

# THE DEPARTMENT OF ARCHAEOLOGY AND HISTORIC PRESERVATION

## STRATEGIC PLAN

2009-2013



Rehabilitated Rotunda of the Franklin County Courthouse

**Protecting the Past, Shaping the Future!**

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## **INTRODUCTION**

The Department of Archaeology and Historic Preservation is the sole agency responsible for the administration of the national historic preservation program. The program requires managing the National Register of Historic Places and the federal rehabilitation tax credit program, administering grants to federally designated local historic preservation commissions, functioning as the central repository for all cultural resource data, developing a state historic preservation plan and conducting regulatory reviews under Section 106 of the National Historic Preservation Act. Under state law the agency is responsible for ensuring the protection of archaeological sites and human remains, administering the Washington Heritage Register and Washington Heritage Barn Register, and managing two grant programs, one for historic barns and another for historic courthouses.

Sixty percent of the federal program is funded through a grant from the National Park Service. There is a forty percent required state match.

In 1989 the legislature gave permitting authority to DAHP for all work on archaeological sites and the removal of human remains. In 2002 this was augmented with civil penalty authority for permit violations. In 2008 DAHP was given jurisdiction over all non-forensic human remains and was designated as the central repository for all information on cemeteries, graves and burials. To properly identify and manage human remains, the legislature required that the Director of DAHP appoint a State Physical Anthropologist.

The Department is considered the expert agency for cultural resources under the State Environmental Policy Act, has responsibilities under the Shoreline Management Act, and is responsible for reviewing all state funded capital projects under Executive Order 05-05. In general, the Department conducts almost ten thousand project reviews annually under state and federal law, and issues approximately 50 permits a year for data recovery at archaeological sites. Also being done on annual basis is the entry of thousands of archaeological and historic sites into electronic databases and GIS spatial layers. The information is shared with federal, state, and local agencies as well as tribal governments for the purposes of environmental review. The agency currently maintains information on more than 22,000 archaeological sites and 50,000 historic structures.

The agency is guided by the Governor's Advisory Council on Historic Preservation. The Council meets three to four times a year. They review all nominations to the National Register of Historic Places, approve nominations for the Washington Heritage Barn Register and approve nominations for listing on the Washington Heritage Register. They occasionally provide policy advice to the Director.

Prior to 2005 the Department of Archaeology and Historic Preservation (DAHP) was located within the Department of Community, Trade and Economic Development. In 2005 due to a number of high profile issues and events, DAHP was made an independent state agency.

The Department's primary federally designated authority can be broken down into six pieces. Since the Department receives federal and state funds, its authority comes from both the National Park Service and Washington state regulations.

- *Section 101 of the National Historic Preservation Act:*
  - Establishes National and State registers of historic places/properties
  - Establishes the State Historic Preservation Officer
    - DAHP serves as Washington's State Preservation Officer (SHPO)
    - SHPO advises and assists the public on historic preservation matters
  - SHPO administers the Certified Local Government (CLG) program
    - Certifies cities and counties to participate in the program
  - Assists Tribes with preservation activities
  - Traditional religious/cultural properties may be eligible for the registers
  - Grants may be available to assist with preservation activities
  - SHPO tasked with implementing preservation education/training
- *Section 106 of the National Historic Preservation Act:*
  - Requires federal agencies to consult with the SHPO and other interested members of the public, to help mitigate adverse affects
- *RCW 27.44:* Protects Native American burial sites from desecration
- *RCW 27.53:* Protects archaeological sites from unpermitted disturbances

- *RCW 68.60*: Pertains to the maintenance and preservation of cemeteries
- *Executive Order 05-05*: Requires review of capital projects by DAHP and affected Tribes.

Aside from its regulatory duties, DAHP strives to promote rehabilitation of historic properties not only because they have intrinsic value, but because historic preservation is a sustainable practice that saves organizations money and energy while preserving the past.

Many of DAHP's projected activities are based on public comments made to formulate the new state historic preservation plan. The input obtained from seven public meetings held in spring 2008, provided DAHP with a range of issues to address.

One of the main themes voiced by the public was the need to focus on education. This includes educating the public about the need for historic preservation, as well as providing information as to the availability of funding, training, or other resources. Youth education was another target, with "living history" exhibits and other curriculum ideas being presented during the meetings to get new generations interested in preservation.

Another common theme from the public meetings was a desire to strengthen mechanisms for historic preservation and cultural resource protection at the local level. Examples include capacity building for local preservation organizations, heritage tourism development tools, and technical assistance. Many comments revolved around strengthening SEPA as a consultation tool for considering project impacts to cultural resources.

The public meetings also provided insight into what other kinds of properties the public feels should be included in future grant programs or as targets of future rehabilitation funds. Community gathering places, particularly schools, libraries or other facilities were routinely mentioned.

The broad strategies identified at the public meetings give DAHP the direction to develop programs such as restoring county courthouses and historic barns throughout the state. They also provide the Department with concepts important to the public that further the goals of historic preservation.

## **MISSION STATEMENT**

The Department of Archaeology and Historic Preservation (DAHP) is Washington State's primary agency with knowledge and expertise in historic preservation. Additionally, DAHP is the state agency with expertise to remove, re-inter or recover discovered non-forensic human remains. We advocate for the preservation of Washington's irreplaceable historic and cultural resources that include significant buildings, structures, sites, objects, and districts. Through education and information, we provide leadership for the protection of our shared heritage.

## **STATUTORY AUTHORITY**

DAHP is a creature of both federal and state statutes. As early as the 19<sup>th</sup> century, Congress passed laws recognizing that protection of our heritage is a public good. DAHP is now a cabinet level state agency created by the 2005 Legislature by Second Substitute Senate Bill 5056. For nearly 40 years prior to that, the Office of Archaeology and Historic Preservation (OAHP), served as the State Historic Preservation Office (SHPO) for Washington. OAHP and the SHPO were established in 1967 (see RCW 27.34.200). This chapter also created the Washington State Advisory Council on Historic Preservation.

Creation of both OAHP and the SHPO were in response to the passage of the National Historic Preservation Act (NHPA) of 1966 (P.L. 89-665). The NHPA places preservation of the nation's heritage as sound public policy. The legislation created a network of state and territory level historic preservation officers and offices. The Act gave those offices responsibility to implement federal preservation programs such as the National Register of Historic Places.

Other state laws administered by DAHP include RCW 27.44 and RCW 27.53. The Indian Graves and Records Act (RCW 27.44), which make it a crime for anyone to desecrate Native American burials and associated cultural resources and leverages penalties for such crimes. The Archaeological Sites and Resources Act (RCW 27.53) protects known archaeological sites from disturbance without a permit. Permits for disturbing such sites are issued by DAHP and penalties can be issued by DAHP for violation of permit requirements. Most recently, DAHP is included in the Governor's Executive Order 0505. The order requires DAHP review and comment on all state funded capital budget projects.

The 2008 legislature also passed Engrossed Second Substitute House Bill 2624, dealing with human remains. This law details the process about how discovered human remains are to be treated and giving DAHP authority to discern provenance of the remains after the appropriate coroner has determined the remains to be non-forensic in nature.

## **GOALS and OBJECTIVES**

The State Historic Preservation Plan, a five year steering document, is currently undergoing an updating process. The previous plan, adopted by DAHP in 2004, is titled: *Strengthening Communities through Historic Preservation*. Development and implementation of this strategic plan is *required* by federal regulations as administered by the National Park Service (NPS). It is a condition for receiving federal funds that support DAHP operations. Though a federal funding and programmatic *requirement*, DAHP utilizes the State Historic Preservation Plan (hereinafter referred to as the Plan) as an important tool for fulfilling its mission.

