. In addition, the office maintains the agency's Web sites and other online efforts, such as social media sites. With 845 million monthly active users on Facebook, social media is quickly becoming a "must use" channel of communications.

OCEO also administers the ACHP's major awards programs: the quarterly Chairman's Award for Achievement in Historic Preservation which recognizes exemplary efforts involving federal agencies, and the joint annual National Trust for Historic Preservation/ACHP Federal Partnerships in Historic Preservation Award. The ACHP partners with the Gilder Lehrman Institute and HISTORY to support the annual History Teacher of the Year award. The Preserve America Presidential Awards program, active since FY 2003, has been on hold since FY 2009.

OCEO partners with OPI to function as agency liaison for preservation partners in the Preserve America program. As a follow-up to the Preserve America Summit, OCEO has also taken the lead in advancing youth education as it relates to historic preservation and developed a federal working group focused on youth engagement and education, such as service learning, in cooperation with a wide range of agencies, non-profit organizations, and educational institutions.

OCEO supports the work of the agency in many ways. It plays a key role in producing and disseminating the quarterly *Case Digest*, which details Section 106 cases of special significance in which the ACHP is actively involved. It assists in publicizing Section 106 exemplars to create awareness of best practices among federal agencies and stakeholders. OCEO supports public meetings in high-profile Section 106 cases by assisting with media and public outreach and participation.

OCEO also responds to public inquiries—electronic, written, or voice—about the agency and its programs and Web sites, as well as inquiries about the national historic preservation program. Coordinating ACHP conference participation and strategy falls under the OCEO purview, as does speech writing and events support and management. Media relations for the ACHP are also handled by OCEO. Such activities include placement of news items related to Section 106, historic preservation, and major topics like sustainability, work with Indian tribes, and the Preserve America program.

Headed by a director, the office includes a communications coordinator who implements all aspects of the ACHP's public information program, including media outreach, events, and coordination. The communications coordinator also has lead responsibility for the youth initiative. A writer/editor provides online management, editorial, and writing services for the ACHP, and a program assistant facilitates the ACHP's award programs and conference participation and provides general administrative support to the office. A program specialist position is vacant and will be eliminated in the proposed budget.

Office of Administration

The Office of Administration (OA) is led by a director who is aided by a budget analyst, meeting and event manager, Chief Information Officer, three administrative assistants, and an information technology specialist. OA oversees a full range of administrative, personnel, procurement, space planning, budget, and fiscal services and coordinates related services provided by DOI pursuant to interagency agreements. The office provides administrative and clerical support to ACHP members and the executive director and coordinates member participation in meetings. Office staff plan and execute ACHP meetings, formulate and execute budgets, coordinate the ACHP's customer service activities, support member and staff travel, and provide office-wide telephone, reception, and mail services. OA is also responsible for the oversight of a full range of e-government services, network administration, Internet and e-mail access, and an IT helpdesk.

3. MAJOR EMPHASES IN THE ACHP'S WORK AND EFFECTS OF BUDGET REQUEST

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

The ACHP advances policies that support and encourage historic preservation activities at all levels of government and in the private sector. The ACHP's activities range from advocating federal policies that stimulate private sector reuse of historic properties to encouraging specific federal agencies to reinforce local community revitalization and cultural identity through preservation initiatives. The ACHP actively seeks to promote the federal government's leadership role in historic preservation by practice and example.

The ACHP recognizes that historic preservation must contribute to meeting the contemporary needs of society. Paramount among those needs today are economic recovery and job creation, energy independence, and sustainable communities. The economic impacts and benefits of historic preservation are far-reaching and profound, and the promotion of sustainable communities in contemporary America is an Administration priority. The ACHP has therefore committed itself to promoting the preservation and productive use of historic properties through its program activities.

The agency will continue its critical and unique role of providing oversight and administration of the Section 106 historic preservation review process, with particular attention to ensuring efficiencies in the review of economic development and energy projects. Program assistance, training, and support for preservation partners and other constituencies, such as federal agencies, State Historic Preservation Offices (SHPOs), Tribal Historic Preservation Offices (THPOs), Indian tribes, NHOs, and local governments, are essential to achieve these goals.

The list of FY 2011 achievements highlights the ACHP's mission and leadership and paves the way for future directions in FY 2012 and FY 2013. (See the Appendix for more details about recent accomplishments).

The major program emphases for FY 2013 outlined below are organized under the principal strategic goals contained in the ACHP's Strategic Plan (see Figure 9), adopted in January 2011.

Strategic Goal: Promote Historic Preservation Policy and Programs

2013 Goal: Promote historic preservation as a tool to achieve energy efficiency and support sustainable communities in response to the challenge of global climate change.

Historic preservation is recognized as an important component of efforts to promote environmental responsibility, energy efficiency, and sustainable development in both urban and rural contexts. Since almost half of the country's greenhouse gas emissions come from the construction, operation, and demolition of buildings, the reuse and retrofit of historic buildings can lead to significant reductions in these emissions, a principal goal of Executive Order 13514, "Federal Leadership in Environmental,

Energy, and Economic Performance.” As the ACHP reported in its special report on preservation and energy conservation in 1979, “...it takes less energy to restore old buildings than it does to replace them.... Preservation saves energy by taking advantage of the non-recoverable energy embodied in an existing building and extending the use of it...” In addition, preservation of historic properties directly supports the livability principles of the HUD-DOT-EPA Interagency Partnership for Sustainable Communities. Main Street revitalization, anti-sprawl Smart Growth initiatives, and reinvestment in historic buildings and neighborhoods all promote sustainable communities.

Reflecting the priority that the Administration has placed on sustainability and the importance of the topic to the ACHP’s leadership, the ACHP has established a Task Force on Sustainability and Historic Preservation. The Task Force is assisting the ACHP in promoting historic preservation as a sustainability strategy and encouraging the full integration of preservation into the federal government’s policies and programs addressing energy efficiency and community livability. Task Force members include ACHP expert member John Williams (chairman); the Departments of Energy, Housing and Urban Development, Interior, and Transportation; the Environmental Protection Agency (EPA); the National Trust for Historic Preservation (NTHP); and the National Conference of State Historic Preservation Officers (NCSHPO). Other ACHP members—including the GSA, the Department of Defense (DoD), and the Department of Veterans Affairs—also are participating in Task Force meetings and working groups.

With the assistance of the Task Force, the ACHP completed or initiated a number of activities in FY 2010 and FY 2011 related to sustainability and historic preservation. (For a detailed list, see Figure 13.) Among these initiatives, the ACHP issued guidance for federal agencies on retrofitting historic buildings when complying with Executive Order 13514. In cooperation with the Council on Environmental Quality (CEQ), the guidance has been disseminated widely across the federal government, including among facility managers responsible for making decisions about the management of federally owned historic buildings. The ACHP also expects to work with CEQ and federal agencies to enhance how preservation of historic properties is addressed in agency Strategic Sustainability Performance Plans under Executive Order 13514.

In FY 2012 and FY 2013, the ACHP expects to pursue several key issues addressing sustainability. The ACHP’s triennial report to the President on federal stewardship of historic properties, developed pursuant to Executive Order 13287, “Preserve America,” will have an enhanced emphasis on sustainability. The ACHP also anticipates advocating with federal agencies for additional research on preservation and sustainability. Much of the research on sustainability done to date has focused on new buildings and materials, leaving a relative dearth of quantifiable evidence about the best ways to improve the energy efficiency of historic buildings without compromising their historic character. The ACHP also will be exploring opportunities to work with agencies to enhance the guidance they provide their field offices and grantees regarding preservation and sustainability. Developing such guidance for Department of Energy and Department of Housing and Urban Development (HUD) weatherization programs is a particular priority. Getting useful information on adapting historic buildings to meet current energy efficiency needs will go a long way to heading off case-by-case conflicts that would otherwise arise in the Section 106 process when federal actions are involved.

2013 Goal: Promote historic preservation as a means to support economic recovery, stimulate investment, and create jobs.

The ACHP has long recognized that preservation and productive use of the nation’s heritage assets makes economic sense, results in employment and other economic benefits at the local level, and contributes to the value of place and quality of life in local communities and rural regions. Historic preservation is a key ingredient in managing the cultural and natural resources of communities and leads to more sustainable

and conservation-minded planning through measures such as reinvestment in existing building stock, reuse of older buildings and other community assets, utilization of existing infrastructure, and development of related green technology to promote energy efficiency. A particularly critical aspect in meeting the needs of society today is the fact that rehabilitation of historic buildings is more labor intensive than new construction and thereby generates more jobs per dollar invested. A key economic engine in some parts of the country is heritage tourism, which uses history and promotion as part of a comprehensive tourism strategy to offer diverse cultural and recreational experiences that create jobs and support local economies.

Many communities experiencing significant population loss are undergoing acute economic stress as they work to “right-size” their communities to meet the needs of a smaller population and reduced tax base. A common reaction to this stress is to move quickly to demolish excess housing stock, commercial buildings, and public facilities, and constrict infrastructure maintenance and development to match the needs of a smaller community. Plans to right-size communities often fail to recognize the strategic value and significance of historic buildings and other properties can play in anchoring future development and maintain a sense of cultural identity and pride in neighborhoods that stand to be revitalized.

Recognizing that many communities and local governments lack a complete understanding of how historic preservation can be used as a tool to revitalize neighborhoods and communities without sacrificing energy efficiency and sustainability goals, the ACHP established a Task Force on Right-Sizing to explore how it might assist these communities in achieving economic and sustainability goals by incorporating historic preservation into their revitalization plans. Task Force members include the ACHP general public members Brad White (Chairman) and Clement Price; the Departments of Agriculture, Energy, Housing and Urban Development, Interior, and Transportation; the Environmental Protection Agency, the National Trust for Historic Preservation, and the National Conference of State Historic Preservation Officers. The Task Force had its first meeting in July 2011 and plans to meet through the end of FY 2012.

To maximize preservation’s potential for promoting economic vitality, elected officials and decision makers need proven strategies and methods for effectively integrating historic preservation in community development. They also need easily understood and transferable models and examples of success. The federal government plays a critical role in developing and disseminating such information.

The Preserve America program, through its encouragement of heritage tourism efforts, is the primary vehicle the ACHP employs to promote historic preservation as a sustainable economic development tool. The ACHP continues to develop, promote, and expand participation in the Preserve America program, including local municipalities, counties, neighborhoods, and tribal communities; volunteer organizations; state, tribal, and local grant recipients; businesses; and non-profit groups. The program was launched in 2003, along with issuance of the Preserve America Executive Order (E.O. 13287); in 2009, the program was permanently authorized as part of the Omnibus Public Land Management Act. Through recognition of local preservation, heritage tourism, and education, as well as grants and awards, Preserve America raises awareness of historic and cultural values, enhances the visibility of preservation’s benefits, and helps foster stewardship of local heritage assets.

The Preserve America program is coordinated and administered jointly by the ACHP and DOI, and has had active participation from a number of other agencies including especially the Department of Agriculture (USDA) (U.S. Forest Service), the Department of Commerce (National Oceanic and Atmospheric Administration [NOAA]), and HUD. During FY 2012, the ACHP has begun exploring mechanisms with other agencies and organizations to sustain the program and support and reinforce its many local government and non-governmental partners. The primary goal will be to draw on the

established components of the Preserve America program and use the network of 872 Preserve America Communities to support and implement the President's America's Great Outdoors Initiative (see below).

For example, during the last year the U.S. has been developing and testing its marketing effort to attract international visitors through a Travel Promotion Board and a new marketing arm known as Brand USA. On January 19, 2012, the President issued a new Executive Order on "Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness." The Task Force on Travel and Competitiveness called for under the E.O., and co-chaired by the Secretaries of Commerce and Interior, is charged with developing a national tourism strategy "to promote domestic and international travel opportunities throughout the United States," as well as "strategies to promote visits to the United States public lands, waters, shores, monuments, and other iconic American destinations." The Task Force will also consider recommendations "to promote and expand travel and tourism opportunities in rural communities." These responsibilities echo and complement Section 5 of the Preserve America Executive Order, which directed the Secretary of Commerce, "working with the Council and other agencies, [to] assist States, Indian tribes, and local communities in promoting the use of historic properties for heritage tourism and related economic development in a manner that contributes to the long-term preservation and productive use of those properties." The ACHP plans to work with these and other agencies to better integrate heritage tourism and the related goals of the Preserve America program into that national tourism strategy.

The ACHP, with funding from the Economic Development Administration, has also recently completed a study on measuring the economic benefits of historic preservation. The ACHP will work throughout the remainder of 2012 and into 2013 to both publicize the results in order to provide useful metrics for the evaluation of historic preservation activities' impact on economic development, and to identify ways to pursue additional systematic data collection and future research. Wider knowledge of the true effects will equip local preservation advocates to make their case to the proper authorities and allow government policy makers to understand how historic preservation tools and assets can be effectively used to meet their program goals including job creation.

2013 Goal: Integrate historic preservation goals into the America's Great Outdoors Initiative.

In April 2010, the President launched the Administration's major conservation and preservation initiative, embodied in the Presidential Memorandum on "A 21st Century Strategy for America's Great Outdoors" (April 16, 2010). The America's Great Outdoors Initiative is intended to engage Americans in outdoor recreation, nature conservation, and historic preservation activities, using the resources of the federal government in partnership with tribal, state, and local government and the private sector. The federal programs and public-private partnerships established to carry out the NHPA offer many building blocks to support the goals of AGO. Policy recommendations were included in a report to the President issued in February 2011, and a progress report and implementing action plans were completed in October 2011. In FY 2012 and FY 2013 the ACHP will continue to participate actively in implementing the AGO program as approved by the President. The ACHP has been made a member of the interagency AGO Council and will continue to remain engaged to promote preservation ideas and to ensure better integration of existing programs to meet AGO goals.

The ACHP effort focuses on adapting several existing and successful strategies to showcase the benefits of historic and cultural preservation within the larger AGO goals. Existing strategies include citizen volunteer resource stewardship and interpretation, heritage education, and local and regional heritage tourism. Several dozen volunteer stewardship programs and 872 Preserve America Communities provide

an exceptional network to disseminate the AGO message as well as to engage citizens across the country in appreciating the many reasons to get outside and appreciate their surroundings.

The ACHP will also continue its leadership efforts in interagency work on youth engagement and education. Partners in this effort include the DOI Office of Youth, the National Park Service, and the Bureau of Land Management (BLM); the USDA Forest Service; and the Corporation for National and Community Service in addition to the ACHP. This partnership focuses on identifying more effective means to communicate and collaborate with each other while engaging young people in learning about, caring for, and getting involved in conservation and historic preservation. The inventory of ACHP awards programs, ranging from presidential awards to those given at its quarterly meetings, will also be used to recognize historic preservation achievement in relation to the goals of AGO.

A particular focus of the ACHP in support of AGO will be the engagement of diverse and underserved constituencies. The ACHP's extensive relationship with Indian tribes and NHOs and its interaction with ethnic Preserve America Communities and neighborhoods give it a firm foundation to assist in meeting AGO goals in this area. As the specific elements of AGO evolve, the ACHP will employ the tools it has for encouraging these constituencies to participate in the Administration's initiative.

2013 Goal: Promote more cultural diversity in historic preservation.

The ACHP provides a unique federal forum for all Americans, including Indian tribes and NHOs, to interact and discuss broader historic preservation policies, directions, and issues. The ACHP also provides access for tribal and Native Hawaiian leaders to both advocate for and influence the development of policies regarding the protection of historic properties of religious and cultural significance to them. This occurs through the involvement of the presidentially appointed Native American member, the observer for the National Association of Tribal Historic Preservation Officers (NATHPO), interaction with intertribal organizations, and through its ongoing communication with Indian tribes and NHOs. In the past, a Native American Advisory Group (NAAG) also participated and provided advice to the ACHP chairman, but, in response to the President's emphasis on nation-to-nation relations with Indian tribes, the ACHP revisited NAAG's composition and purpose. In its place, and subject to the availability of funding, the ACHP intends to establish the Chairman's Council of Native American Advisors which will be comprised of tribal and Native Hawaiian leaders and focus on policy level initiatives and issues.

In FY 2013 the ACHP will continue its interaction with these constituents to develop initiatives that can best meet the goals of the ACHP, the needs of Indian tribes and NHOs, and the Administration's policy of nation-to-nation consultation and dialogue within the projected budget constraints. Additionally, the ACHP will continue to explore other opportunities for elevating the voice of Indian tribes and NHOs through its leadership of the Interagency Working Group on Indian Affairs (IWGIA) and participation in the Native Hawaiian Federal Interagency Working Group (NHFIWG). Based on current feedback from and dialogue with Indian tribes and NHOs, the issues continue to include the consideration of historic properties of importance to tribes in the siting of energy development projects, the protection of traditional cultural landscapes, and the protection of tribal sovereignty and the government-to-government relationship in the Section 106 review process. An ongoing example of the latter is the issue of HUD's delegation of its government-to-government consultation to its grant recipients. It is widely viewed as a threat to tribal sovereignty and also has implications for the successful conclusion of the Section 106 review process for both HUD-funded projects and programs including the Neighborhood Stabilization Program. The ACHP will continue to work with HUD, National Congress of American Indians (NCAI), and United South and Eastern Tribes (USET) to seek a resolution.

While the ACHP's focus regarding engaging diverse constituencies has traditionally been on native peoples, a growing challenge for the national historic preservation program is that the nation in the early 21st century is more diverse and multicultural than it was at the time the NHPA was enacted. For the national preservation program to remain a vital part of government policy and practice, it needs to continue to evolve to recognize and embrace the interests and concerns of this vast diverse population, to include underserved communities, young people, and ethnic groups. It is essential that the broadest possible picture of our nation's tangible and intangible cultural heritage is honored and preserved. There must be recognition of sites that reflect the cultural diversity of this nation, including natural and cultural resources that go beyond the built environment, and all cultures and ethnic groups must be empowered to use historic preservation to achieve their goals of economic prosperity and cultural identity.

