

THE DEPARTMENT OF ARCHAEOLOGY AND HISTORIC PRESERVATION

STRATEGIC PLAN

2007-2011



Fort Vancouver National Historic Site

Protecting the Past, Shaping the Future!

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EXECUTIVE SUMMARY

On July 25, 2005, the Washington State Department of Archaeology and Historic Preservation (DAHP) came into existence as a result of passage by the Legislature of Senate Bill 5056 and subsequent signing into law by Governor Gregoire. After nearly 40 years of operation as the Office of Archaeology and Historic Preservation, DAHP joined the ranks of other state agencies reporting directly to the Governor. This dramatic change was the result of legislators working closely with stakeholders to advance historic preservation as important work of state government.

Our 2007-09 Biennium Strategic Plan builds upon the 2005 momentum to raise the visibility of historic preservation. It draws upon the statewide historic preservation plan ***Strengthening Communities through Historic Preservation*** produced by DAHP in 2004. This plan was developed jointly by DAHP and our stakeholders. It identifies six goals and nearly thirty objectives to achieve by 2009 and has been approved by the National Park Service.

This Strategic Plan is shaped by the state historic preservation plan and the Department's GMAP process that quantified our service gaps. GMAP is helping us focus on specific strategies designed to address these gaps. Information about these and other datasets are described in this document.

To achieve our preservation goals and objectives, DAHP identified strategies that build upon our existing programs and statutory mandates to enhance effectiveness, build partnerships, and increase efficiency. To do this, we will push our technological capabilities to become "state of the art" and dramatically increase the visibility of DAHP staff throughout Washington providing services and expertise. We also intend to address staff workload issues that threaten to sidetrack our efficiency and delay project reviews. This will be accomplished through enhanced technology applications and added staff. Beyond the 2007-09 Biennium, future strategies include strengthening local capacity to build strong cultural resource programs and creation of incentives that demonstrate to communities that "preservation pays."

Read further for details about planned strategies that will guide DAHP in coming biennia. We believe these efforts will help us reach the vision that Washington's preservation community is working to achieve.

Allyson Brooks, Ph.D.

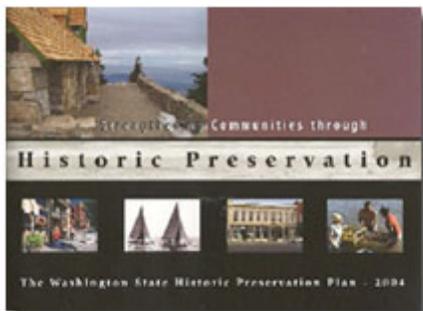
State Historic Preservation Officer

MISSION STATEMENT

The Department of Archaeology and Historic Preservation (DAHP) is Washington State's primary agency with knowledge and expertise in historic preservation. 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.

VISION

The cultural and historic resources of a community tell the story of its past, a past that makes any single community distinct from all other places. From lumber mills to schools, sacred landscapes to archaeological sites, rustic cabins to office towers, our historic and cultural resources provide everyone with a tangible link to persons and events that have shaped our communities and ourselves. Preserving these physical reminders of our past creates a sense of place, the result being an environment that instills civic pride and community spirit.



State Historic Preservation Plan

Increasingly, preservation is recognized as a tool for economic development. In the past some policymakers considered preservation activities to be luxuries, undertaken in a thriving economy only to be scaled back when leaner times force a reassessment of priorities. However, recent studies demonstrate that preservation is a powerful economic engine: creating jobs, increasing tax revenues, raising property values, and encouraging community reinvestment. Historic Preservation is not about nostalgia; it is a forward-looking, economic development and community revitalization strategy.

Equally, if not more important, is the role historic preservation plays in shaping communities for the present and the future. By preserving significant cultural and historic resources, we are able to learn from past achievements (as well as mistakes) in order to improve, enrich, and even enliven, the Washington state that is passed to future generations. By not preserving, we stand to lose the already tenuous grasp we have of past accomplishments, traditions, and values. If we

do not work to preserve the diminishing presence of our historic places, we undermine the stability and strength of our future communities.