Each of the six goals set forth in the Plan are supported by one to four planning objectives. The objectives, in turn, are defined by a set of tasks or strategies designed to provide specific direction to help achieve the goals. The six statewide planning goals are as follows:

- I. Increase Use of Historic Preservation as an Economic Development and Community Revitalization Tool**
- II. Advocate to Protect Our Heritage**
- III. Strengthen Connections Inside and Outside the Preservation Community**
- IV. Integrate Preservation Principles into Local Land Use Designations, Regulations, and Development Processes**
- V. Expand Efforts to Identify and Preserve Cultural and Historic Resources**
- VI. Effectively Increase Knowledge of Historic Preservation and its Importance to Washington**

In developing DAHP's Strategic Plan for the 2009-11 biennium and beyond, it is important to establish the link between the two planning

documents. To bring perspective to the planning process, the following discussion points should be helpful:

- The goals, objectives, and strategies contained in the Plan were developed following an extensive public participation process. This process connected a broad cross-section of constituents involved in, and/or affected by historic preservation efforts. The Plan is considered *a document that provides strategic direction not only for DAHP, but also for our stakeholders* across the state from 2009 through 2013. The Plan is *not* a DAHP work plan; it is a plan for Washington's historic preservation community. The Plan identifies key players with responsibilities and timeframes for achieving specific tasks or strategies. As expected, DAHP is responsible for much of the Plan's agenda. There are also Plan sections in which DAHP plays only a minor (if at all) role. The Plan provides a framework for DAHP and our stakeholders to realize the goals and objectives we have established.
- The Plan, like DAHP itself, protects both "historic and cultural resources." As administrator for the National Register of Historic Places in Washington State, DAHP is responsible for identifying and evaluating buildings, sites, structures, districts, and objects that significantly represent the nation's collective history. The National Register and DAHP weigh these resource types equally. Therefore, the state historic preservation plan—and the Strategic Plan—assumes that archaeological (below ground surface) and built environment (above ground surface and often referred to as "historic") resources have equal potential for National Register eligibility.

Clearly, archaeological site protections vary from those for built environment properties. For example, DAHP's records management responsibility incorporates data for the full range of resource types. The organization and management of these records vary substantially due to the distinctive nature of the resources and the sensitive nature of archaeological sites.

- The term "cultural resources" is used in the Strategic Plan to refer to all National Register property types including archaeological as well as built environment. Also, the terms "cultural resource protection" and "historic preservation" are used interchangeably to refer to activities resulting in the conservation and protection of the full range of National Register eligible cultural resource property types.

Given DAHP's commitment to help implement the state historic preservation plan, DAHP's Strategic Plan for future budget decisions should be consistent with, and support, the statewide Plan's tasks and strategies.

## **PERFORMANCE MEASURES**

There are three activities in DAHP's activity inventory:

- **Creation and Management of Cultural Resource Data**

This activity manages a number of databases and official registers of archaeological sites and historic places, including: the **State Archaeological Database**, Washington's component of the **National Register of Historic Places**, and the **Washington Heritage Register** (the state complement to the National Register). These inventories are used by the general public; local governments for Growth Management Act (GMA) planning purposes; federal and state agencies for compliance with Section 106 of the National Historic Preservation Act and the National Environmental Policy Act (NEPA); and all levels of government agencies and Tribes for compliance with the State Environmental Policy Act (SEPA). DNR uses the archaeological site database to ensure that archaeological sites are not impacted by Forest Practice Applications.

Performance measures for this activity are as follows:

1. Number of properties listed in the National and Washington Heritage Registers
2. Number of properties listed in the archaeological and historic site databases.

- **Preserving and Enhancing Historic Places**

Under the National Historic Preservation Act of 1966 (NHPA) and complementary authority under state law, this activity provides technical and financial assistance to 44 local governments certified by the National Park Service as eligible for federal assistance. Referred to as "Certified Local Governments" (CLG), this program in conjunction with the federal tax incentive program, and the state's special valuation for historic properties tax program, has created millions of dollars of investment in

historic properties listed in the National Register or local registers of historic places. DAHP assists with establishing CLGs and providing technical assistance to those local historic preservation commissions. The Department lists properties in the National Register to allow for eligibility to take advantage of the federal tax incentive program. This program requires DAHP's technical review of these incentives to ensure preservation rehabilitation work meets federal historic rehabilitation standards. In addition, DAHP develops a statewide historic preservation plan (as described above) every five years. DAHP also reviews cultural resource elements of local comprehensive plans as developed by local governments planning under the GMA.

The performance measure for this activity is as follows:

1. Private investment in historic rehabilitation.

- **Protecting Archaeological and Historic Resources**

Under state and federal law, this activity reviews proposed federal or state funded construction projects, federal licenses, or federal permits for potential impacts on archaeological artifacts, human remains and the historic built environment. In cases where project sponsors must apply for an archaeological permit, or develop a memorandum of agreement governing archaeological mitigation, this activity reviews applications, establishes archaeological methodologies, identifies required conditions that must be met during construction, consults with Tribes, and, as applicable, issues state permits or signs federal agreements. When archaeological artifacts or burial sites have been disturbed this activity conducts investigations and takes enforcement action. For historic sites including structures, buildings, and districts, this activity proposes the appropriate mitigation or adaptive reuse when a federally funded, licensed or permitted undertaking would have an adverse effect on the property. The activity results in the signing of a federal memorandum of agreement with agreed upon mitigating measures. This activity also works with Tribes on balancing cultural resource protection with project delivery, as well as facilitating environmental streamlining initiatives for federally funded, licensed or permitted undertakings as well as state or locally funded projects. In this capacity, DAHP reviews 5500 to 6,000 federal projects per year. In addition to its federal

regulatory review authority, DAHP is also the expert agency under SEPA conducting over 1800 SEPA reviews for archaeological and historic site impacts per year. Other programs in this activity include preparation and review of over 40 state archaeological permits per year. A combination of state and federal transportation projects are reviewed annually including not only roads, but also bridges, transit projects, and ferry proposals.

Performance measures for this activity include:

1. Percentage of federal project reviews completed within the statutory 30-day deadline
2. Percentage of state archaeology permit reviews completed with the statutory 60-day deadline
3. Percentage of transportation project reviews completed within the statutory 30-day deadline.
4. Permit compliance or the number of permit violations.
5. The number of local project reviews, i.e. SEPA and SMA reviews.

## **STRATEGIES**

### **Expand Capacity**

#### **I: Information Technology Enhancement**

Objective: Ensure software and hardware capabilities at DAHP to implement web portal program and maintain cultural resource databases.

Activity: Phase out and replace technology past the warranty date. Purchase new software licenses and programs. Purchase six external hard-drives to back-up photographs and other visual documents. Server storage upgrades will need to be purchased to compensate for additional file storage.

Performance Measure:

- Plan Objective V. B (ii), "maintain and enhance efforts to make historic survey data accessible through GIS and the Internet. Maintain and enhance efforts to make archaeological site data secure yet available to appropriate parties including planners, tribes, and archaeologists."

- Creation and Management of Cultural Resource Data.

Cost Savings: Increase staff efficiency leading to greater productivity and customer service, thereby reducing need for additional staff.

## **II: Historic Architect**

Objective: Provide technical expertise to property owners, developers, and contractors on appropriate design and rehabilitation techniques; assist small and rural communities where there is a gap in service.

Activity: Hire a full-time historic architect.

Performance Measure:

- Plan Objective I. A. Promote Historic Preservation as an Economic Development Tool as well as Objective V. B(i) to "...provide technical assistance for the protection of cultural and historic resources."
- Preserving and Enhancing Historic Places and the performance measure to increase private and local dollars invested in historic rehabilitation as a result of federal and state tax incentive programs.
- Statewide Goal: Increase the equity of participation in cultural and recreational activities.
- Statewide Goal: Increase the per capita participation in cultural and recreational activities.

Cost Savings: DAHP's GMAP efforts demonstrate that for every dollar the State invests in DAHP staff salaries, \$444 is generated in private investment through rehabilitation of historic properties.