Much of the ACHP's efforts in FY 2012 and FY 2013 will be carried out as part of the AGO Initiative, particularly drawing on the success of the Preserve America Communities program in recognizing and engaging ethnic communities and neighborhoods. The ACHP is also developing strategies that relate to all components of its work. An internal Diversity Working Group examined challenges and opportunities, and recommendations from its January 2011 report have been integrated into the ACHP's strategic plan revisions in FY 2011 and will influence ACHP work in FY 2012 and beyond.

Summary and Direction for FY 2013

To advocate preservation policy in FY 2013, the ACHP will take the following actions:

- Use the Task Force on Sustainability and Historic Preservation to identify and address policy issues, to encourage the integration of historic preservation techniques into federal climate change and energy efficiency programs and initiatives, identify historic preservation research needs to be incorporated into federal research agendas, and promote interagency awareness and cooperation with regard to the intersection between climate change response and historic preservation.
- Cooperate with CEQ on the implementation of E.O. 13514 as it relates to federal historic buildings.
- Support the work of the Right-Sizing Task Force to identify opportunities for assisting communities undergoing right-sizing processes, as well as to promote the value of historic neighborhoods, commercial districts, and key landmarks in revitalizing communities.
- Advance policies and program improvements that facilitate the delivery of federal projects for job creation, economic development, and energy production, such as providing NEPA-Section 106 coordination and integration to assist agencies in expediting environmental reviews.
- Participate in the AGO Initiative to assist in implementing its programs, and find ways for historic preservation, natural resource conservation, and outdoor recreation to mutually support each other.
- Use the network of Preserve America Communities, Stewards, and other program participants to engage local governments, organizations, and citizens in evolving Administration programs for conservation and preservation.
- Support regional events such as the Asian Pacific Islander Preserve America Neighborhood event, celebrating Los Angeles' Asian Pacific Islander American Heritage to engage citizens and local government in historic preservation.

- Actively participate in implementation of the Executive Order on “Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness,” and seek ways to integrate cultural heritage and heritage tourism and into the national tourism strategy that is developed in accordance with the executive order.
- Use the ACHP’s Native American program and member representation to help identify and address issues affecting the participation and interests of native peoples in the national historic preservation program.
- Work with federal agencies and nonfederal partners to complement the Administration’s programs and initiatives including the American Latino Heritage program, the Initiative on Asian Americans and Pacific Islanders and numerous programs related to young people and education, with support from historic preservation constituents, and programs such as Preserve America.
- Implement the recommendations of the ACHP’s Diversity Working Group to improve the consideration of the interests of diverse constituencies in the ACHP’s work.
- Through the use of distance learning tools and webinars, tailor training in Section 106 to help meet the needs and address the unique circumstances of diverse communities.

Effect of Requested Level

The requested level will generally permit the ACHP to pursue the most significant policy initiatives that advance the ACHP’s mission and the purposes of the NHPA. Focus would be on those activities that support Administration priorities of job creation, economic recovery, and energy independence. The engagement of ACHP members will be diminished, as ACHP meetings may need to be scaled back from four to three annually. Member involvement in policy making and program oversight would be reduced due to constrained travel and meeting support, impeding efforts such as the member task forces that develop policy recommendations for federal programs that deal with the impacts on historic properties of “right-sizing” of older U.S. cities and for promoting the reuse and retrofitting of historic buildings to meet national energy conservation and sustainability goals.

Strategic Goals: Improve Federal Preservation Programs; Foster the Protection and Enhancement of Historic Properties

2013 Goal: Increase the efficiency and effectiveness of the Section 106 process through improved management and accountability.

Section 110 of the NHPA directs federal agencies to develop historic preservation programs that incorporate the policies of the NHPA in their policies and procedures. The ACHP’s long-term objective is to help agencies effectively integrate historic preservation considerations into planning and decision making. Timely and targeted consideration of historic preservation issues by agencies and their applicants will minimize potential project delays and limit the number of historic properties that are compromised or lost as a result of federal actions.

OFAP carries out the ACHP’s responsibilities for improving federal agency preservation programs. OFAP has assigned staff to policy teams to work on cross-cutting issues and to develop guidance, policy interpretations, and best practices for Section 106 stakeholders related to various policy initiatives. These policy areas include public buildings; science, technology, and engineering; defense; public lands

stewardship; energy development and transmission; transportation; economic development; disaster/homeland security; federal permitting; telecommunications; and banking.

The ACHP maintains partnerships with federal agencies to streamline Section 106 review and build better internal preservation programs. A major benefit of these partnerships is cost savings to the partnering federal agency, through the elimination of procedural impediments and the better meshing of their programs and planning systems with federal historic preservation requirements. Several agencies currently have partnerships which fund mid-level staff positions at the ACHP. In FY 2012 these included the Department of Army, GSA, FHWA, USDA, VA, BLM, DOE, and FEMA. Efforts are currently underway to add a partnership with the U.S. Coast Guard (USCG) to assist in resolving historic preservation impacts on the Gulf coast resulting from the Deepwater Horizon oil spill.

Agency liaisons are generally responsible for managing agency-related Section 106 cases, and for working on program improvements and policy initiatives identified as priorities by the partner agency. Liaisons work with headquarters and field staff to oversee programmatic initiatives, coordinate case reviews, conduct training, provide technical assistance, and develop agency-specific guidance to improve the administration of the Section 106 review process. The liaisons' efforts have resulted in direct, long-term benefits to the sponsoring agencies through resolution of systemic problems associated with Section 106 reviews, the development of program alternatives, and improvements to internal policies and procedures. Similarly, by working closely with the partnership agencies, the ACHP has been able to provide more detailed explanations to the public about the agency's programs, structure, and authorities and their effect on historic preservation reviews.

The ACHP continues to work closely with Federal Preservation Officers (FPOs), who are the key points of contact for federal preservation programs, to support program improvement and reinforce the FPO's role within agencies. The ACHP achieves this through participation in the Federal Training Work Group (led by NPS and established to assist FPOs), and the Federal Preservation Officer Forum, an organization dedicated to identifying and addressing cross-cutting preservation issues unique to federal agencies. In FY 2012 and beyond, the ACHP will continue to assist the development of the FPO Forum and enhance its organizational abilities.

Due to the continued interest among federal agencies regarding opportunities to improve the coordination and integration of the National Environmental Policy Act (NEPA) and Section 106, the ACHP is working to complete guidance for practitioners. Although the ACHP's regulations include language on NEPA substitution for Section 106 reviews, this provision is not widely used, and opportunities for streamlining of NEPA and Section 106 compliance are lost. Guidance on both the coordination of the two processes and the substitution of NEPA compliance to meet Section 106 requirements is nearing completion. The ACHP is also working with CEQ to ensure that the guidance reflects their interests in improving collaboration between these two review processes, and to ensure broad distribution of the guidance to both Section 106 and NEPA practitioners. The final set of guidance is anticipated in FY 2012.

The ACHP continues to consult with stakeholders to identify and remove impediments and inefficiencies in the Section 106 process. Through the identification of systemic impediments to Section 106 compliance in agency practices and procedures, the ACHP is able to improve communication and coordination with participants so that procedural conflicts are minimized. Since agency approaches to complying with NHPA in general and Section 106 in particular are varied, it is important that procedural conflicts between the way an agency administers its programs and fulfills its statutory and regulatory responsibilities be resolved.

In 2011 the ACHP undertook an extensive review of the Section 106 regulations as part of the development of a plan for meeting the requirements of Executive Order 13563, "Improving Regulation

and Regulatory Review.” Comments were received from stakeholders across the country on the efficiency and effectiveness of the regulations, and those measures that could be taken to improve them. The review led the ACHP to conclude that the current Section 106 regulations are not outmoded, ineffective, insufficient, or excessively burdensome, and therefore should not be modified, streamlined, expanded, or repealed. The review did, however, result in the ACHP concluding that it is appropriate to seek continuous improvements to the Section 106 regulatory process, consistent with the ACHP’s strategic plan, by issuing guidance and providing education, training, and outreach to support the effective participation of consulting parties and the public in the Section 106 process and to promote the effective consideration of historic preservation requirements in federal planning. A plan for achieving these improvements was completed and posted on the ACHP’s Web site in August 2011.

As the E.O. 13563 review demonstrated, the fundamental structure of the Section 106 review process is sound and time-tested. While there is an opportunity to make refinements that improve and expedite compliance, the ACHP has found that outreach to agencies, issuance of guidance, and training will improve the understanding of the Section 106 participants about the process and their roles. The ACHP continues to conduct classroom training courses on Section 106 that are well received by stakeholders, but is now also accelerating its efforts to meet the need for expanded training initiatives to reach a broader audience. That group includes a variety of stakeholders with an interest in historic preservation who are not able to attend one of the ACHP’s onsite courses. As federal projects for economic recovery and renewable energy development and infrastructure improvements increase, the ACHP has recognized that new techniques are critical to reach the growing audience.

In FY 2012 and FY 2013, the ACHP will develop a suite of on-demand Internet training courses targeted initially to the public, applicants, and Indian tribes and also offer regular webinars on current issues in Section 106 consultation and federal planning. The ACHP plans to launch on-demand training and continue a regular series of webinars in FY 2012 and expand its offerings in FY 2013. Since many Section 106 participants must fulfill professional and continuing education requirements, obtaining certification for meeting these requirements will make ACHP training offerings more attractive. The ACHP has already become a continuing education credit provider for the American Institute of Certified Planners and the American Institute of Architects for select onsite courses during 2011, and will seek similar accreditations in 2012 and beyond. Performance measures will be instituted so that success is measured by the number of online participants seeking continuing and advanced training, introductory courses, or refresher courses. The effectiveness of distance versus classroom learning will be assessed for shaping future ACHP efforts.

In late September 2010, the National Trust for Historic Preservation released a consultant’s report on ways to improve the Section 106 process. The ACHP reviewed the report and identified many useful recommendations for raising the effectiveness and efficiency of Section 106 reviews, including measures that would increase the accountability of federal agencies in meeting these requirements. The report’s recommendations have already informed strategic planning at the ACHP as well as the regulatory review conducted pursuant to E.O. 13563, and provide useful measures that will undoubtedly affect both the internal Section 106 operations of the ACHP and its relations with federal agencies, which have the primary obligation to carry out the law.

2013 Goal: Improve federal agency stewardship, accountability, and resource management.

Under Executive Order 13287, “Preserve America,” agencies are to assess historic holdings and identify potential partnerships with neighboring communities and other entities to enhance their stewardship of these holdings. The ACHP will use the federal reporting requirements of Section 3 of the Preserve

America Executive Order (EO) to identify and pursue federal preservation program improvements. The ACHP has made significant steps in promoting transparency and public involvement by posting the federal agency reports submitted as part of this reporting process on its Web site for public review. The ACHP is also overseeing and assisting agency compliance with the order.

In May 2011 the ACHP issued revised guidance to federal agencies on preparing reports on their progress in identifying, using, and protecting historic properties consistent with Section 3 of the EO. This guidance was expanded to incorporate reporting opportunities on agency efforts to incorporate sustainability goals in their planning and operation, and to gather data on the sufficiency of federal preservation programs to carry out their responsibilities under Section 106 of NHPA.

On February 15, 2012, the ACHP will submit its third triennial Report to the President on implementation of Section 3 of E.O. 13287. This detailed report documents how agencies will continue to identify, use, and protect historic properties and assess federal stewardship and the progress made since the 2009 Section 3 Report. It provides the ACHP's vision for improving federal stewardship and accountability under the Executive Order and includes recommendations for improving stewardship of federal historic properties in targeted areas.

During FY 2012, the ACHP will meet with Senior Policy Officials (SPOs) to assist agencies in meeting Executive Order obligations. Designated as the senior policy contact in their agencies for preservation matters in accordance with the Executive Order, SPOs must be at the assistant secretary, deputy assistant secretary, or the equivalent level and have policy oversight responsibility for the agency's historic preservation programs.

2013 Goal: Accommodate energy development on federal lands.

Given the significant role historic preservation plays in the development of energy sources on federal lands, particularly in the renewable area, the ACHP membership established an interagency Western Renewable Energy and Historic Preservation Work Group (WREHPWG) jointly led by the ACHP and the DOI (as represented by BLM). Its membership includes those federal agencies with major responsibilities for land management and transmission oversight (the Departments of Agriculture, Interior, Energy, and Defense, CEQ, and the Federal Energy Regulatory Commission) and ACHP members representing the historic preservation stakeholder community (NTHP, NCSHPO, and the National Association of Tribal Historic Preservation Officers [NATHPO]). The goals are to identify potential conflicts between energy development and cultural heritage protection and devise efficient solutions to accommodate the needs of both. The WREHPWG had its initial meeting in July 2011 and will continue to develop an action plan in FY 2012 with working group members.

Issues already raised for the working group's consideration include identifying ways to ensure protection of an applicant's proprietary information; collecting best practices from energy development projects where the project needs and consideration of historic properties were balanced; clarifying for project developers the federal actions that trigger Section 106 and how best to navigate the process; working with CEQ to finalize guidance on the appropriate coordination of Section 106 and NEPA review; addressing the effects of energy projects, especially wind and solar projects, on historic landscapes and traditional cultural properties; sharing information on innovative and cost-effective techniques to identify historic properties potentially affected by energy projects; identifying opportunities for improving tribal consultation regarding site selection and resolving impacts to properties of cultural and religious significance to Indian tribes; and clarifying the distinction between direct and indirect effects to historic properties and when visual effects may constitute direct effects.

In response both to the need for earlier and more effective consultation with tribes and NHOs in renewable energy development and the increasing number of Section 106 reviews involving landscape-scale historic properties, the ACHP adopted the *Native American Traditional Cultural Landscapes Action Plan* in the fall of 2011. The plan establishes a partnership between the ACHP and DOI to address the broad implications of a landscape approach in the national preservation program as well as a partnership between the ACHP and NPS to address specific Section 106 challenges. Impacts from proposed renewable energy projects will be a primary focus of this initiative and will include advice and guidance for federal, state, and local governments as well as industry on effectively considering these properties through the Section 106 process.

Since this is a comprehensive plan with both short-and long-term measures, the ACHP will begin implementation in 2012 and continue to carry out the plan in 2013.

The ACHP will also continue its participation in the Renewable Energy Rapid Response Team (RERRT) established by CEQ in early 2011. Through participation on RERRT, the ACHP will work with federal agencies to improve coordination among those agencies responsible for developing, permitting, or reviewing renewable energy development and transmission initiatives and also work with those agencies to identify and resolve potential impacts to historic properties early on in federal planning. The ACHP will also ensure that the findings and recommendations of the WREHPWG inform federal planning occurring through RERRT.

In order to promote the effective consideration of historic preservation requirements in the development of renewable energy, the ACHP also participates in a variety of other workgroups and forums on renewable energy, and specifically land-based and offshore wind development and solar development. These workgroups and forums provide a critical opportunity for the ACHP to advance the effective consideration of historic properties in planning for renewable energy development at the earliest possible point, therefore increasing the likelihood that historic preservation can inform site selection and appropriate consultation protocols to minimize projects delays and impacts to historic properties.

The BLM partnership plays an important role in expediting energy development projects on public lands. In particular, renewable energy development is posing new challenges in resolving the impacts of wind turbines and solar farms on cultural landscapes and traditional cultural properties of importance to Indian tribes. The liaison focuses attention on systemic challenges and develops solutions that will expedite these national priority projects. More important, the liaison has been able to travel to consultations on BLM lands to better understand the issues and propose outcomes that can be replicated on public lands.

Summary and Direction for FY 2013

To support improvement of federal preservation programs in FY 2013, the ACHP will take the following actions:

- Support the work of the WREHPWG to address historic preservation challenges related to the development and transmission of renewable energy projects in the west.
- Serve on the RERRT and advise agencies on appropriate measures to identify and resolve historic preservation issues relating to renewable energy development and transmission.
- Implement the Native American Traditional Cultural Landscapes Action Plan including the development of guidance on tribal and NHO consultation early in the planning stages of renewable energy projects.

- Implement guidance regarding the coordination and integration of compliance with Section 106 and NEPA.
- Implement the plan to improve the implementation of the Section 106 regulations developed pursuant to EO 13563. The plan includes improvements to the implementation of the Section 106 regulations in six key areas, including the following:
 - a) Federal agency programs and performance
 - b) Training and education
 - c) Providing guidance
 - d) Coordinating with other federal agencies
 - e) ACHP involvement and assistance
 - f) Communication
- Assist agencies in meeting their Section 106 responsibilities for American Recovery and Reinvestment Act (ARRA) programs and any additional fast-track job creation programs by providing technical assistance, guidance, and training.
- Address recommendations in the National Trust report to strengthen the Section 106 process by developing guidance to federal agencies that encourages them to initiate Section 106 review early in agency planning.
- Within available resources, develop Section 106 guidance, tools, and training to support consideration of Section 106 issues relating to federal development in key topical areas, such as public lands stewardship, transportation, energy development, and other areas addressed by policy teams established in OFAP.
- To the extent resources are available, coordinate with federal agencies to address issues identified by the ACHP in its 2012 Report to the President on federal historic property stewardship as required by Section 3 of Executive Order 13287.
- If resources are available, encourage the active involvement of SPOs in the consideration of historic preservation issues by conducting an annual meeting with SPOs to consider topical issues in Section 106 and promote federal agency program improvements pursuant to E.O. 13287.
- To the extent resources are available, work with federal agencies to complete major program improvements currently under consideration including the following:
 - a) Work with BLM and NCSHPO to revise the BLM's nationwide Programmatic Agreement on meeting its responsibilities under Section 106.
 - b) Work with FEMA to develop a prototype Programmatic Agreement that would improve efficiencies and enhance the protection of historic properties as FEMA implements its disaster and non-disaster programs in each state.
 - c) Work with the Department of Health and Human Services to improve Section 106 coordination for Indian Health Service Projects and its grant programs.
 - d) Develop a prototype Programmatic Agreement to replace the soon-to-expire NRCS nationwide Programmatic Agreement to more fully incorporate Indian tribes into the program and pursue efficiencies identified during the implementation of the existing Programmatic Agreement.
 - e) Work with the U.S. Postal Service regarding the closure and excessing of post offices.
 - f) Work with the U.S. Coast Guard and DOI to amend the Programmatic Agreement on Protection of Historic Properties During Emergency Response Under the National Oil and Hazardous Substances Pollution Contingency Plan.