STATUTORY AUTHORITY

The Washington State Department of Archaeology and Historic Preservation (DAHP) is very much a creature of parallel state and federal statutes enacted to protect the nation's cultural heritage. As early as the 19th century, Congress has passed laws recognizing that the protection of our heritage is seen as being of benefit to the public. DAHP is now a cabinet level state agency created by the Legislature in 2005 by Second Substitute Senate Bill 5056. However, for nearly 40 years, the Office of Archaeology and Historic Preservation (OAHP), served as the State Historic Preservation Office (SHPO) for Washington. OAHP along with the position of the State Historic Preservation Officer (SHPO) was established in 1967 (see RCW 27.34.200). This chapter also created the Washington State Advisory Council on Historic Preservation.

Codification in state law of the SHPO and OAHP was in direct response to passage by Congress of the National Historic Preservation Act (NHPA) of 1966 (P.L. 89-665). The NHPA firmly places preservation of the nation's heritage as sound public policy. The legislation created a network of state historic preservation officers and offices in each state and territory plus 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) makes 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.

GOALS and OBJECTIVES

Drafted and completed in 2004, DAHP adopted a 5-year statewide historic preservation plan entitled: *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), and is a condition for receiving federal funds that supports DAHP operations. Though a federal funding and programmatic *requirement*, DAHP fully embraces the state historic preservation plan (hereinafter referred to as the Plan) as an important tool for fulfilling our 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 2007-09 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 was designed to connect a broad cross-section of constituents involved in, and/or affected by historic preservation efforts. As a result, the Plan is considered as *a document that provides strategic direction not only for DAHP, but also for our stakeholders* across the state from 2004 through 2009. 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. However, it is appropriate that there is much in the Plan in which DAHP plays only a minor (if at all) role. In essence, the Plan provides a framework for DAHP to work in partnership with our stakeholders to realize the goals and objectives we have established for ourselves as a community of heritage advocates.

- It is important to note that the Plan, like DAHP itself, serves to protect both "historic and cultural resources" alike. 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. All of these resource types are weighted equally in the eyes of the National Register and by DAHP. Therefore, the state historic preservation plan as well as 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, in professional practice and application, strategies for protecting archaeological sites vary from those for built environment properties. For example, DAHP's records management responsibility incorporates data for the full range of resource types. However, because of the inherently distinctive nature of the resource types plus the sensitive nature of archaeological site data, the organization and management of these records varies substantially.

- For simplicity, the term "cultural resources" is used in the Strategic Plan to collectively refer to all the National Register properties types including archaeological as well as built environment types of resources. Also, the terms "cultural resource protection" and "historic preservation" are used interchangeably to refer to activities that result 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, it is important that DAHP's Strategic Plan for future budget decisions 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 and registers 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); Tribes for compliance with Section 106 of the National Historic Preservation Act; and all levels of government agencies and Tribes for compliance with the State Environmental Policy Act (SEPA). DNR uses archaeological database to ensure that archaeological sites are not impacted by Forest Practice Applications.

Performance measures for this activity are as follows:

1. Number of Forest Practice Applications reviewed
2. Number of properties listed in the National and Washington Heritage Registers
3. 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 complimentary authority under state law, this activity provides technical and financial assistance to 39 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 special valuation property 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. DAHP lists properties in the National Register so

that these designated properties are eligible to take advantage of the federal tax incentive program. This program requires DAHP's technical review of these incentives to ensure the 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 and local dollars (in millions) invested in historic rehabilitation as a result of federal and state tax incentive programs.

- **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.

STRATEGIES

Strategy I. Information Technology Enhancement

Description:

The proposed enhancement will enable a critical transition of DAHP's computer portfolio from its current status at Department of Community, Trade and Economic Development (CTED) to Department of Information Services (DIS) support. In addition, this package provides for overdue new hardware and more advanced software purchase and installation. Finally, the proposal allows DAHP to reach long anticipated implementation of programs that streamlines DAHP's service delivery to stakeholders.

As described in the Portfolio, the enhancement consists of the following:

- Repairing and enhancing DAHP's WISAARD interactive web-based database and transferring it to ARC-IMS software to enhance performance and utility to all users.
- Establish a web-based portal that provides remote and 24/7 access to DAHP's databases by key stakeholders such as agencies, consultants, tribes, and other qualified entities. Access to the databases must be secure and on a fee basis only providing DAHP with revenue stream to help maintain the system.

- Purchase software and develop programs to allow electronic and secure exchange of documents between DAHP and stakeholders.
- Transfer DAHP electronic databases that are at or near capacity to SQL Server software.
- Fulfill overdue replacement cycle of outdated hardware and software for all DAHP staff.
- Acquire technical expertise to configure, purchase, install, and maintain new DAHP computer systems and technology initiatives.