## **III: Historic county courthouses, barns and theaters grant programs**

Objective: Fulfill legislative mandate to preserve historic courthouses, barns, and theaters.

Activity: Provide matching grant funds to encourage the rehabilitation of these historic community icons.

Performance Measure:

- Preservation plan Objective II (b): Develop new and improved funding sources for historic preservation.
- Preserving and enhancing historic places.

Cost Savings: Grant funds stimulate local economies, generate tax revenues, and foster tourism; historic rehabilitation projects generate 11 jobs for every \$1 million in project investment.

#### **IV: Administrative Support**

Objective: Reduce administrative backlog and enhance DAHP's administrative capabilities and efficiencies by adding support to the agency's single administrative staff member for 24.3 staff.

Activity: Hire two additional full-time employees.

Performance Measure:

- Enhancing office support and administrative capacities supports all activity areas and performance measures.

Cost Savings: Job morale and satisfaction, as well as performance and efficiency will increase when program staff do not have to undertake basic administrative duties; DAHP will be better able to respond to statewide administrative mandates, processes, and guidelines.

#### **V: DAHP Historic Preservation Ombudsman**

Objective: Meet expanding need to support preservation efforts at the local level and foster capacity building. Coordinate and provide DAHP program services to local and tribal governments for more effective local preservation work.

Activity: Hire one full-time historic preservation generalist.

Performance Measure:

- Preservation Plan Goal V: Expand Efforts to Identify and Preserve Cultural and Historic Resources.
- Preservation Plan Objective V (B)(i): Strategies to Protect and Preserve: Technical Assistance
- Preserve and enhance historic places.

Cost Savings: Support and conserve DAHP staff and funding resources by strengthening local preservation agencies and organizations.

## **VI: Preservation Trade School**

Objective: Train future generations of construction trade workers to preserve historic buildings, enhance job skills, and increase employment opportunities.

Activity: Implement a pilot program at Renton Technical College in conjunction with the State Department of Veteran's Affairs and the Washington Community and Technical College system.

Performance Measure:

- Preserve and enhance historic places.
- Ensure historic trade skills aren't forgotten.
- Plan goal I(A): Promote historic preservation as an economic development tool.
  - May create new companies with preservation minded craftsmen.
- Plan goal I(C): Expand existing and create new incentives for preservation.

Cost Savings: The program will require roughly \$2 million in its first year, and an FTE for curriculum development. This money does not all come from DAHP, but will provide returns and partnership opportunities. This is also an economic development opportunity by providing job skill training for veterans and other students while conserving preservation skills for the future.

## **VII: Study Establishing Field Offices**

Objective: Determine if field offices should be established around the state to increase technical assistance, communicate with constituents, and raise DAHP visibility in small towns and rural areas.

Activity: Study placing field office(s) throughout the state; determine how the offices would be staffed, managed, and operate; examine the experience of other state agencies,

and other state historic preservation offices that operate field offices.

Performance Measure:

- Plan Goal VI: Effectively increase knowledge of historic preservation and its importance to Washington.
- Goal VI(D)(i): Provide education and training to target audiences.
- Goal III: Strengthen connections inside and outside the preservation community.

Cost Savings: Reduce travel time and expenditures for both staff and the public; provide needed assistance in communities where preservation expertise is difficult to obtain; increase efficiency and effectiveness of Olympia based program staff.

### **Technology related**

#### **VIII: Tourism Data and Tourism Website**

Objective: Research, quantify and evaluate heritage tourism data and trends to advance the state's position in tourism.

Activity: Study heritage tourism trends; create a heritage tourism related portion of the DAHP website; identify other strategies to enhance heritage tourism.

Performance Measure:

- Creation and management of cultural resource data.
- Plan Goal 1(b)(i)(b): create a tourism database, with information on popularity and how the dollars are spent.
- Plan Goal 1(b)(i)(b)(ii): create a "Tourism Toolkit" and internet travel guide, as web-based resources for tourists.
- Statewide Goal: Increase the percentage of users satisfied with their experience of cultural and recreational opportunities.

Cost Savings: Bring efficiency to local and statewide efforts to increase tourism while protecting cultural resources; implement a strategy to help capitalize on increasing tourism revenues to state and local governments, and businesses.

#### **IX: Implement Statewide Predictive Model**

Objective: Fully develop this computer generated model to predict where archaeological resources might be located in order to streamline project planning and avoid damage to cultural resources.

Activity: Implement statistics based statewide predictive model.

Performance Measure:

- Preserve and protect archaeological and historical resources.
- Creation and management of cultural resource data.

Cost Savings: Reduce potential of project work stoppages, work early in the planning process to identify high-probability areas and move projects accordingly.

### **X: Digitizing Historic Property Data**

Objective: Provide easy, on-line access to DAHP records while reducing need for inefficient and costly office record searches.

Activity: Digitize historic property data, archaeological site forms and other database information as part of the web-portal project.

Performance Measure:

- Creation and management of cultural resource data.
  - Remove duplicate records and ensure a more complete and accurate database.

Cost Savings: Increase efficiency of staff and researchers by providing data on-line; provide easier access to data for project planning purposes; reduces expensive need for researchers to travel to DAHP for records search; helps reduce DAHP office space needs; increases the capacity of DAHP records staff.

### **XI: Study Feasibility of Accepting Cultural Resource Data Online**

Objective: Take advantage of technology to increase efficiency by working through DAHP's web portal on site surveys and project reviews.

Activity: Take into consideration protection of sensitive data as well as computer security issues; assess options to accept cultural resource data through the web-portal.

Performance Measure:

- Creation and management of cultural resource data.
- Plan Objective IV(A)(iii): Predictive modeling.

Cost Savings: Increase staff efficiency by providing more time for project reviews while reducing response time.

## **XII: Study Use of Internet Portal**

Objective: Determine if DAHP's web portal is meeting expectations and explore options for modifications to increase capabilities and efficiencies.

Activity: Study how users are responding to the web portal by assessing customer satisfaction and quantifying any realized efficiencies. Identify unforeseen costs and benefits; explore options to increase efficiency.

Performance Measure:

- Plan Objective VI(C): Use the internet and media effectively.
  - VI(C)(i): Electronic clearinghouse.
- Creation and management of cultural resource data.
- Statewide Goal: Increase the percentage of users satisfied with their cultural and recreational opportunities.

Cost Savings: Maximize the web portal's efficiency and effectiveness to DAHP and its clients by learning from experience and exploring "next generation" technological advancements.

## **Programs**

### **XIII: General historic preservation grants program**

Objective: Rehabilitate designated historic properties to stimulate local economies, increase tax revenues, and advance quality of life.

Activity: Provide matching grant funds for preservation of historic properties.

Performance Measure:

- Preservation Plan II (b)(i)(ii) and V(a)(i)(ii): expand funding sources supporting DAHP programs as well as efforts to update and expand survey and inventory work.
- Number of properties listed on the National and Washington Heritage Registers.
- Statewide Goal: Increase the equity of participation in cultural and recreational activities.

Cost Savings: Reduce administrative costs and time by consolidating various capital grant programs into a single funding source.

#### **XIV: Heritage Tourism Initiative**

Objective: Promote heritage tourism in order to support preservation of cultural resources, stimulate local economies, and increase statewide revenue from tourism, now estimated at \$632 million annually.

Activity: Hire one full-time staff to design and implement heritage tourism initiatives and coordinate with other agencies and the industry.

Performance Measure:

- Plan Objective I(b): Facilitate heritage tourism across the state.
- Preserve and enhance historic places.
- Increased use of federal and state tax incentives, and increased number of rehabilitations.
- Statewide Goal: Increase the percentage of users satisfied with their experience of cultural and recreational opportunities.

Cost Savings: Combined with the dollar figure listed above, heritage tourism is estimated to bring in \$8.3 million in state B&O tax revenues. Therefore, increasing efforts in heritage tourism will increase benefits to the state.