- Expand the ACHP's onsite training program, including additional offerings of the "The Section 106 Essentials" and "Advanced Section 106 Seminar" and the development of targeted tribal consultation courses in conjunction with these offerings.
- Implement the distance learning program, including on-demand courses and webinars, and identify opportunities to market the expanded offerings to new clients.

Effect of Requested Level

Funding at a 6.2 percent reduction from the FY 2012 level will impact the ACHP's ability to carry out these and other actions related to improving federal preservation programs. Program reductions would include the following:

- Scaling back work products as noted in the preceding list to conform to available resources. Many of the specific tasks would be delayed or deferred, in accordance with a review of priorities based on the level of available resources.
- Section 106 program improvement work, which increases efficiency and reduces costs to federal agencies, will be largely dependent on funding by reimbursement from other federal agencies. Recent activities in this area included developing expedited review processes for ARRA projects and weatherization grants, saving program agencies significant processing time and money.

2013 Goal: Improve federal agency Section 106 consultation with Indian tribes and Native Hawaiian organizations to make government planning and decision making about historic resources transparent and responsive to citizen input and preservation needs.

In 1992, the NHPA was amended to enhance the role of Indian tribes and Native Hawaiian organizations in the national preservation program and to clarify the responsibility of federal agencies to consult with them in carrying out the Section 106 review process. The requirement for federal agencies to consult continues to be somewhat challenging for some federal agencies and stems from several factors including general lack of knowledge about consultation requirements on the part of federal agencies; lack of enforcement within agencies of internal policies and procedures regarding tribal and NHO consultation; as well as misinterpretation of the legal mandates to consult.

In November 2009, the President issued a Memorandum on Tribal Consultation, underscoring the importance of meaningful government-to-government consultation with Indian tribes. The memorandum directed agencies to develop effective tribal consultation programs by early in 2010. The ACHP has had an active program to address tribal and NHO consultation since 1998. The Office of Native American Affairs works aggressively at both the policy and program levels to promote the importance of federal agency consultation with Indian tribes and NHOs. The ACHP has done so through the adoption of policies, the publication of guidance, the delivery of training, and participation in interagency initiatives.

The ACHP has also worked with a Native American Advisory Group, established in 2004, to provide tribal and Native Hawaiian perspectives in the work of the ACHP. In 2011, the ACHP decided that a new group, comprised of tribal and Native Hawaiian leadership, would be a more appropriate response to the President's emphasis on nation-to-nation relationships with Indian tribes. The Chairman's Council of Native American Advisors (CCNAA) would include a tribal leader from each of the 12 Bureau of Indian Affairs regions and one Native Hawaiian leader. The CCNAA would advise the chairman and members

regarding policy level issues and approaches including the strengthening of government-to-government relations and the protection of tribal sovereignty.

The Office of Native American Affairs will, in FY 2013, continue to exercise leadership in federal agency consultation with Indian tribes and NHOs and will serve as a “think tank” producing position papers and policy recommendations for use both within and outside the ACHP. The focus of these initiatives will be based on the feedback received through ONAA’s regular communication with Indian tribes and NHOs on the ACHP’s experience in overseeing the Section 106 review process and on feedback from the CCNAA.

The ACHP will chair the Interagency Working Group on Indian Affairs as its primary interagency initiative regarding Indian tribes. The group produces consultation guidance for federal agencies, offers outreach to tribes regarding economic development and service learning, and hosts an online training course called “Working Effectively with Tribal Governments.” In 2011, the IWGIA carried out major revisions to the course and plans to continue producing it for use by federal officials and the public. In response to budget cuts, the IWGIA will explore opportunities for greater collaboration among member agencies to ensure that programs and services to Indian tribes can continue to be delivered efficiently and effectively.

In 2011, the ACHP entered into a Memorandum of Understanding (MOU) with the Departments of the Interior and Defense to establish the Federal Native Hawaiian Interagency Working Group. The group is charged with identifying impediments to meaningful, regular, and appropriate consultation with NHOs, and to make consensus-based recommendations to DOI’s Office of Native Hawaiian Relations that may be appropriate for consideration throughout the executive branch. In FY 2013, the ACHP expects to be an active participant since the group will be the ACHP’s primary vehicle for providing assistance to both federal agencies and NHOs.

For several years, ONAA has focused its training efforts on Indian tribes and NHOs through a variety of mechanisms. For FY 2012 and FY 2013, ONAA will pursue this within available funding.

There continue to be several issues of major concern to Indian tribes including the growing number of massive renewable and traditional energy projects with extensive impacts on traditional cultural landscapes. Therefore, in late 2011, the ACHP adopted a comprehensive plan for addressing impacts to and the protection of Native American traditional cultural landscapes.

Intertribal organizations often serve as the chief conduit of information to tribes and as advocates for tribal issues especially in relation to the federal government. Conversely, intertribal organizations are excellent vehicles for agencies to communicate with Indian tribes outside of the government-to-government relationship. These organizations also, very often, serve as advisors to federal agencies as agencies plan for and carry out government-to-government consultation. There is concern among tribes and NHOs that federal agencies are not respecting their views and traditional knowledge in making decisions in the Section 106 process. The ACHP will further its ongoing dialogue with tribes and NHOs and develop strategies for advising federal agencies through FY 2012 and FY 2013.

The ACHP has long had an excellent working relationship with USET which has led to the successful resolution of a number of major issues in tribal consultation. The ACHP has also worked closely with the NATHPO and NCAI on several historic preservation issues and will do so in FY 2013. The ACHP intends to maintain these relationships in FY 2012 and FY 2013.

Lastly, ONAA provides regular expert advice and counsel to ACHP staff and members in the conduct of specific Section 106 cases. Its perspective is invaluable to ensure that Section 106 consultations properly

engage Indian tribes and NHOs and that the ACHP is well-informed on the unique tribal dimensions of cases involving traditional cultural properties.

Summary and Direction for FY 2013

To improve federal agency consultation with Indian tribes and NHOs in FY 2013, the ACHP will take the following actions:

- Chair the IWGIA to address interagency policies on government-to-government consultation; to promote effective interagency collaboration on programs for Indian tribes; and, to develop government-wide consultation tools.
- Address policy improvements regarding government-to-government consultation in the Section 106 review process with special emphasis on HUD's delegation of its tribal consultation.
- Function as a "think tank" regarding native historic preservation, producing position papers and developing policy recommendations for the ACHP and other federal agencies, with a focus on Native American traditional cultural landscapes.
- Promote the full and meaningful participation of NHOs in the national preservation program through active participation in the Federal Native Hawaiian Interagency Work Group.
- Pursue a productive solution to the role of Indian tribes in early planning for energy development projects.
- Use the monthly tribal teleconferences for both outreach and training in lieu of providing full training opportunities for Indian tribes or producing additional guidance regarding tribal and NHO consultation.
- Provide guidance and advice to ACHP members and staff on specific Section 106 cases involving traditional cultural properties and landscapes.
- Based on the availability of funding, support the Chairman's Council of Native American Advisors and use it to advise the ACHP on major tribal policy issues.

Effect of Requested Level

At the proposed funding level, ONAA will focus on its highest priority items: leading the IWGIA, implementing the *Native American Traditional Cultural Landscapes Action Plan*, addressing programmatic Section 106 issues such as HUD's delegation of its tribal consultation duties, and advising ACHP members and staff on Section 106 cases. Tribal outreach will be scaled back due to loss of travel funding, and advice to other agencies on tribal/NHO issues will be cut significantly, to the detriment of an efficient Section 106 process. The CCNAA will be established if funding is made available.

Strategic Goal: Promote the Importance of Historic Preservation

2013 Goal: Improve understanding of the ACHP's mission and programs and the benefits of historic preservation, with an emphasis on reaching and engaging diverse and underserved constituencies.

A successful communications strategy is essential to achieving the ACHP's core goals. Building on strategies and tools employed in recent years will allow the agency to advance its goals in a variety of areas, particularly online. As part of its mission, the ACHP continues to work to develop an understanding of the importance of historic preservation among all audiences. In FY 2013, the ACHP will continue its emphasis to reach younger generations and diverse and underserved constituencies and engage them in historic preservation, consistent with the goals of the Administration and their embodiment in initiatives and programs such as the America's Great Outdoors Initiative, the American Latino Heritage Initiative, and the White House Initiative on Asian Americans and Pacific Islanders.

These constituencies include minority and ethnic groups that have been underrepresented in past national historic preservation efforts. This goal allows the agency to share the message that the national historic preservation program offers a myriad of opportunities, such as increased economic benefits, contributions to the sustainability of the nation's communities, increased job growth, and more.

Communicating the preservation message strengthens the ACHP's visibility and position which is essential to the ACHP effectively achieving its statutory mission of influencing policy and programs affecting historic preservation.

In FY 2012 and beyond, the ACHP will see the benefits of its upgraded Web site. The Web site is a primary source of information for historic preservation laws, regulations, guidance, training materials, community preservation activities, case studies, information on sources of funding, as well as aspects of the Preserve America program. The Web site is being updated to assure greater usability and findability for users, and ensure greater transparency in agency efforts.

The ACHP's updated focus on online channels will allow the agency to add new technologies to its strategic communications plan, including social media opportunities. Social media is changing how the government communicates, allowing us to stay on top of trends in search and content. For government agencies, social media not only sends and gathers information instantaneously—it fosters relationships and trust, supports community building, and encourages users to share important information. The ACHP's engagement with these platforms can help show people that government organizations are listening.

In addition to an updated Web site, the ACHP uses a broad range of outreach strategies. The agency communicates using brochures and fact sheets, educational materials, presentations, news releases, advisories, broadcast e-mails, customer service, and media relations. The agency will continue to create new publications, as needed.

A significant publication in FY 2012 is the mandated report to the President detailing progress on federal historic property management (Section 3 of Executive Order 13287). Due on February 15, 2012, the report will provide important information for decision makers and the public on the implementation of the requirements of the NHPA and the Executive Order.

To the extent resources are available, the ACHP will continue to participate in conferences that tie into its mission, with emphasis on diversity and youth. The ACHP chairman has renewed and expanded the ACHP's commitment to reaching out to tribal organizations and is expected to participate in annual meetings of major intertribal organizations, such as the NCAI, NATHPO, and USET. In addition to participation in more traditional forums, the ACHP will continue to take its message to new audiences, as the budget allows.

The ACHP continues to support its efforts to engage young people in historic preservation, in conjunction with partners such as the NPS, DoD, and other federal and nonfederal partners. The ACHP continues to

partner on programs that involve youth in authentic place-based learning. The ACHP has created a Youth Engagement and Education Working Group—a federal working group—whose mandate is to involve not only the ACHP’s federal council members’ youth programs, but other agency youth programs as well. This emphasis will be an integral part of programs and initiatives such as the American Latino Heritage Initiative and America’s Great Outdoors Initiative, drawing on the ACHP’s experience with programs that connect natural and cultural resources. The ACHP will continue to partner with other members of the preservation community who share those interests, such as the Partnership for the National Trails System, the BLM, NPS, and the U.S. Forest Service.

A similar tool, originating in the 2006 Preserve America Summit, is the youth summit, designed to actively engage young Americans in learning about preservation issues and opportunities and devising strategies for the future. The ACHP will continue to support these state-based efforts by its participation and guidance.

The Preserve America program offers excellent opportunities to promote the ACHP’s message of historic preservation as a tool for sustainability, education, appreciation of cultural heritage and diversity, youth engagement, and economic development. Building on the existing network of 872 Preserve America Communities, the ACHP will use this unique assemblage of localities that value heritage as tools to meet contemporary needs. Community recognition focused on ethnic neighborhoods has been a successful means of engaging recent immigrant populations and will be expanded. The ACHP will continue to support local and regional events, such as the Asian Pacific Islanders Preserve America Event, featuring five Los Angeles Asian and Pacific Islander communities (Chinatown, Little Tokyo, Thai Town, Historic Filipinotown, and Koreatown) who brought their communities together to celebrate their heritage. National award programs, media coverage, e-newsletters for the Preserve America program, and increased participation in conferences and community events will be employed to further this goal.

Summary and Direction for FY 2013

To improve understanding of the ACHP’s mission and programs and communicate the benefits of historic preservation with an emphasis on reaching and engaging young people and diverse and underserved constituencies, in FY 2013 the ACHP will do the following:

- Refine and use the updated Web site with related social media tools as a primary source of information for historic preservation information and as a vehicle for increased agency transparency.
- Within available resources, continue its emphasis to reach out to diverse and underserved constituencies and engage them in historic preservation in focused ways, using such mechanisms as social media, cost-effective publications, and distance learning tools to the extent permitted by resources.
- Create and use selected other media, including informational brochures and fact sheets, presentations, and media releases targeted to meet other FY 2013 program goals.
- Focus on the highest priority conferences and events related to the ACHP mission for member and staff participation.
- Continue to support the Administration’s priorities such as the American Latino Heritage Initiative, the America’s Great Outdoors Initiative, the White House Initiative on Asian Americans and Pacific Islanders using existing programs such as the Preserve America program and its communities and stewards to spread the message of historic preservation as a tool for job creation, economic recovery,

and sustainable development, for building public appreciation of our collective heritage, and for educating and engaging all Americans in these pursuits.

- Actively pursue partnerships to advance youth engagement in historic preservation by working with partners on service learning model programs.

Effect of Requested Level

The requested FY 2013 level will support the ACHP's public information and outreach activities scaled back from FY 2011-2012 levels. Travel restrictions will limit the ACHP's ability to attend conferences, and the reduction in money available for printing will eliminate most hard copy materials. In order to meet the required budget restrictions, one staff position will be eliminated, which will be reflected in a cutback in outreach activities as the chairman and the executive director determine.

Strategic Goal: Develop and Manage ACHP Organizational Capacity

2013 Goal: Act in collaboration with partners to mutually support effective participation in the preservation program and advance national preservation goals and policy.

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

OA provides administrative, logistical, and travel management support to ACHP members and responds to inquiries from the White House personnel and appointments offices. Staff includes the executive assistant for the executive director and additional administrative staff who serve as a resource and knowledge base for administrative needs agency-wide, such as GovTrip, printing, shipping, and payroll. OA's budget analyst tracks the budget execution process for the ACHP's appropriation as well as all of the partnership agencies. OA's meeting and event manager oversees the execution of the quarterly council meetings, as well as all of the logistics for the training program.

OA is also responsible for managing the IT program for the agency. As a business tool, the ACHP's IT infrastructure plays an integral role in the ability to accomplish all of the agency's strategic goals. Since that infrastructure has been in service well beyond its estimated useful life and become a business barrier rather than an enabler, the President's FY 2010 budget included funding for a complete overhaul of this critical business tool. This modernization effort was initiated in FY 2010 and largely completed in FY 2011. When fully operational in FY 2012, it will eliminate the operational risks of existing resources and create an IT infrastructure that serves as a catalyst for accomplishing the agency's strategic goals.

While the cost of maintenance for this new infrastructure will be high, the benefits of the investment will be immediate. Among other benefits, it will equip the ACHP to go beyond its initial experiments in online training initiatives undertaken in FY 2011 and pursue these and further constituent outreach efforts in FY 2012 and FY 2013.

A critical component of the ACHP's resource base is its partnerships with federal agencies. Through them, federal agencies support professional staff positions in OFAP that are committed to work that streamlines Section 106 review and builds better internal preservation programs. The ACHP and the

agency jointly determine work plans and products, and the ACHP oversees development of deliverables. In FY 2011 the Department of the Army, GSA, FHWA, NRCS, VA, BLM, DOE, and FEMA supported liaison positions. Work is also currently underway to establish a partnership with the U.S. Coast Guard to assist them in resolving impacts to historic properties on the Gulf coast as a result of the Deepwater Horizon oil spill.

The liaison positions continue to return significant benefits to sponsoring agencies. Because of their value and proven track record, the ACHP remains committed to maintaining partnerships with federal agencies, and expanding them to address the many evolving needs of federal agencies. In addition, the ACHP has concluded several reimbursable arrangements to provide tailored services or promote common goals with NRCS and DOE. These arrangements improve efficiency and speed Section 106 reviews by providing staff resources that are exclusively focused on the needs of the specific agency or a specific program.

Summary and Direction for FY 2013

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

- Maximize efficiencies of IT program operations and technology infrastructure.
- Improve IT infrastructure to incorporate guarantees of service level agreement standards by utilizing increased monitoring, automation, and self-healing technologies.
- Explore opportunities for developing new applications to streamline key agency processes and information management, such as deployment of an "e-106" system.
- Maintain existing agency partnerships supporting liaison positions and cultivate additional ones to address ACHP priority needs.
- Contract with outside vendors to provide IT system support for IT online training program and ensure effective operation of distance learning for students and instructors.
- Improve financial management practices with assistance from a CPA firm that specializes in asset management for small federal agencies.
- Improve the ACHP's working relationship with DOI through execution of service-level agreements that more fully delineate deliverables and responsibilities.
- Carry out the agency's Strategic Sustainability Performance Plan in cooperation with CEQ and as called for by E.O. 13514.