Connection to Performance Measures:

This strategy is directly connected to DAHP historic preservation planning goals and objectives, plus activities and performance measures. Specifically, this strategy is tied to historic preservation plan Objective V. B (ii) stating, "...maintain and enhance efforts to make historic resource 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."

This strategy also directly supports DAHP's Creation and Management of Cultural Resource Data activity area and associated performance measures. This strategy allows DAHP's database systems and the flow of work that emanates from it, to continue without interruption or breakdown. Beyond this, this strategy allows the Department to realize long anticipated enhancements that will streamline workflow, enhance DAHP database quality and accessibility, and help the department meet the demands of increasing workloads and customer expectations. These planned computer enhancements streamlines data collection, data storage, access, and tracking. Thus, DAHP's ability to track and report on expected results will be reliable, accurate, and timely.

Short/Long-Term Cost Savings:

Technology does not come cheaply. However, the efficiencies achieved through employing technology at DAHP's cannot be achieved without additional staff. These are long-term cost savings. Planned enhancements meet the need for increased productivity plus customer expectations for immediate project reviews and clearance. The alternative status quo is more costly to the state and external clients in terms of staffing needs, loss in productivity, energy consumption, supplies, and equipment, plus potential delays in project reviews and

implementation of infrastructure and economic development initiatives.

Background:

As described elsewhere in the Strategic Plan as well as DAHP's IT Portfolio, computer technology, both hardware and software, has become critical to DAHP's operations from a variety of standpoints. As recently stated by technology staff for another large state agency, DAHP's technological status is akin to that of a "small engineering firm."

As DAHP is mandated by federal and state legislation to serve as a statewide repository for cultural resource information, this mandate, coupled with the sheer volume of cultural resource site records, makes this work a massive management assignment. It cannot be overstated how important this data is not only to DAHP operations, but also to all land development project proponents. In consequence, it is more than a storage capacity issue; it is an access and management issue.

As seen with other state agencies, DAHP has come to depend on computer technology (both hardware and software) to fulfill its mandate. Therefore, GIS databases, electronic imaging, and other interactive databases have been designed and developed over the past two decades to satisfy staff and customer demands.

Strategy II. Local Government Archaeologist

Description:

DAHP is the state agency with expertise in archaeological matters, and the keeper of the disclosure exempt site location data. There are currently no counties or cities in Washington State with planning or public works staff with archaeological expertise. As awareness of archaeological issues increases, local governments increasingly rely on DAHP staff for assistance in updating their Comprehensive Plans, Shoreline Management updates, permit review, SEPA review and inadvertent discovery management. Internal tracking of Damps response time to these requests indicates that volume of requests is increasing, and DAHP is not responding to them in time. As jurisdictions are embarking on their mandated Shoreline Management Plan Updates, DAHP is also being asked with increasing frequency to provide staff for Task Forces or Technical Advisory Committees for local jurisdictions and is currently unable to meet these needs. The

Shoreline Management Plan Updates are critical because many archaeological sites are local in the shoreline jurisdiction. One FTE would enable DAHP outreach and support local government needs in archaeological resources issues.

Connection to Performance Measures:

This strategy supports historic preservation Objective V. B (i) that calls for "...technical assistance for the protection of cultural and historic resources." It also supports activity area of Protecting Archaeological and Historic Resources. This strategy also directly supports two performance measures: percentage of federal project reviews completed with the statutory 30 day deadline, and percent of state archaeology permit reviews completed within the statutory 60 day deadline. A community archaeologist will assume a portion of the workload that is now being borne by the State and Assistant State Archaeologists. Increasing workloads make it increasingly difficult for staff to meet statutory deadlines and resulting project delays and potential loss of significant cultural resources.

Short/Long-Term Cost Savings:

This strategy will result in long-term cost savings to the state by facilitating more timely and thorough project reviews through a more even distribution of agency workloads. By tracking response time through DAHP databases, it is increasingly clear that response times are reaching statutory deadlines. This results in project delays, lost economic development opportunities and resulting flow of tax revenue to the State. It also results in potential loss to resources when cultural resource reviews are shortened or not addressed. These circumstances can result in further project delays and even litigation when cultural resource issues are not adequately addressed.