#### **XV: Deconstruction, not Demolition**

Objective: Increase reuse/recycling of building materials through deconstruction rather than demolition in order to reduce landfill waste stream and promote sustainable building practices.

Activity: Create an incentive for state and municipally owned facilities to be deconstructed whenever possible.

Performance Measure:

- Preserve and enhance historic places.
- Protect archaeological and cultural resources.
- Use reclaimed materials to rehabilitate other historic buildings.

Cost Savings: Building material is reused and less material is sent to landfills. Also provides incentives for contractors/property owners to use these reclaimed materials in other projects, and thereby advancing state sustainability efforts.

## **XVI: Sustainability Initiative**

Objective: Initiate dialogue about the role of historic preservation in achieving sustainability goals. Produce a document that compiles and summarizes existing data and recommend policy initiatives.

Activity: Produce a document on historic preservation and sustainability modeled after the Economic Benefits of Historic Preservation study.

Performance Measure:

- Goal IV Objective IV A: Promote Historic Preservation as a Sustainable Development and Growth Management Tool.

Cost Savings: Avoid uncoordinated and redundant efforts by collecting, summarizing, and reporting on existing data on sustainability and historic preservation that is specific to Washington State.

## **XVII: Enhanced Legal Protections for Archaeological Sites and Historic Buildings**

Objective: Identify a range of tools to enhance the effectiveness of the State and property owners toward protection of cultural resources.

Activity: Research, examine, and prioritize a range of programs, incentives, and regulatory mechanisms to increase the number of protected cultural resources.

Performance Measure:

- Preserve and protect archaeological and historical resources
- Preserving and Enhancing Historic Places

Cost Savings: Work proactively with property owners and/or project proponents to provide incentives and other tools to reward preservation efforts and disincentives for destructive actions.

### **XVIII: Study Feasibility of Creating a Statewide Public Development Authority**

Objective: Identify costs, benefits, procedures, and efficiencies of creating a statewide historic preservation public development authority to buy, sell, and protect historic properties across the state. Use the successful Historic Seattle PDA as a model.

Activity: Study feasibility and tangible benefits of establishing a statewide public development authority to protect historic properties.

Performance Measure:

- Preserve and enhance historic places.
- Plan Goal III: Strengthen connections inside and outside the preservation community.
  - III(A)(i): Foster a more cohesive historic preservation community.
  - III(B)(i): Broaden and diversify Washington's historic preservation community.
- Statewide Goal: Increase the equity of participation in cultural and recreational activities.
- Statewide Goal: Increase per capita participation in cultural and recreational activities.

Cost Savings: This will increase visibility and reuse of historic properties, allowing the use of embodied energy. A statewide PDA could provide a market-driven tool to achieve historic preservation goals.

### **Strengthen Capacity**

#### **XIX: Education/Outreach Coordinator**

Objective: Coordinate education and outreach, help develop preservation curricula for schools; organize and participate in conferences, workshops, and trainings.

Activity: Hire one FTE to develop and coordinate DAHP's education/outreach responsibilities and programs.

Performance Measure:

- Plan Objective VI(a)(b)(c)(d): Market and promote historic preservation to targeted audiences, celebrate our heritage, use the internet and media effectively, and provide education and training to targeted audiences.
- Goal VI(D)(i): Provide education and training to target audiences.
- Preserving and enhancing historic places.

Cost Savings: Support State goals for classroom based assessments and fosters higher level of awareness of heritage in classrooms at all levels and ages. Achieve efficiencies in focusing and coordinating DAHP's education and outreach efforts.

#### **XX: Expand Research Capability**

Objective: Research and test new technologies and techniques to advance protection of archaeological resources and historic structures.

Activity: Hire one FTE to serve as a researcher.

Performance Measure:

- Plan Objective V(b)(i)(ii): Strategies to protect and preserve.
- Objective VI(d)(i)(ii): Provide education and training to targeted audiences.
- Protecting Archaeological and Historic Resources.

- Supports statutory review deadlines of projects and permits.

Cost Savings: A proactive effort to identify and incorporate advanced technology and preservation techniques. Test and apply new technologies and techniques in field experience in order to streamline cultural resource protection and increase staff efficiency.

### **XXI: Study DAHP's Facility Needs**

Objective: Find suitable office space in a historic building.

Activity: Study DAHP's future space needs to maximize efficiency and productivity while demonstrating agency mission of reusing a historic building and promoting historic preservation as a sustainable building practice.

Performance Measure:

- Compliance with six year facility plan.
- Plan Objective IV(A): Promote historic preservation as a tool for sustainable development and growth management.
- Have DAHP visibly promote preservation.

Cost Savings: Enhance the efficiency of DAHP staff, avoid costly and piecemeal moving costs, and inefficient use of space; demonstrate benefits and savings of using historic properties as sustainable building practice.

## **PERFORMANCE ASSESSMENT**

**Question: Is Actual Performance Different than expected at this point?**

Based upon review of internal data as of May 2008 and with one month remaining in the first fiscal year of the 2007-09 Biennium, DAHP appears to be performing *on target*. In regard to some performance measures, DAHP is on target to exceed previous targets. Examples include response times for transportation project reviews, which could achieve the first 99 percent rate since 1999-2000. Heritage register properties are more than halfway to the target. Federal project review timelines are also going to be met or exceeded at the 97 percent timeline.

**Question: What is DAHP learning from its internal GMAP process? Has performance evaluation identified emerging issues, changing needs, or performance improvement opportunities for the next biennium?**

DAHP gains valuable insights from its GMAP process. Important trends identified through the process include:

- The state's three largest cities dominate the state in use of state and federal historic preservation tax incentives programs.
- Workload continues to increase particularly in DAHP's Review and Compliance (Section 106, SEPA, Executive Order 0505) program area.
- DAHP is learning what SEPA documents it is not receiving. In addition, staff's ability to respond to these documents is mixed.
- Some agencies are not engaged with the 05-05 process, or consulting with the tribes on capital projects.
- DAHP needs to increase contact with rural and small community historic property owners with tax incentive and rehabilitation information, assistance.
- Properties going through the National Register application process do not necessarily match-up to threatened properties identified by the agency. These include historic barns, recent past and properties associated with minority groups.

DAHP has also identified strategies to approach these issues. As the SEPA/05-05 process continues, DAHP is learning where agencies need to be pressed on compliance issues, or where more information can be obtained.

The education/outreach coordinator FTE and the regional offices strategies both correlate directly to increasing our rural presence. IT enhancements in the future, namely video-conferencing, are another place for DAHP to increase its presence.

The grant program for barns, and soon to be theaters are examples of ways the Department is attempting to deal with threatened properties. Part of the public comment process for the new Preservation Plan also included a section on threatened properties. These comments give the agency a starting place to direct future funding and informational services.

**Question: How does DAHP's performance results compare to those of other similar organizations? If DAHP's performance**

**differs significantly from top performers, what factors account for the difference in performance?**

DAHP's mission is unique in state government. It is the only agency with specific charge to retain and manage data on cultural resources and advocate for protection of significant cultural resources. Therefore, comparison to other state agencies is not as beneficial as making comparisons to state historic preservation offices (SHPO's) in other states. The National Park Service' Heritage Preservation Services division is the only source that tracks SHPO performance measures across all states. This data is annually reported to the NPS following the end of the federal fiscal year (October 1 to September 30).

In comparing DAHP to the SHPO's in other seven states with similar characteristics (Arizona, Colorado, Georgia, Kentucky, Minnesota, Oregon, and Wisconsin), a review of data shows that Washington State falls in middle ranges in terms of production in 5 reporting areas. Washington State is amongst the top performers in terms of property owners taking advantage of preservation incentives (both federal and state incentive programs), Certified Local Government (CLG) activity, as well as in total environmental review responses. However, caution is needed in making comparisons since every state and its SHPO is different. Budgets, data collection and counting methods, and unique state laws and programs make comparisons difficult. For example, Oregon reports large numbers of inventory forms annually added to its databases in comparison to Washington. This gap results from Oregon's growth management law that *requires* all jurisdictions to participate in historic preservation planning.