Effect of Requested Level

The requested FY 2013 level will generally support the ACHP's operations, given the program contractions, travel and meeting curtailment, and staff reductions, which will reduce the overall burden on OA.

APPENDIX: RECENT PROGRAM ACCOMPLISHMENTS

Promote Historic Preservation Policy and Programs

FY 2011 accomplishments:

- Recommended possible new appointments from the White House to fill expired terms on the ACHP. Appointments during FY 2011 included a new vice chairman and four additional general public and expert members, along with a mayor.
- Completed review and revision of the ACHP's Six-Year Strategic Plan, and adopted changes to the plan and the ACHP's mission statement for the next six-year cycle.
- Continued to plan and host ACHP quarterly meetings, including themed meetings to inform the members and staff on various policy issues, and review the membership composition of the ACHP for possible recommended changes. Sought changes to ACHP membership by legislative amendment of the NHPA. Featured presentations and discussion on major policy topics at quarterly meetings, including right-sizing in cities, consideration of traditional cultural landscapes of value to Indian tribes, youth engagement and involvement in historic preservation, the America's Great Outdoors Initiative and historic preservation, and the economic impacts of preservation.
- Developed a legislative agenda to guide ACHP review and advice on legislation in the 112th Congress, and provided advice to the Administration and Congress on several policy issues and pieces of legislation affecting historic properties and historic preservation programs. In particular, these included appropriations and historic preservation funding needs in FY 2012 and FY 2013, commercial and homeowner tax credit legislation (H.R. 2479, H.R. 2555), and the surface transportation program reauthorization.
- Worked with the Administration, Congress, and preservation partners to advocate for historic preservation funding priorities (including supplemental funding for 2011 disaster recovery, and enhanced funding for the states and tribes through the Historic Preservation Fund) in the FY 2012 appropriations and FY 2013 budget request.
- Worked with the Congressional Historic Preservation Caucus in the House of Representatives regarding preservation issues, including significant programs such as funding, tax incentives, and Preserve America.
- Informed national historic preservation organizations, including the NTHP, NCSHPO, and Preservation Action about the ACHP's perspectives on pending legislation and other national historic preservation matters.
- Supported the continued work of the Task Force on Sustainability and Historic Preservation (established in April 2010), and began to examine possible integration with the Administration's Sustainable Communities initiative. Among other activities, participated in the GreenGov Symposium hosted by CEQ in October 2010, and worked with ACHP member agencies to issue guidance implementing Section 2(g)(7) of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance." The guidance encourages federal planners to consider historic

preservation goals and opportunities when making decisions about the management of federal buildings.

- Met with the sustainability task force onsite in Seattle, Washington, in August 2011, after the city was selected as one of the first three cities for the President's Better Buildings Challenge largely on the basis of the innovative Seattle 2030 District created in 2009. The 2030 District is dedicated to reducing building energy consumption, greenhouse gas emissions, and water use while spurring growth and job creation through the green economy.
- Established a Task Force on Right-Sizing to assist communities in using historic preservation as a tool when confronted with balancing population loss and excess infrastructure and residential properties. The Task Force will also identify and promote policies that support and implement Administration goals such as Strong Cities, Strong Communities and coordinate with federal agencies on the Task Force to integrate historic preservation in programs that they fund and administer. The Task Force held its first meeting in July 2011 and will meet through the end of FY 2012.
- Engaged with key members of the Administration and senior agency staff representatives on policy development for the President's America's Great Outdoors Initiative and assisted in preparation of the report to the President on this subject that was issued in February 2011. Participated as a member of the AGO Council, and at the staff level in AGO interagency working groups to help prepare the implementing action plan and progress report, released in October 2011.
- Worked with the White House, DOI, and other federal agencies as well as state, local, tribal, and private partners to implement the Preserve America program. Administered the Preserve America Communities program and Preserve America Stewards program, and designated 24 additional communities and four more volunteer steward organizations.
- Neared completion of a contract study and other related products to assess and determine the best means for measuring the economic impacts of historic preservation, undertaken through an Interagency Agreement with the Department of Commerce.
- Worked to engage youth in historic preservation through service learning and other means (see "Promote the Importance of Historic Preservation" below), created a Facebook page entitled "Preservation-The Next Generation," and created two new projects focused on engaging urban youth in historic preservation, based on the War of 1812. Two schools, one in Baltimore and one in Boston, will be managing these projects.
- Continued to assume a leadership role in supporting and promoting heritage tourism on a national basis. Participated in the Tourism Policy Council (TPC) under the Secretary of Commerce, including regular involvement in a TPC staff working group on sustainable tourism.
- Took an active role in cultural heritage tourism program activities and strategy discussions through continued affiliation with the Partners in Tourism, a coalition of public and private partners engaged in promoting cultural heritage tourism, and participated in a Cultural Heritage Tourism Exchange in Washington, D.C. Also participated in a Capitol Hill event to introduce members of Congress and staff to the tourism industry, sponsored by the Southeast Tourism Society and Policy Council in cooperation with DOI and other federal agencies.
- Actively participated and made policy and program presentations at several state, regional, and national conferences on historic preservation, tribal issues, outdoor recreation, public lands, and

energy development. Hosted several policy and program sessions at the NTHP's National Preservation Conference in Austin, Texas.

- Responding to the President's Memorandum on Tribal Consultation, the ACHP revised its 2001 tribal consultation plan required under E.O. 13175: Consultation and Coordination with Indian Tribal Governments. The ACHP, as chair of the Interagency Working Group on Indian Affairs, organized and chaired a panel of federal officials to update USET's board on agency responses to the President's memorandum on tribal consultation. The IWGIA members also completed major economic development workshops for Indian tribes.
- Provided advice to the Administration and Congress on a number of major policy initiatives and pieces of legislation affecting historic properties and historic preservation programs, including proposed legislative exemptions from the responsibilities under Section 106 of NHPA for certain projects and programs including the Trans Alaskan Pipeline System and the Trinity River in Texas.
- Developed revised guidance on agency reporting under Section 3 of Executive Order 13287, "Preserve America," for the FY 2012 agency reports and the February 2012 triennial report to the President on federal stewardship, with the addition of changes of focus related to sustainability and energy development on public lands consistent with other Administration initiatives.

FY 2012 work plan:

- Plan and host ACHP quarterly meetings, including themed meetings to inform the members and staff on various policy issues, and review the membership composition of the ACHP for possible recommended changes.
- Support the continued work of the Task Force on Sustainability, as well as possible integration with the Administration's Sustainable Communities initiative. Among other activities, participate in the GreenGov Symposium hosted by CEQ in October 2010, and work with ACHP member agencies to issue guidance implementing Section 2(g)(7) of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance."
- Support the continued work of the Right-Sizing Task Force to identify opportunities for assisting communities undergoing right-sizing processes, and to promote the value of historic properties in revitalizing communities.
- Cooperate with other agencies to complete the report to the President on the America's Great Outdoors Initiative, and then work as needed on follow-up implementation of recommendations. Work with the National Park Service and others on similar follow-up to the NPS Second Century Commission report.
- Meet with agency SPOs and FPOs to encourage their active engagement in addressing recommendations for improvements to federal stewardship programs and policies made within the ACHP's 2012 Section 3 Report to the President.
- Operate and administer the Preserve America program on behalf of the White House and other partners, and pursue ways to better integrate the program and its objectives with the goals and direction of other Administration initiatives such as Livable Communities. Work with the NPS and grant recipients to develop performance measures for Preserve America Grants.

- Complete the contract study on the economic benefits of historic preservation in cooperation with the Department of Commerce, and develop related case studies and other information that can be used in publications and on the Web.
- Participate in the interagency Tourism Policy Council chaired by the Secretary of Commerce, as well as the public-private Partners in Tourism organization, and develop a plan for identifying, assessing, and distributing model approaches and case studies for heritage tourism projects and programs.
- Participate in national forums regarding preservation policy and its implementation, such as the National Trust for Historic Preservation's National Preservation Forum in Buffalo, New York, (October 2011) and the NCSHPO and Preservation Action joint meeting in Washington, D.C. (March 2012).
- Continue to advise Congress on historic preservation matters and the impact of legislative proposals on historic preservation interests, including both program proposals and funding.
- Continue to chair the IWGIA with a focus on expanding both its membership and its outcomes. While there is a great deal of information about federal programs on the Internet, it is not organized in a manner that allows Indian tribes to easily find the programs that would be of assistance to them. Therefore, the IWGIA will not only continue to be responsible for the online training course but will explore additional training and outreach opportunities including the development of a Web portal.
- Work to disseminate information on legal authorities that federal agencies can use to provide assistance to a state to assist the federal agency in carrying out their responsibilities under the NHPA; explore opportunities to apply same authorities to assistance to Indian tribes.
- Work with federal agencies and preservation partners to highlight opportunities and benefits of developing program alternatives, including exemptions, under the regulations implementing Section 106 rather than pursuing legislative exemptions to NHPA.
- Collaborate with preservation partners on strategies to ensure that historic preservation is integrated into the provisions of the 2011 Surface Transportation legislation.
- Advise Congress on historic preservation matters and the impact of legislative proposals on historic preservation interests, including both program proposals and funding.
- Work with federal agencies and preservation partners to highlight opportunities and benefits of developing program alternatives, including exemptions, under the regulations implementing Section 106 rather than pursuing legislative exemptions to NHPA. Share this summary, including examples of successful outcomes, with Congress and the Administration.

Improve Federal Preservation Programs

FY 2011 accomplishments:

- Published *Consultation with Native Hawaiian Organizations in the Section 106 Process: A Handbook*.
- Hosted monthly teleconferences with Indian tribes about the ongoing challenges they face in the Section 106 process. Issues addressed included federal agency treatment of traditional cultural

landscapes; federal agency consultation with Indian tribes; threats to sacred sites from large-scale energy development; and, the overall lack of respect for traditional knowledge.

- Collaborated between OFAP and ONAA to address tribal and Native Hawaiian consultation issues in major Section 106 cases including the Tongue River Railroad project, numerous proposed western renewable energy development projects, the Bridgeport Sewer project, a regional Bureau of Indian Affairs Programmatic Agreement, and a highway project on Kauai, Hawaii.
- Offered technical assistance to other federal agencies, Indian tribes, and NHOs regarding tribal and Native Hawaiian consultation in the Section 106 process.
- Made regular e-mail contact with Indian tribes and NHOs regarding historic preservation news and ACHP activities.
- Published guidance on the limitations of authority for federal agencies to delegate tribal consultation to applicants in the Section 106 review process.
- Entered into an MOU with the Departments of the Interior and Defense to establish the Native Hawaiian Federal Interagency Working Group to provide guidance and assist federal agencies with their compliance activities associated with (1) administration of federal programs that directly and/or uniquely affect the Native Hawaiian community; and (2) consultation with Native Hawaiian organizations regarding the potential effects of federal programs and activities on Native Hawaiian organizations' resources, lands, or rights.
- Participated in meetings with federal agencies working in Hawaii to better understand the challenges of complying with Section 106 reviews in Hawaii. Identified opportunities to conduct meetings in the future with military agencies in 2012.
- Met with Native Hawaiians to review the recently published handbook on federal agency consultation with NHOs.
- Worked toward a positive outcome in the challenge presented by HUD's delegation of its government-to-government consultation to its grant recipients, which remains a grave concern. The ACHP continued to work with the National Congress of American Indians and USET for resolution.
- Participated in transportation forums and seminars that focused on opportunities to improve efficiencies on environmental reviews for transportation programs. Highlighted the need to incorporate historic preservation programs in consolidated transportation programs and to ensure that any delegation of reviews to state departments of transportation did not compromise consideration of historic properties.
- Worked with agencies to complete ARRA projects that address the economic needs of the nation and promote job creation. Identified opportunities to establish long-term preservation values through the implementation of programs, including the extension of program alternatives and policies established to expedite ARRA reviews.
- Participated in recovery efforts in the Gulf Coast associated with response and recovery effects following the Deepwater Horizon oil spill. Focused on actions needed when the On Scene Coordinator is no longer actively involved and federal agencies must comply with environmental reviews for new and ongoing recovery efforts. Participated regularly in meetings of the stakeholders

to address recovery efforts and new programmatic and policy issues that must be addressed to be better prepared for future oil spills.

- Jointly established with DOI, represented by BLM, the Western Renewable Energy and Historic Preservation Work Group to focus on the cultural resource challenges of energy projects and transmission in the west. The Work Group is addressing issues of cultural resource protection that are emerging in the 2011 large-scale energy development and transmission projects proposed on BLM lands in California, Nevada, and Arizona. It is also addressing common issues that emerge from the individual Section 106 reviews for these projects, identifying topics where additional education and awareness would benefit stakeholders, and compiling “lessons learned” to guide future energy development projects in the region and elsewhere.
- Co-hosted with NATHPO a Tribal Summit on Renewable Energy in Palm Springs, California. The summit was heavily attended by Indian tribes, bringing together more than 150 tribal representatives and officials from agencies involved with energy development to share information and discuss local and national implications. The summit included an overview of upcoming federal renewable energy projects and highlighted issues of tribal concern related to past and proposed renewable energy development, such as the need for effective government-to-government consultation, addressing accelerated timeframes, and indirect and cumulative effects to sites of religious and cultural significance. Dialogue on formulating next steps to address upcoming renewable energy projects resulted in a set of recommendations shared broadly with stakeholders.
- Participated as a member of the Renewable Energy Rapid Response Team jointly established by CEQ and the Departments of Energy and the Interior to improve federal agency coordination and ensure an efficient process for the siting and permitting of transmission and renewable energy. The RERRT enables key agency personnel to be “on call” when issues arise in transmission and renewable energy project approvals and when there exists an opportunity to improve interagency coordination.
- In order to promote the effective consideration of historic preservation requirements in the development of renewable energy, the ACHP also participated in a variety of other renewable energy related initiatives including the following:
 - Presented information about historic preservation requirements and opportunities at the Atlantic Wind Energy Workshop, which was hosted by DOI and its Bureau of Ocean Energy Management, Regulation, and Enforcement as part of the Secretary of the Interior’s “Smart from the Start” wind energy initiative to spur renewable energy development on the Outer Continental Shelf.
 - Gave a presentation on historic preservation requirements at the “Offshore Wind Summit” to facilitate discussions among the developers, owners, energy purchasers, and investors of offshore wind projects.
 - Participated in the “Great Lakes Offshore Wind Workshop” which aimed to establish a timely, efficient, and environmentally responsible permitting process for Great Lakes offshore wind development. Working with the DOE and the Great Lakes Wind Collaborative, CEQ has developed a draft MOU that captures the consensus outcomes reached during the workshop. The ACHP is participating in further meetings to revise and finalize the MOU.
 - Co-led a roundtable discussion on tribal consultation in Section 106 review at the Department of Interior/Department of Energy Onshore “Renewable Energy Stakeholders Workshop” in Washington, D.C.
 - Gave a presentation on Energy and Transmission Projects at the fourth annual conference on “Historic Preservation and Tribal Consultation” in Denver, Colorado.

- Made presentation at the “Renewable Energy Development on Federal Lands” conference in San Diego, California, to promote the consideration of historic preservation issues in planning for renewable energy development on federal lands.
- Began negotiations with United States Coast Guard regarding a partnership that will allow the agency to support and coordinate needed follow up actions to address issues that emerged during the Gulf Oil Spill consultations overseen by NPS.
- Under the leadership of the new Archaeology Subcommittee, engaged a broad range of stakeholders, including tribes and the professional archaeological community, to expand a suite of guidance documents for addressing archaeological properties in federal planning. This guidance provides Section 106 users with the first service guidance documents addressing the full range of archaeological issues from identification and evaluation to mitigation and curation.
- Assisted the Department of Energy in executing 43 prototype Programmatic Agreements to streamline the implementation of DOE’s weatherization grant programs funded by ARRA. The prototype Programmatic Agreement has allowed DOE to support job creation throughout the nation and to integrate historic preservation into local reviews of weatherization projects.
- Initiated discussions with DOE Director of Environmental Compliance for the Loan Guarantee Program to determine how to better coordinate Section 106 reviews that involve multiple federal agencies for the same undertaking. Guidance is being developed as a follow up to ensure that DOE properly communicates the requirements of Section 106 to applicants.
- Worked with the Office of the Federal Coordinator to consider the development of an exemption for a historic gas pipeline to address the continued efforts to obtain a legislative exemption for the Trans Alaskan Pipeline System and possible Alaska Railroad expansion.
- Working with Office of Surface Mining, the Army Corps of Engineers, and other federal agencies, developed a fact sheet on the historic preservation implications of shale gas development.
- Participated in Section 106 consultations to develop statewide Programmatic Agreements to streamline the review of FHWA-assisted transportation projects, including bridge rehabilitation and routine maintenance. Explored the value of developing a prototype Programmatic Agreement to assist states in FY 2011.
- Maintained partnerships with NRCS, BLM, VA, Army, FEMA, GSA, FHWA, and DOE to identify and support program improvements in these agencies.
- Coordinate with federal partners to implement its role as a Support Agency within the Emergency Support Function (ESF #11) framework, the part of the National Response Framework devoted to Protection of Natural and Cultural Resources and Historic Properties in presidentially declared disasters. Assistance was provided for recovery efforts related to tornadoes in Alabama and Missouri, Mississippi River flooding, and other areas.
- Collaborated with USDA assistance agencies to determine how to coordinate Section 106 reviews with applicants more efficiently to avoid delays and resolve a pattern of disputes with SHPOs and THPOs.