Background:

As requests for review and assistance from local governments increases, DAHP's response time is decreasing, and DAHP is missing response deadlines, which fails to assist local jurisdictions. DAHP's failure to respond to these requests timely risks damage to archaeological sites. If the jurisdictions are not informed by DAHP of the presence of a site, they will not know how to properly respond to an applicant. If a site is damaged by DAHP's failure to respond, DAHP will be failing in its legislative mandate to protect archaeological sites.

In tracking the archaeological permits issued by DAHP per county, it is clear that the Puget Sound region receives more permits and more attention from DAHP. Several rural counties have never had a permits issued or have 2 or 3, compared with 11-50 in the west side counties. This issue would be addressed by having a local government archaeologist on staff to work with these jurisdictions to address archaeological issues.

Strategy III. Historic Architect

Description:

Select and hire a qualified Historic Architect intended to provide enhanced historic rehabilitation expertise to fill a gap in service to small communities and property owners. This staff member will provide technical expertise to stakeholders and communities that evidently are not receiving needed help. Assistance will be provided on rehabilitation of historic buildings using the Secretary of the Interior's Standards for Rehabilitation and information about preservation tax incentives.

Connection to Performance Measures:

This strategy directly supports historic preservation 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." It also supports and activity area 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. By promoting the tax incentive programs, implementation of this strategy will increase dollars invested in historic rehabilitation projects.

Short/Long-Term Costs 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. In addition, a recent DAHP study of the economic impact of historic rehabilitation projects has resulted in \$419 million of direct investment in Washington between years 2000 and 2004. These figures clearly indicate that the state is rewarded many times over for its investment in staff to cultivate the tax incentive programs. This strategy also works in tandem with other

state economic development strategies administered by CTED. This most directly includes the Downtown Revitalization program and historic preservation plan Objective I.A. (i) c. stating “Identify and promote opportunities for greater interaction and cooperation between the State’s Downtown Revitalization Program...”



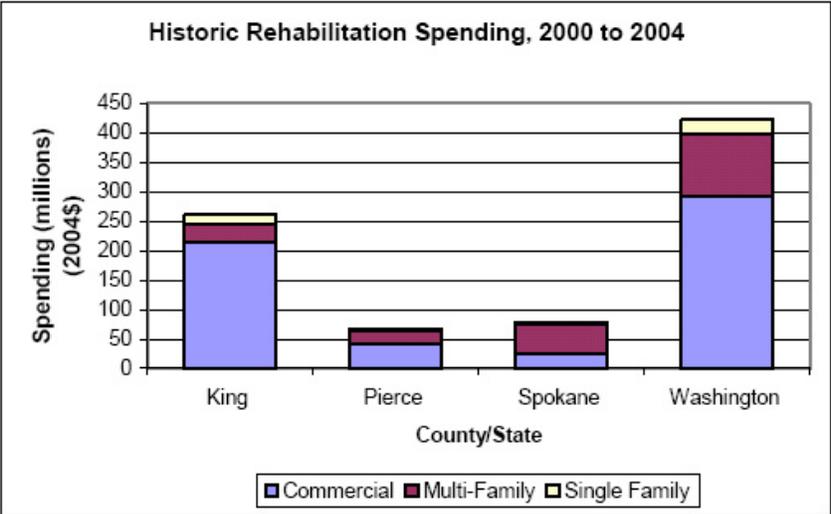
Background:

As a result of DAHP’s work to GMAP its programs, administration of its Preservation Tax Incentive Program demonstrated mixed results. While DAHP has worked effectively to promote such tax incentives in the state’s three largest cities, GMAP demonstrated that large portions of the state are not being served. Specifically, potential clients in small towns and small businesses are not being reached.

A second historic architect at DAHP is needed to promote tax incentive programs and provide on-site technical assistance where service gaps have been identified. Currently, DAHP employs the services of an 80% Historic Architect FTE. In order to fulfill the program requirements, this staff member provides technical assistance, conducts on-site project visits, plus completes project plan reviews and comments. This person is also tasked in other DAHP program areas including significant amounts of time conducting environmental reviews.

To meet historic preservation planning goals and activity area performance measures, the second historic architect will promote state and federal tax incentive programs targeting small, rural, and economically distressed communities; work directly with

property/business owners with design services; provide technical assistance in working through complicated program requirements and procedures. This work is expected to increase dollar investment and the number of historic rehabilitation projects with attendant increase in state and local tax revenues, stimulate heritage tourism, property values, and stimulate indirect investments and spending.