**Question: In cases where performance measures have not been met, how will DAHP try to close performance gaps?**

There are three major performance gaps in this agency. One is the number of SEPA actions received and review response times. The best way to deal with this would be to increase staff dealing with SEPA actions, or to remove administrative burdens on employees so they can spend more of their time on reviews. The second is compliance with archaeological site permitting, and that permit conditions are being met. Hopefully, strategy 15 (increased protections for sites and properties) will alleviate this problem. Increasing education will be another factor. The third gap to be filled is increasing service to rural and small community property owners on the incentives. The web-portal, a second historic architect, and second local government project reviewer will help close these performance gaps.

## **APPRAISAL of EXTERNAL ENVIRONMENT**

For a small agency, DAHP operates within a complex external environment. The identification and protection of cultural resources is the foundation of the agency's mission. This is implemented through a matrix of state and federal statutes and regulations.

Cultural resources, like natural resources, can be considered as real estate, both *above* and *below* the ground surface. Another important point is that DAHP, unlike other state agencies that manage real property, does not control *any* of the resources that it is charged with protecting. As a result, DAHP's external environment is as varied as each individual property owner in the state. Our stakeholders include homeowners, corporations, small business operators, tribes, farmers etc. This reality is complicated by other market and environmental forces that influence how each owner uses and manages their properties.

Cultural resources are owned and managed by a diverse set of governmental property owners and land managers including state, federal, and local agencies plus special districts. In addition to all of these groups, DAHP interacts with a number of other stakeholders including tribal governments, cultural resource consultants, and historic preservation advocates.

DAHP is highly integrated with its external environment. The majority of its program areas and responsibilities respond to the actions and programs of all public entities, property owners, and land managers. Therefore, workload and staff resources focus on responding to these external drivers. Examples of this include Section 106 consultation (the federal review process) or National Register nomination reviews. DAHP has direct control over only the internal portion of its workload. Examples include records management, space planning, grants management, personnel, and administrative tasks.

The entities that DAHP interacts with on a daily basis often have competing or widely varying perspectives on historic preservation. Because of this, the effect of the external environment on DAHP results in a constant challenge. DAHP must always find the appropriate balance between competing interests and its core mission of protecting cultural resources.

DAHP is connected with both its external environment and its clients.

Collaboration and strong relationships are crucial to fulfillment of DAHP's mission, and agency success. The agency prides itself on finding a balance between protecting cultural resources and working with its diverse client base on policies and projects. These points are embodied in the state historic preservation plan. The current plan focuses on economic development, partnerships, education, and proactive planning.

## **External factors affecting DAHP's ability to achieve goals and performance targets**

### **The economy**

State budget allocations comprise the most important impact to DAHP's ability to achieve goals and performance targets. Reduced or even status quo allocations will limit the agency's ability to attain its goals and objectives.

The Department's workload is not necessarily determined by economic trends. In some aspects the workload may actually increase. For example, public works programs add more project reviews on top of ongoing large projects such as S.R. 520 or the Columbia River Crossing. In addition, DAHP reviews federal and state grant or loan programs (such as federally insured mortgages) directed to increasing numbers of qualified applicants. Reductions in funding will also affect DAHP's ability to provide technical assistance and training. Stakeholders and constituents have voiced a high expectation of DAHP presence in the community.

### **Energy/sustainability**

DAHP strives to address, and where possible reduce, energy costs. The Department looks to utilize technology to streamline customer services and reduce its carbon footprint. Implementation of the web portal in late 2008 will have a dramatic impact in saving time and energy. Other efficiencies will arise as opportunities present themselves to staff and DAHP customers. One such opportunity has been the lease of hybrid vehicles when travel is warranted.

Sustainability practices present an important opportunity to the agency. Historic preservation is a sustainability tool, and DAHP and the larger preservation community are working to promote that message. The new statewide historic preservation plan will focus on this effort, with DAHP taking the lead in policy initiatives. Initiatives will include

education/outreach and studies determining benefits of preservation for a more sustainable future.

### **Law/regulatory environment**

As a State agency with a pronounced regulatory role, DAHP is sensitive to changes in the regulatory environment. Recent changes in public policy have favored increased regulations to minimize impacts to cultural resources. Examples of this include recent passage of HB 2624 regarding the proper disposition of human remains and the Governor's Executive Order 0505 regarding state agency consultation with DAHP and Tribes on capital budget projects.

As a result, DAHP must meet increased workloads, provide more training, influence public policy directions, and foster a higher level of preservation planning. The Department also has to stay apprised of impacts these new regulations have on the public. Therefore, in future years DAHP will work to provide clear, concise, and consistent guidance, and compliance tools. It is necessary for the preservation community to promote incentives in order to make preservation work a positive experience for all stakeholders.

### **Client populations/demographics**

The primary client base of the Department is not representative of the state's changing demographics. This presents a challenge to DAHP and the preservation community to broaden its audience. Strategies will be developed to explain the connection between heritage and quality of life to new populations groups. The forthcoming state historic preservation plan will address this need by identifying new goals and tasks to achieve in the next five years.

### **Customer expectations**

Customers expect efficient, prompt and accurately provided services. The web portal project is a way to meet those desires in a direct, instantaneous and secure fashion. Another tool is the statewide predictive model for the presence of cultural resources. Completion of the model to cover the entire state will facilitate early project planning to minimize impacts. DAHP continues to focus on converting paper records into electronic formats, and adding them to the Department's GIS cultural resource layer. The agency also seeks to develop and implement advanced field technologies, and update and maintain its website as a primary source of information.

While technological advances play a major role in meeting customer expectations, constituents still seek a physical presence in the community. Access to data addresses cultural resource issues in project and land use decision making. But, when specific cultural issues arise, face-to-face contact and relationship building is the best tool for resolution.

### **Public agency budgets**

Public agencies are going to have to operate with more fiscal scrutiny in the coming years. DAHP has to contend with its own budget and staffing needs, and the shrinking budgets of other governments and organizations. With exceptions, DAHP has watched historic preservation programs being reduced, marginalized or eliminated as agencies shift resources to other areas. This impacts DAHP by increasing training, technical assistance and dispute resolution. Washington residents lose cultural resources, and the economic, educational and civic benefits that go along with those resources. DAHP is challenged to demonstrate why historic preservation is fundamental to good governance and strong communities. DAHP and its partners need to identify and implement new tools and programs to support the rest of the government's ability to act as a steward for cultural resources.

## **ASSESSMENT OF INTERNAL CAPACITY AND FINANCIAL HEALTH**

Since assuming its new role as a department of Washington State government in 2005, the DAHP has undergone a remarkable transformation. The 2007-09 Biennium has been a period of resolving short-term technical, logistical, and operational issues. Departmental status also resulted in DAHP's increased visibility and responsibility. Therefore, the 2009-11 Biennium promises to be a period of DAHP adjusting to dramatic changes in programming and administration.

### **Workforce issues**

Key DAHP workforce issues are:

- Critical under-capacity in core DAHP program areas. Workload and program administrative duties have outpaced staff increases. DAHP GMAP sessions have revealed the dramatic rise in environmental reviews, local preservation and planning

needs, archaeological site permit processing, and training/education initiatives. At the same time, these sessions illustrate the challenge staff face in addressing the workload. Immediate needs are to hire a historic architect, and local government project reviewer to deal with these workload issues. Longer range program needs include local preservation ombudsman, National Register assistant, education coordinator, and tribal liaison.