- Revised and issued guidance to federal agencies on meeting the reporting requirements of Section 3 of Executive Order 13287, “Preserve America” and provided two open house training sessions to federal agencies on preparing these reports in advance of the September 30, 2011, progress reporting deadline.
- Participated in the legislatively mandated study requiring the Federal Railroad Administration to prepare a study on options to streamline Section 106 and Section 4(f) of the DOT Act.
- Assisted the Department of the Army in developing and issuing a prototype Programmatic Agreement (PPA) for the interiors of contributing buildings and individually eligible buildings. The PPA will assist the Army in streamlining the management of significant interior spaces in more than 20,000 buildings considered eligible for the National Register in its inventory.
- Worked with agencies to implement the recommendations for program improvements made within the second Report to the President in February 2009 under Executive Order 13287, “Preserve America.”
- Completed an agreement with BLM for a partnership that will enable the ACHP to support a professional staff position to work with BLM to identify program improvements and handle Section 106 cases where BLM is the lead agency.
- Issued a Program Comment to the U.S. Navy for the disposal of its vessels that are obsolete or no longer needed for Navy missions and have been stricken from the Naval Vessel Register. The Program Comment is intended to aid the Navy by making historic eligibility determinations by the time the vessel is decommissioned (and thus to be made potentially available for the ship donation program), rather than when the vessel’s final disposition is decided.
- Signed an MOU with nine other federal agencies that commits the federal government to streamlining and improving environmental reviews for the development of energy transmission lines on federal lands throughout the United States.
- Issued a Program Comment to the Department of Agriculture’s Rural Utility Services and the National Telecommunications and Information Administration that relieved them of the need to conduct a separate Section 106 review regarding the effects of communications facilities construction or modification that has undergone or will undergo review by the Federal Communications Commission, thereby allowing for the rapid implementation of a massive program funded by ARRA.
- Served on the Transportation Infrastructure Streamlining Task Force, which was created pursuant to Executive Order 13274, “Environmental Stewardship and Transportation Infrastructure Project Reviews.” Through its participation, the ACHP has given special attention to those transportation projects selected by the Secretary of Transportation for review by the task force. This has resulted in examples of best practices that can be used for other complex, controversial projects.
- Published Q & A guidance to assist federal agencies in meeting their Section 106 responsibilities during disaster recovery efforts.
- Issued guidance on making a reasonable and good faith effort to identify historic properties as part of the Section 106 process.

- Participated in Section 106 consultations to develop statewide Programmatic Agreements to streamline the review of FHWA-assisted transportation projects, including bridge rehabilitation and routine maintenance.
- Developed a single repository on the ACHP Web site for ACHP policy letters, opinions, and other forms of instruction that may be useful for those participating in the Section 106 process.
- Established a workgroup to develop guidance on coordinating Section 106 reviews with those conducted pursuant to the National Environmental Policy Act in order to promote the earlier consideration of Section 106 in federal planning and promote efficiencies through the coordination of these two processes.
- Created the WREHPWG jointly led by the ACHP and the BLM, on behalf of DOI. Its goal is to improve coordination between energy projects on federal lands in the west and historic preservation.
- Updated a comprehensive database of designated senior policy-level officials to have policy oversight responsibility for an agency's historic preservation program, as required by the Preserve America Executive Order.
- Expanded and improved the database of FPOs and Section 106 contacts for federal agencies with responsibilities under NHPA.
- Drafted Frequently Asked Questions on historic preservation requirements and disaster responses to inform federal agencies, SHPOs, THPOs, and Indian tribes about the roles and responsibilities of all parties in complying with Section 106 before and after disasters.

FY 2012 work plan:

- Continue to work toward a positive outcome in the challenge presented by HUD's delegation of its government-to-government consultation to its grant recipients, which continues to be a grave concern. The ACHP will continue to work with Indian tribes, NCAI, and USET for resolution.
- Support the continued work of the WREHPWG to address historic preservation challenges related to the development and transmission of renewable energy projects in the west.
- Subject to the availability of funding, continue consulting with the Environmental Protection Agency regarding the reissuance in 2012 of the Construction General Permit for the National Pollutant Discharge Elimination System and how to develop historic preservation provisions that are responsive to the concerns of states and Indian tribes covered under the permit.
- Obtain reports from federal agencies on the implementation of nationwide program alternatives and establish a schedule to amend or terminate those that are not in conformance with current law, regulation, and policy.
- Gather data from federal agencies and periodically report on the adequacy and effectiveness of their preservation programs in carrying out the requirements of Section 106.
- Subject to the availability of funding, complete guidance on the Application of Sections 106 and 402 of the NHPA as part of a work group that includes representatives from NOAA, DoD, Department of State, Department of Justice, U.S. Coast Guard, and others. This effort will explain the geographic

reach and application of Sections 106 and 402 based upon the legislative history of NHPA, International Law, and the Law of the Sea.

- Subject to the availability of funding, continue participation in the legislatively mandated study requiring the Federal Railroad Administration to prepare a study on options to streamline Section 106 and Section 4(f) of the Department of Transportation (DOT) Act.
- Complete guidance on the coordination and integration of Section 106 and NEPA to disseminate to stakeholders with an interest in streamlining environmental reviews for undertakings. With the issuance of this guidance, the ACHP will provide principles and a checklist to federal agencies and applicants regarding how and when they can use NEPA documentation to fulfill the requirements of Section 106.
- Subject to the availability of funding, consult on a proposal to amend the Program Comment issued in 2009 to the Department of Agriculture's Rural Utility Services (RUS), the National Telecommunications and Information Administration (NTIA), and FEMA relieving them of the need to conduct a separate Section 106 review regarding the effects of siting of communications facilities or modification that has undergone or will undergo review by the Federal Communications Commission. The Department of Homeland Security and the Department of Justice want to use this Program Comment for their activities as they are similar in scope. Since this Program Comment was intended solely for ARRA projects, its duration would also need to be extended.
- Continue to work with RUS and NTIA to ensure that the Program Comment developed for the construction of telecommunication towers (as well as the nationwide PA developed to streamline Section 106 review for the installation of fiber optic lines) in support of broadband initiatives are implemented and the provisions of these agreements fully carried out.
- Complete report on the achievements of the partnership between FEMA and the ACHP as well as the successes and lessons learned by the preservation community in responding to Hurricane Katrina and implementing Section 106 solutions during recovery.
- Make information on participation in the Section 106 process available to underserved constituencies.
- Identify distance learning opportunities that promote the ACHP's guidance on NEPA/Section 106 coordination and preparation of disaster and emergency protocols within federal agencies.
- Work with DOE and preservation partners to develop guidance that incorporates the provisions of the state-level prototype Programmatic Agreements in state and local programs regarding weatherization programs and solar and energy projects. Share case studies and best management practices that have emerged from the administration of ARRA.
- Subject to the availability of funding, work with the Federal Energy Regulatory Commission (FERC) to improve the agency's timing and coordination of Section 106 reviews and the roles for FERC applicants in preparing environmental documents. Also reassess the adequacy of the ACHP's Historic Preservation Management Plan protocols given the passage of time.
- Work with FERC to improve the agency's inclusion of Indian tribes in Section 106 consultation for FERC projects and consider appropriate roles for FERC applicants in this process.

- Subject to the availability of funding, collaborate with DOI, USCG, NOAA, states, and Indian tribes to amend the nationwide Programmatic Agreement governing oil spill responses, and incorporate lessons learned through the Gulf Oil Spill response to enhance the protection of historic properties for future spills.
- Prepare an internal assessment of how the ACHP managed ARRA projects and its support to SHPOs and THPOs in completing Section 106 reviews in a timely manner.
- Subject to the availability of funding, prepare a policy analysis of whether the Office of Surface Mining's approach to managing the Surface Mining Control and Reclamation Act of 1977 program meets the intent and purpose of Section 106. Coordinate this effort with the ACHP-DOI Interagency Working Group on Energy Development to accommodate the goals of Administration energy policy and protection of historic properties.
- Support efforts by the Archaeology Subcommittee to identify emerging issues in archaeology that present challenges to the successful implementation of Section 106; identify solutions and develop guidance to resolve these issues; and advance the consideration of archaeological resources in federal preservation planning.
- Develop guidance for federal agencies on incorporating the public in the development of Memoranda of Agreement and program alternatives under Section 106, including case studies and best practices.
- Subject to the availability of funding, coordinate with the Federal Deposit Insurance Corporation to develop guidance for its bank applicants regarding compliance with Section 106. The focus of the guidance will be actions needed to minimize the occurrence of anticipatory demolition in pending undertakings.
- Subject to the availability of funding, work with federal agencies to complete major program improvements currently under consideration including the following:
 - Work with FEMA to develop a program alternative that would improve efficiencies and enhance the protection of historic properties as FEMA implements its disaster and non-disaster programs in each state.
 - Work with the Department of Health and Human Services to improve Section 106 coordination for Indian Health Service Projects and its grant programs.
 - Develop a prototype Programmatic Agreement to replace the soon-to-expire NRCS nationwide Programmatic Agreement to more fully incorporate Indian tribes into the program and pursue efficiencies identified during the implementation of the existing Programmatic Agreement.
 - Work with the USCG to identify an appropriate program alternative to manage the disposal of USCG ships, taking into account their historic significance.
 - Work with the Army to identify a prototype Programmatic Agreement to streamline Section 106 review for the privatization of lodging at Army installations.
- Work with NPS to support the Federal Preservation Officer Forum and its consideration of cross-cutting preservation issues with federal agencies.
- Advance distance learning initiative by identifying partners that can advise on appropriate technologies for delivering Section 106 training; identify priorities for establishing initial offerings in distance learning; and implement a range of training programs to enhance and expand the ACHP's training and public outreach.

- Work with membership to consider how recommendations within the NTHP's report on Section 106 might be used to improve the implementation of Section 106 and incorporated into the ACHP's strategic plan.
- Work with the federal workgroup to issue guidance on how to incorporate historic preservation goals into the design, construction, operation and management, maintenance and deconstruction of federal buildings pursuant to Section 2g of Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance.
- Work with DOE and preservation partners to continue developing state-level agreements pursuant to the prototype Programmatic Agreement developed with DOE to implement ARRA-funded weatherization programs in each state.
- Subject to the availability of funds, work with the Department of Interior, National Oceanic and Atmospheric Administration, states, and Indian tribes to complete the review of oil spill response measures in the Gulf Coast pursuant to a nationwide Programmatic Agreement (PA) governing oil spill responses, and begin efforts to revise the PA to incorporate lessons learned through the Gulf Oil Spill response and enhance the protection of historic properties for future spills.
- Assist agencies in meeting their Section 106 responsibilities under ARRA by providing technical assistance, guidance, and training. Under the leadership of OFAP's recovery coordinator and with the assistance of its recovery team, the ACHP will work to continue to pursue the following:
 - Provide guidance through its Web site to assist agencies in considering the use of program alternatives to support Section 106 compliance goals under ARRA timelines;
 - Identify and promote appropriate program alternatives and policies to assist agencies in concluding projects under ARRA.
- Develop Section 106 guidance, tools, and training to support consideration of Section 106 issues relating to federal development in key topical areas, such as public lands stewardship, transportation, energy development, and other key areas addressed by policy teams established in OFAP. Participate in a workgroup with NPS to support development of Geographic Information System (GIS) spatial data standards for cultural resource data.
- Address with federal agencies issues set forth in the 2012 ACHP Report to the President on federal historic property stewardship issued pursuant to Section 3 of Executive Order 13287 and work with federal agency officials to implement the recommendations for improving the stewardship of federal historic properties within the report.
- Support the active involvement of SPOs in the consideration of historic preservation issues by conducting annual meetings with SPOs to consider topical issues in Section 106 and promote federal agency program improvements pursuant to the Preserve America Executive Order.
- Continue to implement the ACHP's onsite training program by offering additional "Section 106 Essentials" and "Advanced Section 106 Seminar" trainings and develop targeted tribal consultation courses in conjunction with these offerings. Offer the newly developed "Introduction to Section 106" course for a general audience as requested.

Foster the Protection and Enhancement of Historic Properties

FY 2011 accomplishments:

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

Nationwide Programmatic Agreement for Maintenance and Repair of Army National Guard Readiness Centers (Nationwide) - In December 2010, a nationwide Programmatic Agreement among the National Guard Bureau, NCSHPO, and the ACHP was executed regarding maintenance and repair projects for readiness centers, also known as armories. The PA streamlines Section 106 compliance for maintenance and repair projects for all federally owned or federally supported readiness centers in all 50 states, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia. Routine maintenance is defined as regular and general upkeep of a readiness center against normal wear and tear above ground. Use of the PA is voluntary and as of January 2012, 19 states have elected to implement the PA.

Department of Defense Build-Up (Guam) - Navy is lead for a massive DoD infrastructure build-up implementing a U.S. treaty with Japan to relocate Marines from Okinawa to Guam including some facilities on Tinian and Saipan. The Navy developed a PA to resolve direct effects to historic properties, streamline subsequent consultation on individual projects related to the build-up, address broad cumulative effects to various other historic properties and the Guam culture itself, and resolve artifact curation issues. The PA, executed in March 2011, provides discretion for the Navy to consider a full range of options for avoiding, minimizing, and mitigating adverse effects to historic properties.

Federal Highway Administration (Nationwide) - As part of FHWA's *Every Day Counts* initiative, the ACHP worked with state departments of transportation to execute statewide Programmatic Agreements to streamline Section 106 consultations and to better manage the reviews of routine and maintenance activities. Currently, the ACHP has 45 PAs in place in 36 states. The goal is to execute PAs in every state to address the Administration's goal of minimizing red tape that interferes with the implementation of approved projects.

Alaska Gas Pipeline Project (Alaska) - The Office of the Federal Controller has made substantial progress during the past three years in planning the Alaska Pipeline. Since it is clear who the applicant will be for this undertaking, Trans Canada and Exxon-Mobil, activities are gaining momentum. Given the proposed alignment of this project, there will be extensive identification and evaluation and consultation among the states in the lower 48. The ACHP will be actively involved and use its past experience in consulting on gas pipelines to coordinate reviews and to ensure that consulting parties, particularly Indian tribes, are consistently involved in decision making.

Honolulu High-Capacity Transit Corridor Project (Hawaii) - The Federal Transit Administration has provided financial assistance to the City and County to construct a 20-mile elevated guideway transit system in Honolulu between Kapolei and the University of Hawaii. Because of the proposed alignment, consultation was complex and generated widespread public interest. Following protracted Section 106 consultation, a PA was negotiated that includes broad-ranging mitigation strategies to address a 10-year project. Most notable is the provision that requires the City to hire a project manager to oversee the implementation of the preservation activities.

For a review of other major Section 106 cases that highlight the ACHP's involvement in resolving adverse effects to historic properties, see Figure 11.

Other FY 2011 accomplishments included the following:

- Completed the review of the Section 106 regulations pursuant to the requirements of EO 13563 and began to implement plan to improve the implementation of these regulations. The plan includes

improvements to the implementation of the Section 106 regulations in six key areas, including the following:

- Federal agency programs and performance
 - Training and education
 - Providing guidance
 - Coordinating with other federal agencies
 - ACHP involvement and assistance
 - Communication
- Commented on the retrospective analysis of regulations in accordance with EO 13563 implemented by the NPS and CEQ regarding the implications of these regulations on historic properties and opportunities for greater coordination with Section 106 reviews.
 - Hosted two pilot Section 106 training webinars and launched development of a webinar training series for 2012.
 - Developed a distance learning needs assessment report and implementation road map in coordination with an e-learning consultant. Made initial investments in e-learning technology to enable the ACHP to produce online courses in-house based on recommendations in the report. Began seeking providers for other course building and hosting services.
 - As of August 1, 2011, educated more than 700 users of the Section 106 process in onsite courses during FY 2011. This number includes participation in the ACHP's open-enrollment offerings of "The Section 106 Essentials" and "The Advanced Section 106 Seminar" as well as tailored training offered in cooperation with federal agencies and other organizations for their personnel. An additional 113 students are enrolled in upcoming courses, a number expected to increase by the end of the fiscal year. Established a dedicated training specialist position to advance educational initiatives.
 - Became a continuing education credit provider for the American Institute of Certified Planners and the American Institute of Architects for select onsite courses during 2011.
 - Provided outreach to principal Section 106 users (notably SHPOs, Indian tribes, and NHOs) through e-mail broadcasts to update them on changing policies and recent developments.
 - Participated in national meetings of the NCSHPO, NATHPO, NTHP, and USET to address Section 106 issues of interest and concern to those organizations.
 - Concluded numerous Programmatic Agreements to streamline ARRA projects and other programs to ensure that historic properties are afforded appropriate consideration in federal planning and development.

FY 2012 work plan:

- Following a successful Tribal Summit on Renewable Energy in California in early 2011, the ACHP will assess other opportunities, primarily through the Landscapes Action Plan, to continue the dialogue between federal agencies and Indian tribes on the impacts of renewable energy development and transmission to historic properties of religious and cultural significance to tribes.