Strategy IV. Tribal Liaison

Description:

The Department of Archaeology and Historic Preservation and the Governor’s Office of Indian Affairs are requesting one full-time FTE cultural resource tribal liaison for the purposes of coordination between tribes, local governments and the state. The position would be split 50-50 between the agencies although the majority of the FTE time is expected to be outside the office.

Our two agencies have witnessed at least three high profile projects: Cama Beach, Port Angeles Graving Dock, and Station Camp where a full-time expert to coordinate communication with the Tribes would have been extremely beneficial, and possibly avoided project delays. Also, with the new Governor’s Executive Order 05-05, local communities that receive grant funds from the state are now required to consult with DAHP and affected Tribes. Not all local communities have developed working relationships with neighboring tribes. Many local governments will require some assistance to develop productive relationships working with tribal governments. This situation is also applicable for small agencies such as the Conservation Commission.

The tribal cultural resource liaison will also work to bring an understanding of the value of archaeology to tribes, communicate to DAHP cultural values that are significant for tribal cultures, and coordinate with GOIA on any issues relating to cultural resources and other agencies.

Connection to Performance Measures:

Goal III of the 5-year State Historic Preservation Plan is Strengthen Connections Inside and Outside the Preservation. Objective III B is to Create New and Strengthen Existing Partnerships. These goals and objectives were developed with the general public and our tribal partners. The request also relates to our Centennial Accord plan that discusses giving priority to tribal values and procedures when encountering human remains or prehistoric archaeological resources. It is also directly in support of activity area Protecting Archaeological and Historic Resources.

Short/Long-Term Cost Savings:

Implementation of this strategy is planned to realize long-term cost savings to the state by providing tribal authorities with a forum for resolving cultural resource related conflicts before reaching a stage where projects are delayed and go to expensive and time-consuming litigation or mediation. By being proactive and working up-front before project consultations reach a stalemate, the state, other state agencies, local governments and external stakeholders will realize savings not only in money but also time, project implementation, and resulting economic development.

Background:

Within Washington State exists the largest number of federally recognized tribal nations. There are other tribes in the state in the process of seeking federal recognition. Also, there are tribes headquartered in adjacent states and Canada that claim usual and accustomed areas within Washington state boundaries. These facts convey the need for DAHP and GOIA to employ the services of a person to represent the agencies to tribes on cultural resource issues.

With the large number of tribes within the state and their increasingly high profile in a wide range of issues, DAHP and GOIA are at a distinct disadvantage in not having a designated contact working directly with tribal authorities on a day-to-day basis. This is particularly true given

DAHP's statutory mandate to administer programs that seek to identify and protect cultural resources such as archaeological sites, traditional cultural properties, and burial sites.

Given their involvement in cultural resource issues resulting from state and local statutes, DAHP and GOIA are drawn into larger statewide controversies. As a result, DAHP and GOIA are looked upon to arbitrate and resolve issues. Neither DAHP nor GOIA currently have the capacity to fulfill this role. A full time tribal liaison serving both agencies will fill this gap so that cultural resources can be properly and appropriately addressed.

Strategy V: Historic County Courthouse and Public Facility Rehabilitation Grant Program

Description:

This strategy continues and expands the Historic County Courthouse Rehabilitation Grant program beyond the 2005-07 biennium. It will also expand the benefits of the program to other historic properties types owned by other branches of local government including cities and special districts.

Connection to Performance Measures:

This strategy is directly related to state planning Objective II. B. Develop New and Improved Funding Sources for Historic Preservation. It is also related to the Preserving and Enhancing Historic Places activity area and the performance measure that tracks investment in historic rehabilitation using federal and state tax incentives. Rehabilitation of historic publicly owned properties is expected to have a stimulating effect on rehabilitation of historic properties in surrounding communities. This effect is projected to result in increased use of federal and state tax incentives and the resulting economic benefits. Rehabilitation of the historic Columbia County Courthouse in Dayton is seen as an example of other rehabilitation work in downtown and adjacent neighborhoods.

Short/Long-Term Cost Savings:

As already seen with success of the Historic County Courthouse Grant program, rehabilitation work is resulting in economic benefits from such expenditures in State B&O tax revenues as well as to local tax

coffers. Further, expected increased revenues from heritage tourism will also accrue to the state and local governments.