- Under-capacity in key program areas has resulted in DAHP increasingly looking to outside entities to fulfill mandates. While this strategy meets immediate needs, it does not address long-term capacity needs. If this trend continues, DAHP faces challenges in effectively managing these programs.
- Under-capacity in administrative staff has reached a critical stage. DAHP contracts with Small Agency Accounting Services (SAACS) to fulfill administrative tasks. However, at one Administrative Assistant to serve an increasing number of FTEs (24.3 beginning July 1, 2008), these tasks become difficult to achieve.

### **Changes in service delivery**

Needs or opportunities for changes in service delivery include:

- Implementation of DAHP's web portal access to databases. Scheduled to go online in late 2008, the web portal will result in a dramatic change in the time and efficiency of DAHP's responsibility to maintaining and providing access to key cultural resource databases. The web portal will result in Records Management staff time being devoted to more strategic tasks. DAHP plans to examine the use of the web portal to assess its impacts as well as unanticipated opportunities to increase internal and external efficiencies.
- DAHP is working to build its training capacity through a new training center at its Olympia offices. It will offer training sessions and workshops in-house. Increasing the quality of remote access to these training sessions is also anticipated.
- Hiring a Physical Anthropologist and assistant to implement HB 2624 will open a new range of opportunities to expand and change its service delivery. This new DAHP service branch will widen DAHP's audience and authority. DAHP will work in the future to adjust and build upon this opportunity.

### **Office space**

The need for additional office space grows as DAHP adds staff and programs. Recent expansion in the Olympia office allows the Department to accommodate additional staff members. The space also affords flexible conference space.

Other space issues and needs:

- With the addition of staff resulting from passage of HB 2624, DAHP will be leasing space on an “as needed” basis with Harborview Hospital. DAHP will monitor this arrangement from an operational as well as a budgetary standpoint. In addition, DAHP will evaluate this arrangement in future years to assess additional or alternative space needs for the anthropology staff members.
- Expansion of DAHP office space on the second floor of the 1063 Building gave the department “breathing room” while expanding staff. However, this expansion poses challenges for communication and coordination. In the long-term, DAHP should explore space to consolidate staff.
- DAHP expects that technology improvements, most notably the web portal project, will result in long-term space savings. Also, as DAHP progresses in scanning legacy paper records into electronic format, some of that storage space can be converted to other uses.
- DAHP will explore the feasibility of locating staff in regional offices. This will follow the pattern of other state agencies and historic preservation offices in other states. DAHP will need to examine the costs and benefits of regional offices. Co-locating a regional office with other agencies, universities, or non-profits should be considered.
- In planning for new office space, Location in a historic building is an agency priority.

### **Technology investments**

- In the 2009-11 biennium, update computer hardware, software, and servers.
- In the 2011-13 biennium, evaluate web portal performance and use. Update web portal software as appropriate.
- In the 2011-13 biennium evaluate the costs and benefits of hiring a computer support staff person.

### **Revenue Trends**

DAHP is dependent upon three funding sources: the federal Historic Preservation Fund, State operating and capital funds, and assistance from other agencies in support of specific staff positions. Both federal and state revenue trends indicate funding levels are not keeping pace with inflation. DAHP has benefited from new staff and programs, these are tied to specific tasks, not core programs.

## SOURCES

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Appendix A

# Information Technology Portfolio

**Department of Archaeology and Historic Preservation**

**June 2008**

## ***Section 1. IT Portfolio Overview***

### **A. Purpose**

The purposes of the Department of Archaeology and Historic Preservation (DAHP) Information Technology (IT) Portfolio are:

- To document our IT infrastructure
- To outline planned IT projects
- To create a plan for future IT investments
- To demonstrate how current and future IT investments further the mission and goals of this agency and the State.

The information provided in this portfolio is intended as a tool for agency staff and managers when reviewing proposed IT projects and investments, and to guide final approval by the agency Director. This portfolio was written to present the current status of our agency. Changes involving technology, workload, and revised funding levels may prompt necessary revision. Nonetheless, this portfolio will serve as an effective tool for making decisions regarding IT investments.

### **B. Convergence of Business Mission and Information Technology Vision Background**

The Department of Archaeology and Historic Preservation was created as a stand-alone agency by the legislative action of Senate Bill 5056, signed by the Governor on May 9, 2005. The effective date of DAHP's independent status was July 24, 2005. For nearly the past twenty years DAHP was known as the Office of Archaeology and Historic Preservation (OAHP), a part of CTED's Local Government Division. We strive to identify, protect, preserve, and restore the cultural resources of Washington State by providing technical assistance and fulfilling federal and state mandated regulatory functions to individuals, firms, and agencies across the state.

Section 106 of The National Historic Preservation Act of 1966 (as amended) requires federal agencies or their designees to consult with the State Historic Preservation Officer (SHPO) of DAHP on the effects of their undertakings on historic and archaeological sites. Federal undertakings are defined as direct or indirect federal funding, licenses or permits. DAHP currently reviews almost 6,000 federal projects per year, 1800 State Environmental Policy Act (SEPA) reviews and 450 Department of Natural Resources Forest Practice Division permits annually for effects to cultural resources.

Section 101 of the National Historic Preservation Act, and state law RCW 27.34, requires the Department of Archaeology and Historic Preservation to be the

central repository of cultural resource data. DAHP currently houses information on 20,000 archaeological sites, 60,000 historic sites and maintains well over 11,000 archaeological survey reports. The Department will also house a database of cemeteries in the state, as well as recording all discovered non-forensic human remains. This information is updated and created daily. Furthermore, RCW 27.53 specifies that the "legislature declares that the public has an interest in the conservation, preservation, and protection of the state's archaeological resources, and the knowledge to be derived and gained from the scientific study of these resources."

As outlined below in greater depth, DAHP's present reliance upon technology is to fulfill mandated regulatory functions, to create and store data, and to assist outside agencies, tribal nations, local governments and private citizens with their efforts to protect cultural resources. This assistance will continue to be: direct data sharing with partners, and use of digital means of research at DAHP including the use of GIS, imaging and database queries. Although overdue, a replacement of DAHP's aged technology hardware and enhancement of some software will lead to the following benefits: a streamlining of regulatory functions and data sharing processes, a strict adherence to the state's enterprise architecture and business continuity plans, increased access by staff and stakeholders to our crucial datasets in both tabular and spatial formats, and to develop and maintain a fee-based authenticated user Internet portal to data by implementing a cost recovery program for access.

### **Mission of DAHP**

The Department of Archaeology and Historic Preservation is Washington State's primary agency with knowledge and expertise in historic preservation. Additionally, we are the agency with expertise to remove, reinter or recover discovered non-forensic human remains. We advocate the preservation of Washington's irreplaceable historic and cultural resources – significant buildings, structures, sites, objects, and districts – as assets for the future. Through education and information, we provide leadership for the protection of our shared heritage.

Increasingly, preservation is recognized as a tool for economic development. A community's cultural and historic resources illustrate its unique history. Preserving these physical reminders of our past creates a sense of place, the result being an environment that instills civic pride and community spirit.

### **DAHP Goals for the 2009-2011 Biennium**

DAHP (and its forerunner OAH), participates in various planning arenas operating at different levels both within and outside state government. At the broadest level, DAHP participates in the implementation of the state historic preservation plan entitled *Strengthening Communities through Historic Preservation*. Development of this plan is a requirement of DAHP's federal funding agency, the National Park Service. Also, the planning process involved a

broad cross-section of stakeholders and constituents that resulted in identification of six statewide goals and over 20 objectives and related tasks. The six goals are as follows:

- I. Increase Use of Historic Preservation as an Economic Development and Community Revitalization Tool
- II. Advocate to Protect Our Heritage
- III. Strengthen Connections Inside and Outside the Preservation Community
- IV. Integrate Preservation Principles into Local Land Use Decisions, Regulations, and Development Processes
- V. Expand Efforts to Identify and Preserve Cultural and Historic Resources
- VI. Effectively Increase Knowledge of Historic Preservation and its Importance to Washington

The above goals are not exclusively DAHPs. These are goals for the statewide historic preservation community. However, DAHP plays a major role in supporting and implementing these preservation goals. The plan is being updated and drafted right now, and will cover the 2009-2014 timeframe, encompassing the 2009-2011 biennium.