- Continue to implement the ACHP's onsite training program by offering additional "Section 106 Essentials" and "Advanced Section 106 Seminar" trainings and develop targeted tribal consultation courses in conjunction with these offerings.
- Develop and implement a full suite of distance learning opportunities, including asynchronous, on demand electronic training targeted to the public, Indian tribes and NHOs, and applicants; and offer webinars on current issues and challenges in the Section 106 process.
- Incorporate cultural diversity in introductory and advanced training materials and case studies to expand awareness among federal agencies and practitioners during Section 106 reviews.
- Work with SHPOs and THPOs to develop training opportunities that provide solutions to chronic Section 106 problems and which can be carried out independently by the ACHP or in partnership with SHPOs or THPOs.
- Finalize and distribute "Preparing Agreements Documents" guidance to encourage the inclusion of effective provisions for monitoring, amendments, sunset clauses, and dispute resolution language in final agreements.
- Coordinate with the General Services Administration, the Federal Real Property Council, and other federal agencies to promote the use of Sections 110 and 111 authorities to assist agencies in meeting real property management and disposal requirements.
- Utilize ACHPConnect to prepare summary reports that assess and measure the results of ACHP involvement in individual cases, including outcomes and time frames of reviews.
- Work with NCSHPO and SHPOs to enhance their capabilities in carrying out Section 106.
- In response to growing tribal concerns regarding FERC's approach to tribal consultation, the ACHP will initiate discussions with FERC and tribal representatives regarding specific measures to improve FERC's tribal consultation.
- Collaborate with federal agencies that have primary response roles in disaster and emergency situations to explore how to better coordinate mitigation strategies and provide guidance and technical assistance to applicants.
- Continue to work with preservation partners to develop and implement customer service surveys that will seek to identify user experiences with developing Memoranda of Agreement and Programmatic Agreements in order to identify opportunities for improving the development of these agreements and the protection of historic properties, as well as enhancing user knowledge and experience with these mechanisms.
- Evaluate ACHP participation in individual Section 106 cases through the use of ACHPConnect as a tool to measure trends in ACHP participation to determine how the ACHP might enhance and expand its participation in individual cases to improve the protection of historic properties.

Promote the Importance of Historic Preservation

FY 2011 accomplishments:

- Supported the Administration's priorities and programs by working to engage a more diverse audience in historic preservation, by partnering with federal agencies and nonfederal partners on initiatives such as the American Latino Heritage Initiative, America's Great Outdoors, and education and youth efforts.
- Managed a multiple-award program to acknowledge outstanding historic preservation efforts, including a quarterly Chairman's Award for Achievement in Historic Preservation. This award recognized projects, programs, initiatives, and policies related to federal actions that make significant contributions to historic preservation. The ACHP partnered on the joint annual National Trust/ACHP Award for Federal Partnerships in Historic Preservation, as well as partnering with the Gilder Lehrman Institute of American History and HISTORY for the National History Teacher of the Year award.
- Produced publications such as the ACHP *Case Digest*, an illustrated quarterly report which supports federal preservation programs by publicizing noteworthy Section 106-related resources or precedent-setting federal activities. The ACHP posted each issue on its Web site, distributed it to council members and the preservation community, and shared it with members of Congress and the media to increase awareness of the federal government's vital role in national historic preservation efforts and its impact on their communities.
- Supported and participated in conferences, including the NTHP's annual meeting (sessions, exhibits, publications, and award). Made presentations at conferences and events, and offered sessions at events. Attended meetings: NCSHPO, NTHP, Partnership for the National Trails System. Finalized contract work on the updated ACHP Web site, allowing the ACHP to begin updating more than 1,000 pages of content. Finalized and published the ACHP's first social media site, a Facebook page to engage young people in historic preservation.
- Partnered with DOI, USDA, Department of Education, and others to coalesce and support youth opportunities in preservation.
- Responded to requests for information from congressional offices, media, and public.
- Developed and cultivated relevant media opportunities and generated and placed timely media advisories, news releases, and articles about the ACHP's activities, including activities relating to the Preserve America program.
- Wrote and distributed a Preserve America e-newsletter to heighten public awareness of the initiative, support community efforts, celebrate Preserve America Communities, Stewards, and Presidential Award winners, and keep interested organizations, agencies, and other constituents up-to-date on Preserve America programs and events. The e-newsletter currently has nearly 3,000 subscribers, including Preserve America Communities.
- Responded to all incoming requests for preservation information directed to the ACHP by the White House, Congress, federal agencies, the private sector, and members of the public.
- Served as historic preservation advisor and liaison for the Department of Education's National History Education Clearinghouse group, which provides resources for social studies teachers across the nation.

- Maintained and expanded the tribal and Native Hawaiian contact lists, a vital e-mail link between the ACHP and tribes and NHOs.

FY 2012 work plan:

- Finalize the move from the current ACHP Web site to an updated Web site, featuring a content management system, designed to improve usability and findability for users.
- Continue to explore and implement a wide range of outreach strategies and tools to reach audiences, including traditional communications tools (Web site, news releases, advisories, broadcast e-mails, informational brochures, educational materials, customer service, media relations) and increase use of newer technologies, including social networking sites such as Facebook and YouTube.
- Support critical Administration initiatives by creating pilot projects, both directed to engage young people in historic preservation, in an effort to create a new generation of preservationists and conservationists. One pilot program will be in conjunction with the NPS and other partners and will support the NPS initiative “Civil War to Civil Rights,” and the second will be in partnership with DOI and other partners to support the Administration’s American Latino Heritage Initiative.
- Complete two template place-based heritage education efforts focused on the War of 1812 with inner-city schools in Baltimore, Maryland, and Boston, Massachusetts. The first is a partnership with the NPS at Fort McHenry, the Star Spangled Banner National Historic Trail, the Architect of the Capitol, and other to-be identified groups. The second partnership is with the U.S.S. *Constitution* Museum, a private, nonprofit organization; the Navy; and the Department of Education. Both projects are focused on urban schools.
- Convert the ACHP *Case Digest* into an online report updated regularly on the ACHP’s Web site.
- Continue to post case studies on the partnership section of the ACHP’s Web site to illustrate innovative preservation outcomes and best management practices in transportation, energy, etc.
- Focus communications effort on online products and activities in an effort to reach audiences in a more cost-effective manner. Continue to develop online versions of publications that increase awareness of the ACHP and the individual offices and programs.
- Continue to nurture strategic partnerships with federal agencies and other partners, supporting historic preservation and President Obama’s priorities.
- Continue to develop new programs that reach all the American people focused on engaging them in historic preservation and tied into the Obama Administration’s priorities. These include timely and critical issues such as economic development, the America’s Great Outdoors Initiative, the youth-oriented “Let’s Move Outside!” education initiative, and sustainability.
- Advance methods to better communicate the economic, energy, educational, and cultural benefits of historic preservation to more diverse audiences through programs and initiatives such as Preserve America and support of service learning. Based on available funding, will continue to raise awareness of benefits of historic preservation through national award programs, training programs, work with the Congressional Historic Preservation Caucus, media coverage, e-newsletters for the Preserve America program and the Native American program, recognition events, increased participation in

conferences and lectures, and relationships with partners. The ACHP is reaching out to underserved audiences, as well as new audiences such as tribal youth.

- Engage all aspects of the Preserve America program in an effort to communicate the benefits of preservation, including economic benefits, environmental benefits, and job growth. Will expand its efforts to enlist more communities and neighborhoods representing underserved constituencies in the Preserve America program in FY 2012.
- Continue to work with Corporation for National and Community Service to promote historic preservation-related service learning programs in Indian Country and expand this partnership to include intertribal organizations such as NCAI and NATHPO.

Develop and Manage ACHP Organizational Capacity

FY 2011 accomplishments:

- The Office of Administration completed the second phase of the agency-wide IT infrastructure improvement project, completing acquisitions of hardware and software for IT infrastructure virtualization and completing the foundation work for the final phase of the project.
- Implemented Domain Name System Security Extensions (DNSSEC) to Domain Name System (DNS) infrastructure for compliance to Office of Management and Budget mandate M-08-23 and provisions of the Federal Internet Security Management Act (FISMA).
- Implemented recommendations from the Administration's 25 Point Implementation Plan to Reform Federal Information Technology Management with use of light technologies, consolidation, cloud first policies, IT acquisitions, budget and technology cycle alignment, and industry engagement.
- Completed beta launch of the new ACHP Web site using an enterprise content management system, implemented a cloud-based infrastructure for hosting new agency Web site, and completed integration of real-time case information publishing on the new Web site as part of the ACHP Web redesign project.
- Maintained partnerships with NRCS, BLM, VA, Army, FEMA, GSA, FHWA, and DOE to identify and support program improvements in these agencies.
- The Office of Native American Affairs was established, in recognition of the important role of Indian tribes and NHOs play in the ACHP's work, by elevating the Native American Program to office status, on par with other ACHP organizational units.
- ONAA offered day-long training on working with Indian tribes for staff in OFAP and OCEO.
- Received provisional approval from OPM to implement a performance management system for the Senior Executive Service employee.
- Secured funding from the ACHP Alumni Association to support a summer internship at the ACHP.
- Secured contract support from an accounting firm specializing in financial management challenges facing small federal agencies.

- Followed up on the agency Strategic Sustainability Performance Plan under E.O. 13514 with a preliminary Climate Change Adaptation Policy Statement and an analysis of agency vulnerability to climate change.

FY 2012 work plan:

- Complete agency-wide IT infrastructure improvement project by moving into production the new 100 percent virtualized Cloud Computing enterprise IT infrastructure.
- Improve telecommunications infrastructure by implementing high-speed Internet lines to provide better Internet service, telework experience, and telephony services, including Video Conferencing capabilities.
- Improve IT operations by establishing service level standards utilizing the new hybrid Cloud Computing environment.
- Implement Continuity of Operations infrastructure to guarantee high availability of IT services in disaster scenarios.
- Establish program for FISMA compliance and classification and accreditation of systems and high value data assets.
- Implement tools for continuous monitoring of IT security infrastructure for FISMA compliance.
- Evaluate new IT infrastructure for opportunities for operational efficiencies and service level improvement with use of IT service contracts.
- The functionality of ACHPConnect, the case management system for Section 106 undertakings, will be studied to identify the potential to publish real-time case information on the ACHP Web site.
- Continue to maintain partnerships with NRCS, BLM, VA, Army, FEMA, GSA, FHWA, and DOE to identify and support program improvements in these agencies; work to develop one additional partnership with the USCG to assist in resolving historic preservation issues related to the Gulf Oil Spill and the nationwide Programmatic Agreement governing oil spill disaster responses.
- Training on working with Native Hawaiian organizations will be offered to ACHP staff.
- Under E.O. 13514, complete a final analysis of agency vulnerability to climate change as well as a final climate adaptation plan.

Figure 5. Budgetary History, FY 2008-FY 2012

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
President's Budget	5,348	5,498	5,908	5,908	6,108
Initial Appropriation	5,348	5,498	--	5,908	6,108
Appropriation Adjustment	-83	--	--	-12	-9.8
Budget Authority	5,265	5,498	5,908	5,896	6,098
FTEs	36	36	36	36	33

**Figure 6. Expenditures by Object Classification
(in thousands of dollars)**

		FY 2011 Enacted	FY 2011 Actual	FY 2012 President's Budget	FY 2012 Enacted	FY 2013 Request*	Change from FY 2012 Enacted
11/12	Salary/Benefits	4,201	4,249	4,270	4270	3957	(313)
21	Travel	289	186	182	182	133	(49)
22/23	Freight, Rent, Communications, Utilities	782	644	761	761	761	--
24	Printing	43	3	22	17	12	(5)
25	Contract Services	528	616	803	803	803	--
26	Supplies	10	20	49	44	40	(4)
31	Equipment	43	178	21	21	17	(4)
	TOTAL	5,896	5,896	6,108	6,098	5,723	(375)
	FTEs	36	36	36	36	33	(3)

*Figures in this table do not include the requested \$1,300,000 to fund relocation from the Old Post Office Building.

**Figure 7. Members, Advisory Council on Historic Preservation
(February 2012)**

Chairman

Milford Wayne Donaldson, FAIA (California)

Vice Chairman

Clement A. Price, Ph.D. (New Jersey)

Expert Members

Horace H. Foxall, Jr. (Washington)

Terry Guen, FASLA (Illinois)

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

John G. Williams, III (Washington)

General Public Members

Mark A. Sadd (West Virginia)

Bradford J. White (Illinois)

Native American Member

John L. Berrey (Oklahoma)

Governor

vacant

Mayor

Hon. Michael B. Coleman

Columbus, Ohio

Architect of the Capitol

Stephen T. Ayers, FAIA

Secretary, Department of Agriculture

Hon. Thomas J. Vilsack

Secretary, Department of Commerce

Hon. John Bryson

Secretary, Department of Defense

Hon. Leon Panetta

Secretary, Department of Education

Hon. Arne Duncan

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

Hon. Shaun Donovan

Secretary, Department of the Interior

Hon. Ken Salazar

Secretary, Department of Transportation

Hon. Ray LaHood

Secretary, Department of Veterans Affairs

Hon. Eric K. Shinseki

Administrator, General Services

Administration

Hon. Martha Johnson

**Chairman, National Trust for Historic
Preservation**

Carolyn S. Brody (Washington, D.C.)

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

Ruth L. Pierpont (New York)

Observers:

Secretary, Department of Energy

Hon. Steven Chu

Secretary, Department of Homeland Security

Hon. Janet Napolitano

**Administrator, Environmental Protection
Agency**

Hon. Lisa P. Jackson

Chair, Council on Environmental Quality

Hon. Nancy Sutley

**Chairman, National Alliance of Preservation
Commissions**

Jo Ramsay Leimenstoll (Greensboro, North
Carolina)

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

Reno Franklin (Stewart's Point Rancheria,
California)

ACHP Alumni Foundation

Katherine Slick, President

Figure 8. ACHP Organizational Structure

(Note: *denotes vacant positions that are currently vacant and will be eliminated under the proposed budget)

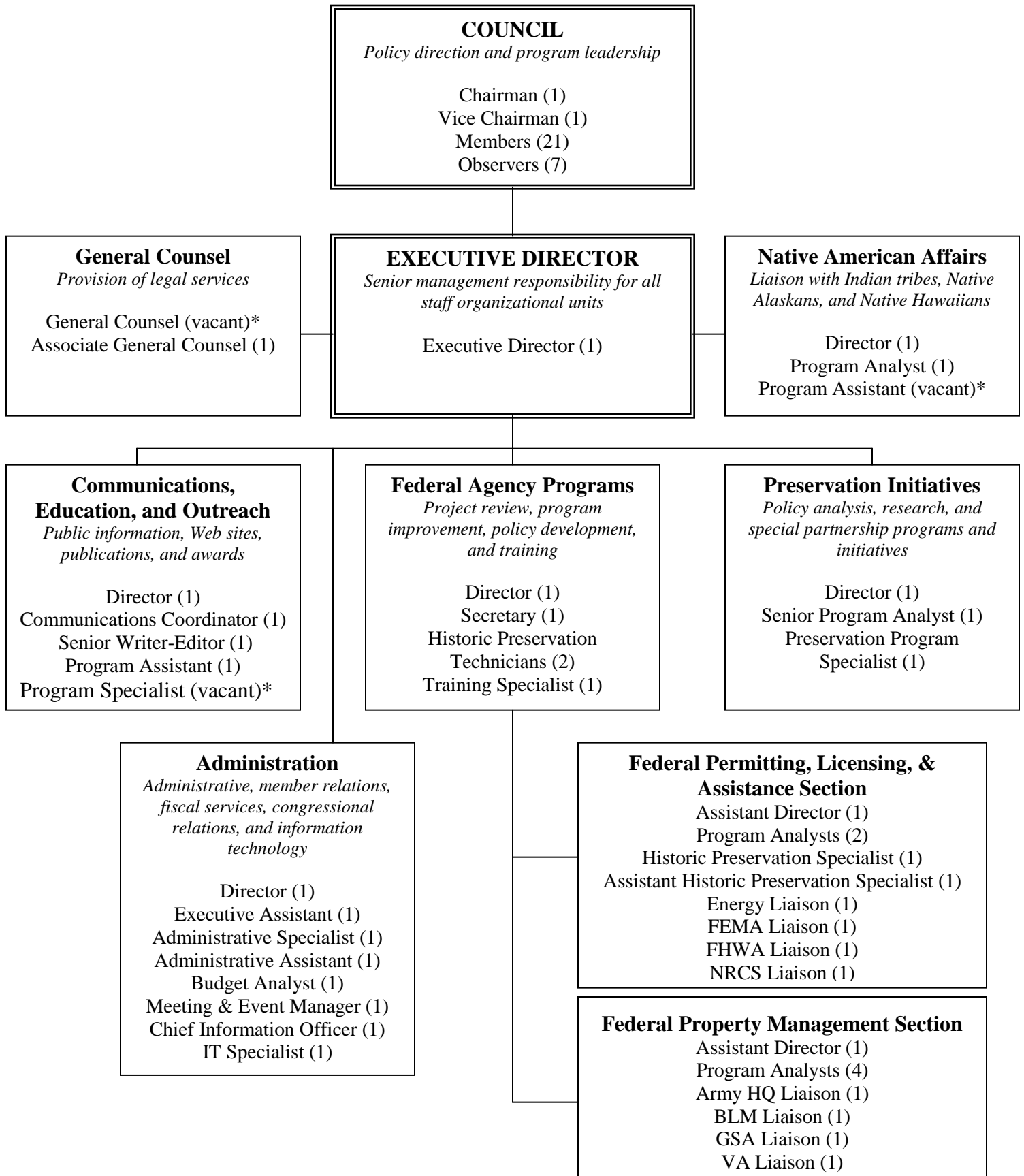


Figure 9. ACHP Strategic Plan (adopted by ACHP members January 2011)

MISSION STATEMENT

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

I. PROMOTE HISTORIC PRESERVATION POLICY AND PROGRAMS

Long-Range Goal: Formulate and advance effective public policies that support and encourage historic preservation activities carried out by the federal government, states, local governments, Indian tribes, and private organizations and individuals.

- A. **Six-Year Strategic Goal:** Assist the executive branch and Congress in formulating policies that fulfill the goals of the National Historic Preservation Act and embody historic preservation values.
- B. **Six-Year Strategic Goal:** Develop and implement initiatives, such as Preserve America, that promote the economic, environmental, educational, and social benefits of historic preservation.
- C. **Six-Year Strategic Goal:** Develop and advance policies that support the role of Indian tribes and Native Hawaiian organizations in the national historic preservation program.
- D. **Six-Year Strategic Goal:** Develop and advance policies that encourage greater engagement of diverse constituencies in the national historic preservation program.