DAHP also develops and implements annual office work plans giving staff specific tasks to achieve during the year. These work plans directly support the DAHP mission statement as well as the six goals and objectives found in the state historic preservation plan. Examples of these tasks include providing training opportunities, generating policies and related guidance documents, and participating in special projects or events.

The SHPO and DAHP supports the Governor's GMAP initiative to document and demonstrate the value of state government to taxpayers. In recent years, OAH (then part of CTED) began tracking "outputs," that included the number of permits issued, the dollar value of historic building rehabilitation, and changes in property valuations. In moving to a focus on "outcomes" DAHP will be looking at different data including crime rates (in historic districts), number of housing units created (in rehabilitated historic buildings), and the educational value of DAHP outreach programs on archaeology.

### **IT Goals Supporting DAHP Goals**

DAHP will implement the most supportive IT infrastructure for the agency goals, objectives and mission. DAHP seeks business continuity through IT goals that tie in with the state's enterprise architecture plans. The agency intends to maintain a stable, secure and efficient IT infrastructure. This will best assist consultants, other state agencies, federal agencies, tribal nations as well as our data sharing partners, in reviewing projects for potential adverse effects to cultural resources.

Before becoming an independent agency, DAHP ran IT through CTED. Now, as a separate agency, DIS acts as the IT arm of DAHP. We are expanding the WISAARD (Washington Information System for Architectural and Archaeological Records Data), and the rest of the DAHP website into the web portal project, expected to go online later this year. Also, we have a number of agency strategies geared towards expanding our technological presence both on and off the web. The human remains bill has created another technology-related document, 3-D files of human remains, that will need to be stored somewhere.

With relatively few FTEs to address the large and diverse workload of the agency, we view technology as a way to create greater efficiency and productivity, while better serving our stakeholders through data sharing eventually via the web.

We will strive to increase accessibility to data in an efficient manner to further the GMAP initiative.

### **C. Overview of Infrastructure**

DAHP primarily uses desktop computers to enable staff to perform agency functions. DAHP also presently employs 3 desktop computers for in-house use by visiting consultants to research cultural resource locations in compliance with Section 106 of the National Historic Preservation Act, National Environmental Protection Act (NEPA) and SEPA review process. DAHP's present technology structure is as follows:

<b>Technology Device</b>	<b>Inventory</b>	<b>Used by</b>
Desktop Computers	22	Staff
Desktop Computers	3	Consultants
Multimedia Desktop Computer - Loaded with full Adobe suite, and assorted scanning equipment	1	Staff
Laptop Computers	3	Staff
Desktop Computers - Part of production scanning system: scan and index workstations	2	Staff
Server Appliances	5	Staff/consultants
Copiers	3	Staff/consultants
<b>Peripheral Devices – Printers</b>	<b>8</b>	<b>Staff/consultants</b>
Plotter	1	Staff
Photo Devices	2	Staff
In-Focus Projectors	1	Staff
Backup Power Units	2	Staff
Production duplex scanner	1	Staff
Flatbed scanner	1	Staff
Slide scanner	1	Staff
Switches	2	Staff/consultants

### **Equipment Lifecycle**

Twenty-seven of the desktop computers and two of the three of the laptops are three years of age or greater. All of this older hardware is no longer under warranty and increasingly puts our business processes, data, and dependent partners at risk.

### **Geographic Information Systems (GIS)**

One server listed above is devoted to GIS functions, and all desktop computers in the office have ESRI GIS software loaded except for the multimedia PC. Using either ArcInfo or ArcView, these desktops are controlled by a license manager on the server. There are a total of 4 concurrent ArcInfo users and 4 concurrent ArcView users allowed.

### **Imaging**

One server listed above is devoted to imaging: Tagged Image File Format (TIFF) storage, and a Structured Query Language (SQL) database to reference indexed images for retrieval purposes. There are two imaging workstations which will either scan to or extract images from the server, and all DAHP desktop PCs have the Application Extender electronic document retrieval software loaded. At the present level of maintenance this software allows 10 concurrent users to view images.

### **D. Challenges and Opportunities**

One of DAHP's continued challenges has been the small size of our agency and the scope of our responsibilities versus the absence of in-house IT staff. We are an agency of 24.3 FTE's. We must maintain data sharing agreements with nearly fifty partners including local governments, state and federal agencies, and tribal nations who receive images and/or GIS data as quarterly updates. These partners rely upon a timely delivery of accurate data to expedite projects, to avoid damaging cultural resources, to streamline research, and to lower project costs by utilizing our provided data.

### **E. Solutions: Current and Future IT Investments**

DAHP intends to continue to deliver the best services possible to its stakeholders and partners by efficiently improving its IT resources. This is the goal we intend to continue to focus on for future IT investments. DAHP must fulfill mandated regulatory functions, to create and store data, and to assist outside agencies, tribal nations, local governments and private citizens with their efforts to protect cultural resources. This assistance will continue to be: direct data sharing with partners, and use of digital means of research at DAHP including the use of GIS, imaging and database queries. Future IT investment will include the replacement of DAHP's aged technology hardware and enhancement of some software leading to the following benefits: a strict adherence to the state's enterprise architecture and business continuity plans, a streamlining of regulatory functions and data sharing processes, increased access by staff and stakeholders to our crucial datasets in both tabular and spatial formats, and the

development and maintenance of a fee-based authenticated user Internet portal to data by implementing a cost recovery program for access.

#### **Current IT Investments**

- **Maintain service level agreement with DIS for email and domain hosting.**
- **Maintain vendor support contracts for GIS and associated databases.**

#### **Future IT Investments**

- **Continue present service level agreement with DIS for email, domain, and web hosting.**
- **Replace aged desktops, servers, switches, flatbed scanner and plotter.**
- **Maintain and enhance web portal project to allow for cultural resources data to be accepted online**
- **Create a portion of the website to house heritage tourism**
- **Purchase GIS software enabling DAHP to provide web-based delivery of additional data on a cost recovery basis to fee-paying parties: ArcSDE.**

#### **F. Prioritization Process**

DAHP is a small agency. We strive to use our resources as efficiently as possible. Proposals are developed by staff and reviewed by DIS and affected program and project management staff. If necessary, modifications are made to the initial plan. Modified proposals are then presented to DIS and if approved, passed to the DAHP Director for review and approval.

### ***Section 2. Agency Strategic Business Plan***

The 2009-2011 biennium will be important for DAHP as it oversees the human remains database, and continues to build its predictive model. With 05-05, human remains and Section 106, the regulatory functions of this agency will continue to expand. The agency is also working towards finding curatorial space and expertise to deal with the three major archaeological sites in the state. Importantly, DAHP's constituents and stakeholders also have increased expectations for performance and service.

- Data asset integration resulting in increased data value and utility
- Increased efficiency in project planning and operations enabling faster and more economical program delivery
- Increased coordination with all levels of government and tribes due to data sharing and streamlined communications.

Therefore, the following items comprise DAHP's strategic business plan for the 2009-11 biennium:

- Maintain DAHP's existing technology infrastructure (hardware and software) without any interruption of service to customers.
- Replace DAHP's aging computer hardware to meet DIS three-year replacement cycle standard. Roughly 80 percent of the computers will need to be replaced in the second year of the 2009-2011 biennium. We also project up to a 10 percent monitor failure rate.
- Purchase Adobe software to replace antiquated visual software for photographs, printed materials and the DAHP website.
- Purchase additional ESRI software to allow remote access to DAHP databases, ie. ArcSDE. All remote access to databases *must* be authenticated with strict logon and password procedures while allowing usage monitoring by DAHP staff. Achieving this task will provide time and monetary savings to customers that need access to databases on a regular basis while allowing them to view real-time data reflecting the latest updates. In addition, this plan has the added benefit of freeing staff from cumbersome and time-consuming delivery of disks to regular users.
- Develop and implement policies and procedures that will allow DAHP to recover costs for providing regular customers remote access to the data.
- Investigate constructing subsidiary programs and associated databases that will streamline DAHP's regulatory business practices and enable automatic population of inventory databases.
- Develop a plan that will address DAHP's short and long-term technology needs. This plan will include an assessment of existing systems and projection of actual hardware and software in addition to steps, budgets, and staffing needs to implement the plan.