II. IMPROVE FEDERAL PRESERVATION PROGRAMS

Long-Range Goal: Improve federal agency programs to enhance the stewardship of the full range of historic properties and contribute to tribal, state, local, and private historic preservation efforts.

- A. **Six-Year Strategic Goal:** Assess and report on the effectiveness of the federal preservation program.
- B. **Six-Year Strategic Goal:** Collaborate with federal agencies and other stakeholders to recognize and communicate good examples that demonstrate the appropriate preservation and productive use of historic properties.
- C. **Six-Year Strategic Goal:** Assist federal agencies in meeting the goals and requirements of Executive Order 13287 and other Presidential directives that support historic preservation.
- D. **Six-Year Strategic Goal:** Facilitate collaboration and partnerships between federal agencies and other parties that help agencies meet their preservation program needs, advance national historic preservation goals, and improve coordination with other actions and requirements.
- E. **Six-Year Strategic Goal:** Encourage federal agencies to engage the full range of the public in their implementation of federal programs that affect historic properties.
- F. **Six-Year Goal:** Foster the understanding that preservation of historic properties is inherently consistent with sustainability goals, promote historic preservation as a method to meet these goals, and ensure that federal policies and programs which promote sustainable energy development minimize impacts on historic properties.

III. FOSTER THE PROTECTION AND ENHANCEMENT OF HISTORIC PROPERTIES

Long-Range Goal: Foster the protection and enhancement of historic properties to advance the purposes of the National Historic Preservation Act.

- A. **Six-Year Strategic Goal:** Enhance the awareness, knowledge, and capabilities of participants, other stakeholders, and the public to better carry out their respective roles in the Section 106 process, and to improve communication among these parties.
- B. **Six-Year Strategic Goal:** Focus ACHP involvement in individual Section 106 cases to advance preservation outcomes and serve the public interest.
- C. **Six-Year Strategic Goal:** Improve the effectiveness of Section 106 consultation and its coordination with other sections of the National Historic Preservation Act, related federal environmental and preservation processes, and Administration initiatives.
- D. **Six-Year Strategic Goal:** Raise the level of accountability for federal agency compliance with the Section 106 process, from the nature and scope of consultation to the actions taken to implement agreed-upon outcomes.
- E. **Six-Year Strategic Goal:** Encourage the consideration of historic and cultural values important to diverse constituencies in the Section 106 process.

IV. PROMOTE THE IMPORTANCE OF HISTORIC PRESERVATION

Long-Range Goal: Foster broader appreciation for historic preservation, history, and the work of the ACHP among diverse audiences, and communicate the value and benefit of preservation.

- A. **Six-Year Strategic Goal:** Raise the level of understanding of the value of the nation's historic preservation program and of a preservation ethic.
- B. **Six-Year Strategic Goal:** Increase awareness of and participation in ACHP programs and activities.
- C. **Six-Year Strategic Goal:** Advise executive branch and elected officials and staff regarding the benefits of historic preservation and the federal historic preservation program.

V. DEVELOP AND MANAGE ACHP ORGANIZATIONAL CAPACITY

Long-Range Goal: Obtain and effectively manage the ACHP's resources to ensure that its mission is accomplished and the needs of the ACHP's customers are met.

- A. **Six-Year Strategic Goal:** Develop and implement a financial and human capital strategy that recognizes and responds to the ACHP's mission, maximizes expertise and effectiveness among members and staff, and reflects the diversity of America.
- B. **Six-Year Strategic Goal:** Maximize internal operational performance through analysis of work processes, enhancements to information technology resources, changes to administrative procedures, and the implementation of fiscal controls.
- C. **Six-Year Strategic Goal:** Improve services to ACHP customers by identifying major areas of interaction and implementing measurable enhancements.

Figure 10. Section 106 Performance Measures

Table A: Monthly Case Load vs. Closed Cases

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

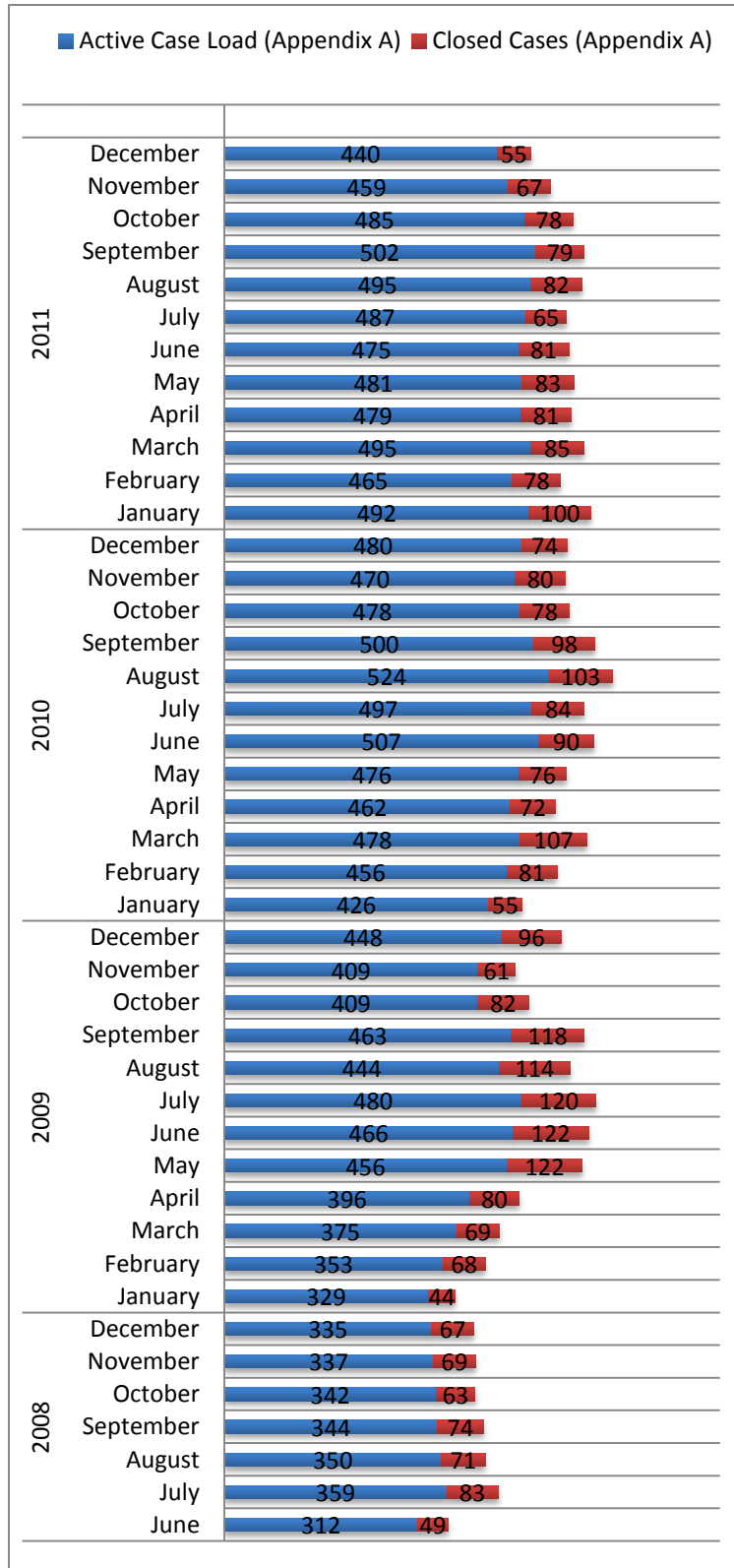


Table B: New Cases Each Month By Type

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

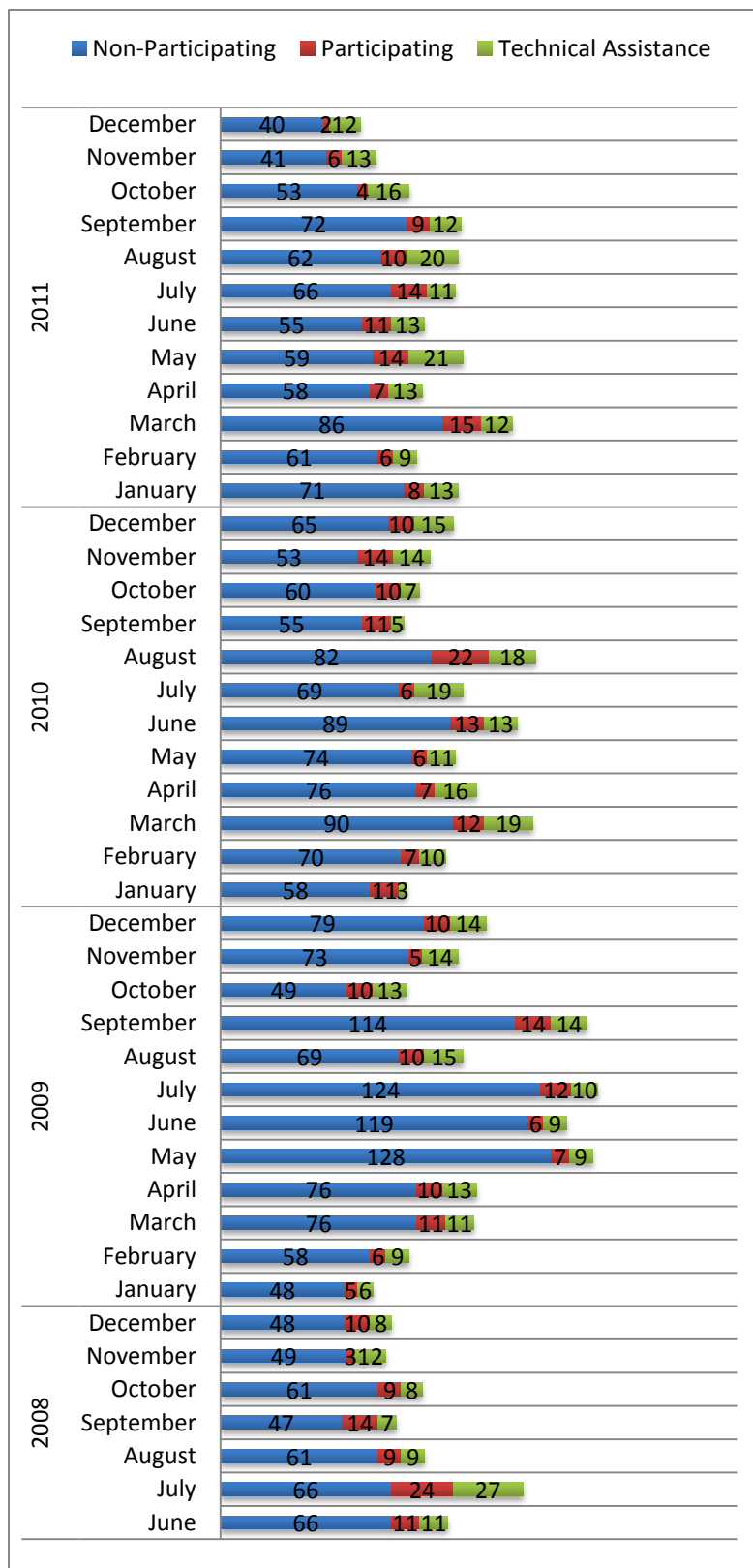


Table C: Participating vs. Non-Participating Cases (2008 –2011)

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

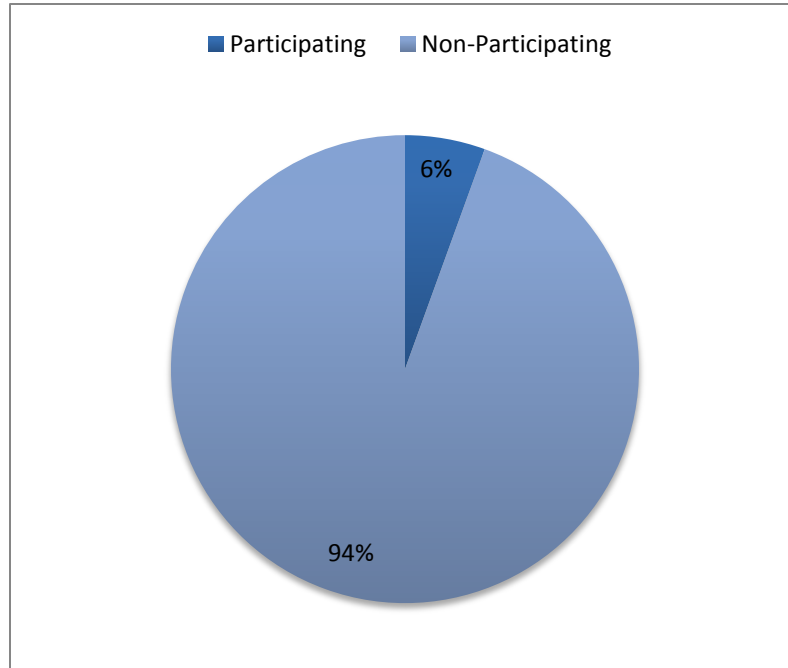


Table D: Case Lifecycle: Participating Closed Cases (2008 –2011)

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

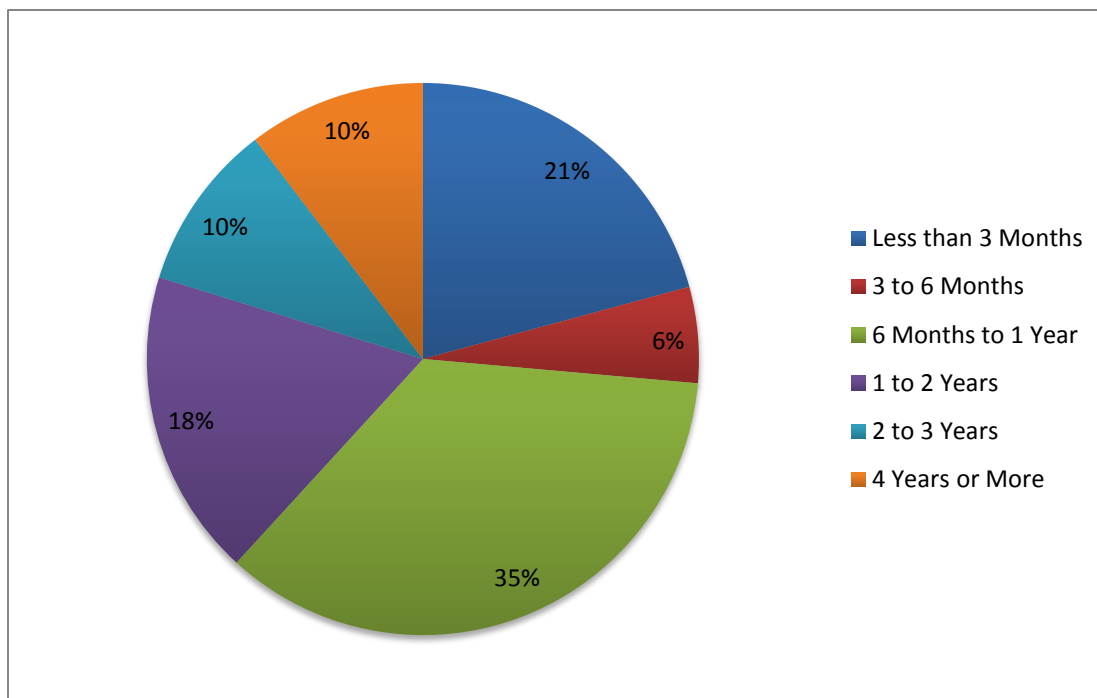


Table E: Case Lifecycle: Participating Open Cases (as of December 31, 2011)

This chart shows the amount of time cases that were open as of December 31, 2011, have been open since they were formally presented to the ACHP for review by a federal agency.

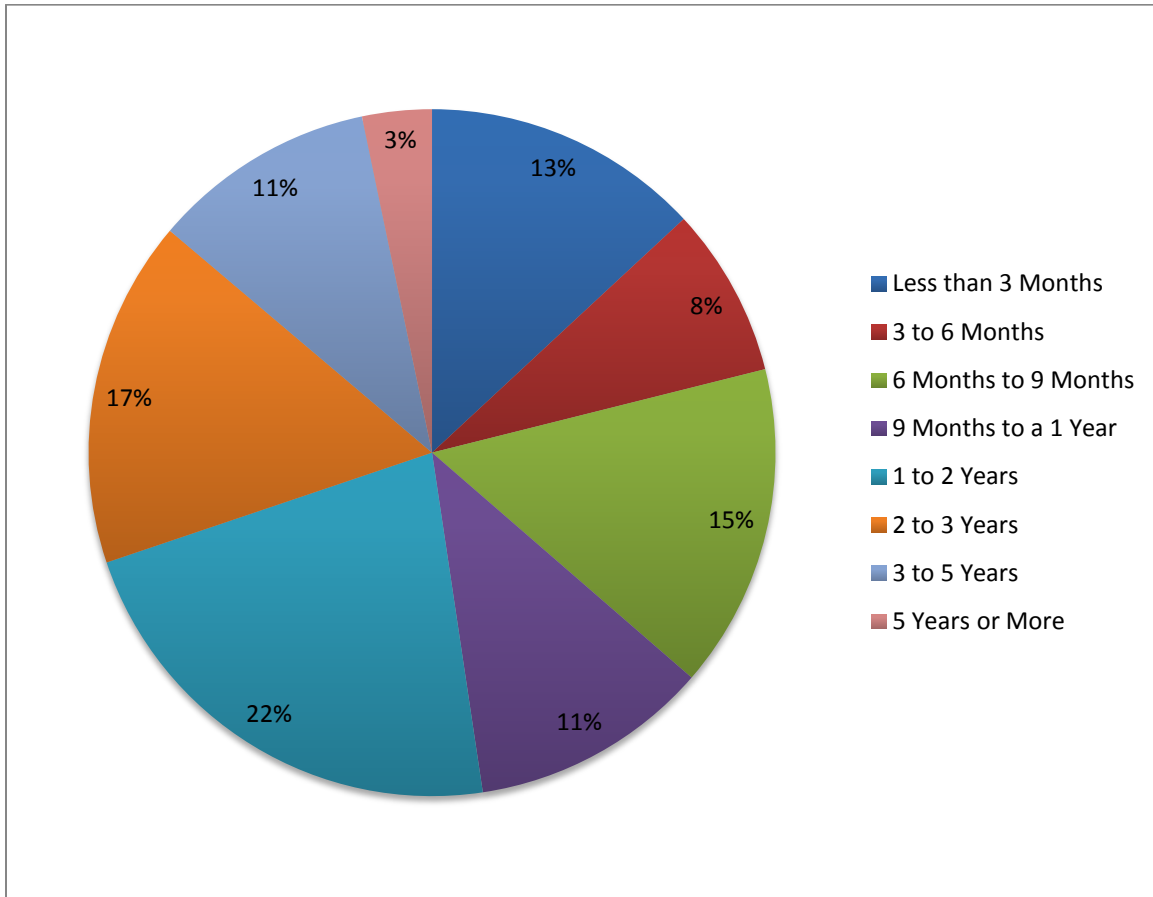


Figure 11. High Profile Section 106 Cases Involving the ACHP, FY 2011

STATE	AGENCY	CASE	NOTEWORTHY
Alabama, California, Florida, Texas	National Aeronautics and Space Administration	Discontinuation of the Space Shuttle Program	NASA is developing a Memorandum of Agreement to address adverse effects resulting from the discontinuation of the Space Shuttle Program and the disposition of the shuttles to several organizations/agencies for preservation and interpretation.
California	General Services Administration	Expansion and Reconfiguration of the San Ysidro Port of Entry	Reconfiguration of this 30-acre site was proposed to facilitate traffic flow and increase security. Plans called for the reuse of the National Register-listed U.S. Customs Building. Significant construction will occur near the building, as well as a privately-owned National Register-eligible International Building nearby. A Memorandum of Agreement for the project was executed in August 2011.
California	Federal Railroad Administration	California High Speed Rail	FRA will provide financial assistance to the California High Speed Rail Authority to construct and operate a statewide system comprised of nine project sections in major metropolitan areas of California. This ARRA project is a major initiative that will provide improved transportation options and jobs. Consultation was complex and involved federal and state Indian tribes as well as numerous organizations and local governments.
Colorado	Bureau of Land Management	Christo's Over the River Project	Artist Christo plans to drape fabric over 5.9 miles of the Arkansas River in eight non-contiguous locations along a 42-mile stretch of the Arkansas River in Colorado. The project will result in adverse effects to at least seven archaeological sites eligible for the National Register. A Memorandum of Agreement for the project was executed in February 2011.

STATE	AGENCY	CASE	NOTEWORTHY
Colorado	Environmental Protection Agency	Gulch Superfund Project	The 1994 Programmatic Agreement will be amended to address maintenance and operational issues related to the Gulch Superfund CERCLA site in Leadville, Colorado. Other provisions of the PA are being adequately fulfilled. The new amended agreement document will focus only on remaining activities.
District of Columbia	General Services Administration	St. Elizabeths Redevelopment of West Campus (Development of the U.S. Coast Guard HQ and Various Adaptive Use and Rehabilitation Work) and Perimeter Security Improvements	Ongoing implementation of the terms of a Programmatic Agreement signed in 2008 for the redevelopment of the St. Elizabeths West Campus into the headquarters of the Department of Homeland Security.
District of Columbia	Smithsonian	National Museum of African American History and Culture	The Smithsonian Institution has been consulting with the DC SHPO, the ACHP, and a number of consulting parties on the construction of a new museum dedicated to African American history and culture, to be located on the National Mall, near the Washington Monument. A Programmatic Agreement was executed in 2011.
District of Columbia	Department of State	Development of a Diplomacy Center Museum at the Department of State Headquarters	The Department of State is planning an addition at the entrance to the historic Marshall Wing, and retrofit of a wing of the Harry S. Truman Building to accommodate a Diplomacy Center Museum. The undertaking is funded by private donations, and is planned for completion in fall 2012. A Memorandum of Agreement was executed for the project in September 2011.

STATE	AGENCY	CASE	NOTEWORTHY
Florida	U.S. Army Corps of Engineers	Compartment C Build-Out Project	The South Florida Water Management District proposes to construct a storm water treatment area in the Everglades Agricultural area located in Hendry County, Florida. The treatment consists of holding water within the Compartment C boundaries for a specified period to allow nitrogen and phosphorus to settle prior to discharge in the Everglades. A Memorandum of Agreement executed in 2008 had to be renegotiated to address tribal concerns raised by the Seminole Tribe and the Miccosukee Tribe of Indians. In addition, treatment measures had to be developed to protect archaeological sites recently identified.
Hawaii	US Rural Development	Kunia Village New Construction Project	The Hawaii Agricultural Research Center (HARC) applied for a Rural Development loan to renovate, replace, and/or construct 41 units of farm worker housing. Consultation focused on the long-term preservation of the Kunia Village and continued access to affordable housing by local workers.
Indiana	City of Muncie	Demolition of Historic Properties	The City of Muncie proposes to demolish 31 properties located in four historic districts using funds appropriated by the US Department of Housing and Urban Development. There was widespread public interest in the Section 106 consultation because of the impact the demolition would have on the integrity of stable communities. As a result of the Section 106 review, alternatives to demolition will preserve more than one-third of the properties.

STATE	AGENCY	CASE	NOTEWORTHY
Kansas/Nebraska/ Montana/Oklahoma/South Dakota/Texas	Department of State	Keystone XL Project	DOS issued a Presidential Permit for the pipeline border crossing from Canada of a 1,375 mile crude oil pipeline. The project also utilizes 298 miles of the Keystone Cushing Extension. A 110 foot-wide construction right-of-way is required in the six states for the project. Final design of the pipeline, including the location of the final alignment after the required analysis of alternatives, is covered in the Section 106 mitigation plan negotiated with SHPOs, 95 tribes, and numerous federal, state, and local agencies.
Louisiana	U.S. Army Corp of Engineers	Hurricane and Storm Damage Risk Reduction System- Mississippi River Levees	A Programmatic Agreement is being developed to address impacts to numerous historic properties that stand to be affected by repair and improvement of levees on the Lower Mississippi River. The repairs are being made to reduce risk from flooding, and the project will be implemented on an accelerated schedule.
Louisiana	Federal Emergency Management Agency	Booker T. Washington Rehabilitation and Demolition	The Louisiana Department of Education, through the Recovery School District, proposes to provide financial assistance for the partial demolition and rehabilitation of a school of historic significance to the New Orleans African American community. An innovative mitigation plan was negotiated for this project that will allow the existing auditorium and lobby to be retained while demolishing the remainder of the building to allow new construction.
Massachusetts	Federal Energy Regulatory Commission	Lowell Hydro License Amendment Project	FERC is reviewing a license amendment submitted by Boot Hydropower to alter the Pawtucket Dam by replacing wooden flashboards with the construction of a pneumatic crest gate system. The dam is located within the boundaries of the Lowell National Historical Park. Proposed modifications, therefore, are of concern to NPS as well as the Lowell community.

STATE	AGENCY	CASE	NOTEWORTHY
Massachusetts	Federal Highway Administration	Replacement and Reconstruction and Widening of I-95	The Massachusetts DOT has received financial assistance from FHWA to replace the Whittier Bridge on I-95 over the Merrimack River in the towns of Amesbury and Newburyport. The project will require the demolition of the John Greenleaf Whittier Bridge, a National Register eligible property that is an integral part of the regional landscape. The project also includes improvements to I-95 immediately north and south of the bridge.
Michigan	City of Detroit	Redevelopment of the City	The City proposes to demolish 10,000 residences, many of which are historic, to allow the right-sizing of a locality that is experiencing economic challenges. Consultation has been initiated, and meetings and site visits are ongoing to determine how the US Housing and Urban Development funds will be used to implement a holistic approach to revitalizing the residential and business areas of the city.
Montana	Federal Highway Administration	Treatment of Abandoned Historic Railroad Grades	A Programmatic Agreement was negotiated to streamline the review of FHWA funded projects that affect abandoned historic railroad grades throughout Montana, particularly those related to the Chicago, Milwaukee, St. Paul & Pacific Railroad. Under the terms of the PA, the Montana Department of Transportation will carry out all reviews in consultation with the SHPO.

STATE	AGENCY	CASE	NOTEWORTHY
Nebraska	Agriculture Research Service	Nebraska Innovation Campus	The ARS has provided a \$3 million grant to the University of Nebraska-Lincoln to assist with the development of the Nebraska Innovation Campus. A non-profit has been selected to develop the project and will be coordinating the utilities, site work, roadways and demolition required to establish the campus. Two historic properties are located on the project site of the proposed campus, the 4-H Building and the Industrial Arts Building. As such, there is widespread interest in the community regarding the treatment and reuse of historic properties as the project planning proceeds.
New York	Federal Railroad Administration	Redevelopment of the Farley Complex	FRA has provided financial assistance to the City to address transportation and land use issues at the Farley Complex, a New York Landmark. Included in this project is the Moynihan Station Development Project. Using development rights transferred from the Farley Complex, an approximately 1 million square foot mixed use complex will be constructed. Approximately one-quarter of the new space will be used to accommodate Postal Service retail and administrative operations.
Oregon	Federal Emergency Management Agency	Redevelopment of Tillamook Bay	The Port of Tillamook Bay applied for FEMA assistance through its Public Assistance Program to develop and implement several capital improvement projects designed to improve and expand the Port. An eligible historic district comprised of 400 acres, or about one quarter of the entire complex, was identified as part of the Section 106 consultation. Tribes participated in consultation, and the mitigation includes protocols for ongoing consultation with them during project implementation.

STATE	AGENCY	CASE	NOTEWORTHY
Pennsylvania	Federal Highway Administration	Pond Eddy Bridge Replacement	FHWA is providing financial assistance to PennDOT to replace a functionally obsolete bridge that serves an area of Pennsylvania that is directly across from New York. Consultation has been complicated because New York consulting parties lacked adequate justification to support the demolition of the existing bridge. Discussions have progressed, and PennDOT has documented why replacement of the historic bridge is the most prudent way to accommodate emergency vehicles for the community directly served by the Pond Eddy Bridge.
Virginia	Department of Army	Privatization of Army Lodging at Fort Belvoir	Fort Belvoir will lease lands and transfer ownership of certain lodging related buildings to a private developer, Rest East LLC as part of the Privatization of Army Lodging (PAL) initiative. Through PAL, Fort Belvoir would grant a combination of short- and long-term ground leases. The project will have adverse effects on historic properties, including the Fort Belvoir Historic District. A Memorandum of Agreement was executed for the project in August 2011.
Wisconsin	Department of Veterans Affairs	Construction of New Community Living Centers (CLC) at Clement J. Zablocki VA Medical Center	Section 106 is ongoing regarding maintenance and new construction at the Clement J. Zablocki VA Medical Center in Milwaukee, a National Historic Landmark. The site selected for the new CLC is located within the NHL boundary and will adversely affect historic properties.
Wyoming	Bureau of Land Management	White Mountain Wind Energy Project	White Mountain Wind Energy Project will install 240 wind turbines, access roads, and associated facilities on 13,000+ acres of mixed federal, state, and private lands in Sweetwater County. The project will adversely affect several historic properties, including a historic trail and a butte considered sacred by Indian tribes. A Memorandum of Agreement was executed in April 2011.

Figure 12. Preserve America Initiative—Program Support

Activity	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total (to 9/30/11)
PA Community applications reviewed	247	138	128	163	173	131	51	24	1055
PA Communities Designated	178	105	117	122	142	98	81	24	867
PA Presidential Award applications reviewed	107	37	85	54	67	45	--	--	395
PA Presidential Awards presented	4	4	4	4	4	--	--	--	20
PA Grant applications reviewed (with NPS)	--	--	160	172	219	82	84	--	717
PA Grants awarded (Number & Amount)	--	--	68 \$4.9M	72 \$4.9M	88 \$7.3M	--	53 \$4.2 M	--	281 \$21.3 M
PA Community designation events supported	15	6	6	18	32	16	9	3	105
PA Stewards Designated	--	--	--	--	--	13	17	4	34

Preserve America Community applications

Of 1,055 applications received through September 30, 2011, 565 required additional follow-up work with applicants. This included 561 initial follow-up letters, 133 second letters, and many telephone conversations and e-mail exchanges. The result was 395 applications revised and/or augmented and then given a second review. Of these, an additional 356 were qualified for designation. All 867 of these applications recommended for designation required (1) transfer to NPS for its review and concurrence, including consultation on questionable submissions; (2) managing preparation and distribution of certificates, letters of designation, road signs, and profiles for the Web site; and (3) related notifications through partner organizations and electronic distribution.

Preserve America Presidential Awards applications

The program remained on hold through FY 2011. For comparative purposes, however, ACHP staff conducted an extensive call for award nominations in past years. In FY 2009, for example, 450 printed forms were sent by mail, and more than 5,000 were distributed electronically. Staff members typically processed all entries; intensively researched nominations to ensure accuracy and quality; conducted a

selection process that involved an interagency staff review, a jury of policy-level officials and ACHP members, and a final screening by senior Administration officials. The White House made final selections, with the ACHP assisting the White House in all aspects of any presentation ceremony involving the President and the First Lady. This approach continues to be re-evaluated entering FY 2012.

Preserve America Grants applications

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

Preserve America Community events

A total of 422 Preserve America Communities participated in these 105 events. The level of ACHP support has been dependent on venue and level of involvement but may include local arrangements; invitations; drafting of community descriptions, talking points, and other materials; staffing for event; staging; processing and transmittal of award certificates; coordinating the program, media relations, and on-site arrangements; providing off-site handout and collateral materials.

Preserve America Stewards

Since its inception in FY 2008 and the first designations in FY 2009, a total of 40 applications have been received and reviewed. All 34 of the applications recommended for designation required (1) transfer to BLM for its review and concurrence, including consultation on questionable submissions; (2) managing preparation and distribution of certificates, letters of designation, and profiles for the Web site; and (3) related notifications through partner organizations and electronic distribution.

Figure 13. Activities and Accomplishments of the ACHP Sustainability Task Force, FY 2010 through FY 2011

Executive Order 13514

- Included actions in the ACHP's 2010 Strategic Sustainability Performance Plan to assist other agencies in using historic preservation as a tool to further their compliance with E.O. 13514.
- Developed guidance for federal agencies on integrating the requirements of NHPA with the requirements of E.O. 13514. [Section 2(g) Guidance]
- Revised ACHP guidelines for Section 3 reporting under the Preserve America Executive Order to ask agencies for information on how they are pursuing sustainability goals and complying with E.O. 13514 in their management of historic properties.
- Developed recommendations on how to integrate sustainability requirements into the revised ACHP Strategic Plan.
- Reviewed and submitted comments on the draft recommendations for sustainable siting of federal facilities developed by an interagency work group pursuant to E.O. 13514.
- Helped develop and participated in a GreenGov Symposium session concerning sustainable historic federal facilities.
- Participated on the working group that assisted CEQ in the development of Guidance for Federal Agencies on Sustainable Practices for Designed Landscapes.

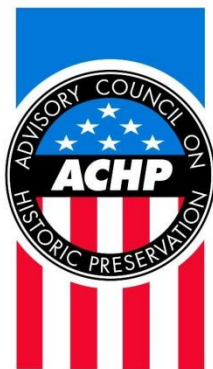
Sustainable Communities

- Initiated ACHP discussion of city right-sizing, which led to establishment of a separate task force on the issue.

- Initiated ACHP discussion of the Civilian Property Realignment Act, which has been included in the ACHP's legislative agenda.
- Engaged OMB in discussions to promote addressing preservation in implementation of the Presidential Memorandum on disposal of real property.
- Reviewed and provided comments on draft EPA school siting guidelines.
- Advised EPA on selection of a preservation demonstration project for funding through its Smart Growth Implementation Assistance Program.
- Supported EPA in development of its new preservation Web page on its Smart Growth Web site.
- Task Force members participated in White House Office of Urban Affairs Sustainable Communities Live Chat.
- Provided comments in response to HUD's request for comments on its Sustainable Communities Regional Planning Grants Program.
- Provided suggested research topics in response to HUD's call for comments on its FY 2011 Research Agenda.
- Served on planning group for EPA's "Greening Historic Communities" symposium, and staff attended and participated in the program.

Energy Retrofitting

- Reviewed and provided comments on the U.S. Green Building Council's proposed revised LEED rating system.
- Reviewed and commented on the NPS Draft Guidelines on Sustainability for Rehabilitating Historic Buildings.
- Reviewed and commented on NPS's proposed revision of Preservation Brief #3 on conserving energy in historic buildings.
- Provided NPS with comments on the National Center for Preservation Technology and Training proposed preservation sustainability research agenda.
- Reviewed and commented on the draft International Green Construction Code.
- Participated in a White House Forum on Federal Leadership and High Performance Sustainable Buildings.
- Reviewed and commented on DOE's notice of proposed rulemaking on sustainable design of federal buildings.
- Promoted dialogue between HUD and NPS regarding conflicts between energy efficiency guidelines for low income tax credit projects and the historic rehabilitation tax credit.
- Commented on DOE's proposed Commercial Building Asset Rating Program.



Preserving America's Heritage

ADVISORY COUNCIL ON HISTORIC PRESERVATION
1100 Pennsylvania Avenue NW, Suite 803 • Washington, DC 20004
Phone: 202-606-8503 • Fax: 202-606-8647 • achp@achp.gov • www.achp.gov