### ***Section 3. Current and Projected IT Spending***

#### **A. Current IT Spending – 2008 Fiscal Year**

Hardware Purchase		\$28,438
Hardware Maintenance		\$10,013
Software Purchase		\$53,353
Software Maintenance		\$39,986
Service Level Agreements		
DIS		\$138,000
Personal Service Contracts		
GeoEngineers		\$409,261
Technology Solutions		\$32,043

#### **B. Projected IT Spending – 2009 Fiscal Year**

Hardware Purchase		
Laptop PCs	2 @ \$1140	\$2,280

Black and white workgroup printers	3 @ \$1,500	\$4,500
External hard drives	6 @ \$300	\$1,800
Server expansion (300 gigs)	4 @ \$747.84	\$2,991.36
Install fee		\$1,495.68
Conference phone		\$500
Hardware Maintenance		
Scanning System		\$12,500
Software Purchase		
GIS		\$7,500
Software Maintenance		
GIS		\$12,000
Data Storage (a la Carte)	1 cabinet @ \$800 per month	\$9,600
Repairs & Maintenance		\$500
Service Level Agreements		
DIS		
Web site hosting	\$150 per month	\$1,800
Email	\$15 per month X 24.3 FTEs	\$4,374
Connection fee	\$525 per month	\$6,300
Service backup	\$2.70 per gig per month	\$24,300
	\$6.5 (current rate)	\$58,500
Security, access, blackberry, regulation		\$65,815.8
	(bundle of services)	
WASERV		\$1,443.6
Telecommunications	\$1,300 per month	\$15,600
Personal Service Agreements		
Web Portal, Timmons Group		\$160,000
Predictive Model, GeoEngineers		\$679,000
FY 2008 (Actual)*		\$711,094
FY 2009 (Projected)**		\$1,014,300.44
With current storage rates		\$1,048,500.44

\*Includes projections for the last of the FY, and several pending charges.

\*\*This figure is based off of projections for DIS services and hardware estimates from FY 2008, both of which are subject to change.

## **B. IT Personnel**

None currently on staff, and none projected to be hired during the next biennium.

## **C. Personal and Workgroup Computing**

Total Agency Staffing for the current biennium: 24.3 FTE's

## **D. Security and Disaster Recovery/Business Resumption Plans**

Security is covered through DIS services. Purchase of the external drives will help with recovery of visual media.

## **E. Public Access**

The DAHP website ([www.dahp.wa.gov](http://www.dahp.wa.gov)) is our agency's main point of public access. The public has the ability to access the webpage and learn about us, our partners, our program, and how to contact us. The web-portal project is slated to go online by the end of the calendar year, and will greatly improve the public user experience with our website.

## **F. Application (Systems) Information**

DAHP uses both a Geographic Information Systems (GIS) and an electronic document management system (imaging) to better serve the business needs of staff and to assist consultants using our facility's consultant workstations for research.

### **GIS**

Our GIS is integrated with associated Microsoft Access databases and geodatabases to serve up cultural resource information. Our geodatasets are based upon the current standard of North American Datum 1983 (1991 adjustment) and the Washington Coordinate System of 1983 South zone with the standard measure of US Survey foot using Federal Geographic Data Committee's (FGDC) content standard for digital geospatial metadata.

### **Imaging**

Our imaging system is used to display scanned documents in-house through a query process of metadata associated with each TIFF image. The scanning process will allow the archiving of these invaluable records for conservation purposes.

## **G. Database Information**

DAHP utilizes Microsoft Access for all in-house mission critical databases with the exception of one. As stated above, these data sets are integrated with our GIS. The following list details our most important databases and their intended function:

<b>Admin_Section 106</b>	tracking of review and compliance efforts for DAHP use
<b>Historic Properties</b>	stores data re: built environment for DAHP and consultant use
<b>Archaeology</b>	stores data re: archaeological resources for DAHP and consultant use
<b>MOA</b>	tracking for Memorandums of Agreement (MOA) entered into by DAHP
<b>Certified Rehabs</b>	tracking of investment tax credit project monies approved by DAHP
<b>Survey Reports</b>	stores bibliographic data for DAHP and

<b>Register</b>	consultant use stores data re: National and Washington Heritage Register listed or eligible resources for DAHP and consultant use
<b>Cemeteries</b>	DAHP use: database of cemeteries in the state

#### ***Section 4. Technology Investment/Project Summaries***

##### **Project 1**

**Title:** Rearchitecture of DAHP WISAARD Website into Web-Portal

**Description/Purpose:** Redesign and implementation of enhanced web-based GIS portal for delivery of expanded datasets (archaeological sites/districts, historic properties, and cultural resource surveys, as well as the National and State Register properties) via a fee-based authenticated user access after implementing a cost recovery program. Additional software including SQL Server, ColdFusion, ArcIMS and ArcSDE must be purchased to move forward with this project. Benefits from this action will include real-time access by stakeholders to our crucial datasets in both tabular and spatial formats for compliance issues as mandated by state and federal laws, cost savings for DAHP by freeing staff from cumbersome and time-consuming preparation of disks for regular users, and derive monies to maintain the enhanced website through the cost recovery program.

**Cost Estimate:** \$188,000, funded by grants

**Schedule:** Ongoing

**End Date:** End of 2008

**Impact on Existing Investments:** Extensive

**Scope:** Agency Wide

Risk: High

**Business Driver/Strategy Supported:** All DAHP Goals and objectives.

**Executive Sponsors:** TBD

**Project Manager:** TBD

#### ***Section 5. Planned Investments/Projects***

##### **Project 1**

**Title:** Completion of the web portal

**Description/Purpose:** : Redesign and implementation of enhanced web-based GIS portal for delivery of expanded datasets (archaeological sites/districts, historic properties, and cultural resource surveys, as well as the National and State Register properties) via a fee-based authenticated user access after implementing a cost recovery program. Additional software including SQL Server, ColdFusion, ArcIMS and ArcSDE must be purchased to move forward with this project. Benefits from this action will include real-time access by stakeholders to our crucial datasets in both tabular and spatial formats for

compliance issues as mandated by state and federal laws, cost savings for DAHP by freeing staff from cumbersome and time-consuming preparation of disks for regular users, and derive monies to maintain the enhanced website through the cost recovery program.

**Cost Estimate:** \$160,000

**Schedule:** Ongoing

**End Date:** End of the year

**Impact on Existing Investments:** Extensive

**Scope:** Agency Wide

Risk: High

**Business Driver/Strategy Supported:** All DAHP Goals and objectives.

**Executive Sponsors:** TBD

**Project Manager:** TBD

## **Project 2**

**Title:** Implementation of the statewide predictive model

**Description/Purpose:** Develop and roll-out the statewide model to predict where archaeological and cultural resources are located. This will use GIS layers to determine where low-to-high risk areas might be. This project will help local planners, consultants and DAHP early on in the planning process mitigate damage to these resources by changing or moving projects.

**Cost Estimate:** \$679,000

**Schedule:** Ongoing

**End Date:** TBD

**Impact on Existing Investments:** Extensive

**Scope:** Agency Wide

Risk: High

**Business Driver/Strategy Supported:** All DAHP Goals and objectives.

**Executive Sponsors:** TBD

**Project Manager:** TBD