Background:

DAHP sponsored research in 2003 documented \$93 million in rehabilitation needs for 29 historic county courthouses across the state. Initiation of the Historic County Courthouse Grant program in 2005 at \$5 million has demonstrated strong demand for this and additional funds to preserve these gems of civic architecture and history while providing for updates in technology, safety, and accessibility.

The need and success of the courthouse program has served to highlight similar needs held by cities, towns, and special districts for historic properties used by local governments. Many city halls, fire stations, and libraries are listed in, or eligible for listing in, the National Register of Historic Places. However, like counties, cities and districts are strapped for cash to preserve, let alone maintain, these historic properties. This strategy is designed to address this equally urgent need.

Strategy VI: Historic Preservation Grants Program

Description:

Funding for an annual grants cycle to fund historic preservation activities across the state. The state historic preservation plan, stakeholder feedback, and DAHP's GMAP effort indicate a strong need for the Department to administer a grant program serving to address cultural resource protection needs currently not being addressed by existing funding sources. This program would be modeled on DAHP's existing program that provides funding to Certified Local Governments (CLGs). However, this new program will be flexible and address a broader range of cultural resource activities and needs. It will also address DAHP's ability to initiate projects that address service gaps identified by GMAP efforts.

Connection to Performance Measures:

This strategy responds to Objective II B (i) and (ii) in the state Plan as well as Objective V A. (i) and (ii), both of which identify the need to expand funding sources supporting DAHP programs as well as efforts to update and expand survey and inventory work. It also directly

supports DAHP's performance measures "number of properties listed on the National and Washington Heritage Registers" and the "number of properties listed in the archaeological and historic site databases." Since the grant program will assist survey and nomination work across the state for both archaeological as well as built environment resources, implementation of this strategy will strengthen DAHP's ability to meet target numbers.

Short/Long-Term Cost Savings:

DAHP's core program areas of Survey and Inventory and National Register/Washington Heritage Register will benefit from a grant source that supports these activities. These and other preservation efforts will result in long-term cost savings to the state by undertaking these efforts in a comprehensive, systematic process and methodology. Without this program, this preservation work is undertaken in uncoordinated, project-driven scenarios. As a result, product quality is uneven and DAHP has little control of its generation and project management. DAHP's ability to control these processes and resulting products will help other state and local agencies for undertaking this work on a piecemeal basis with resulting efficiencies cost savings.

Background:

A significant factor in stakeholder's efforts to create a Department of Archaeology and Historic Preservation was the need to convey grant monies to local governments for preservation work. Although cost savings have been realized from becoming an independent agency, the savings in actual dollar amounts do not begin to meet estimated need for such funding. Unlike DAHP's existing grant program to CLG's, an expanded granting effort will address a wider range of cultural resource protection needs and issues such as meeting emergency needs or threats; undertaking special planning studies, sponsoring conferences/workshops on emerging issues, supporting efforts at the local level to sustain strapped cultural resource protection work.

Strategy VII: Expand Research Capacity

Description:

Provide a full-time staff person with equipment and facilities for undertaking original research and analysis and to strengthen the "science" of archaeology and cultural resource protection. New technologies, techniques, and information will be investigated and

tested for application in Washington. This will include a significant public outreach effort to incorporate the ideas and perspectives of industry, academia, tribes, and other professions to assist in experimentation and testing of such techniques that will further the practice and efficiency of larger cultural resources practices.

Connection to Performance Measures:

This strategy supports state planning Objectives V B. (i) and (ii) (Strategies to Protect and Preserve) as well as Objective VI D. (i) and (ii) (Provide Education and Training to Targeted Audiences). In DAHP's program activities, this strategy is related to the Protecting Archaeological and Historic Resources activity and supporting performance measures related to meeting DAHP's statutory review deadlines of federal projects, archaeology permits, and transportation project reviews.

Short/Long-Term Cost Savings:

By investing in expanded research capacity, DAHP will realize efficiencies and cost savings resulting from proven new technologies and techniques. New cultural resource protection technologies and techniques serve to obtain more information in shorter time frames and reduced capital and labor costs and result in greater protection and preservation of cultural resources.

Background:

Many resource managing public agencies have a long history of producing and utilizing the results of original research. For example, departments of Ecology, Natural Resources, and Transportation have staff that routinely conducts experiments and research into emerging issues and challenges. The results of these scientific investigations are applied to address problems. It also generates valuable information that benefits the public in general.

In contrast to other agencies, DAHP finds that the field of archaeology and historic preservation in general is stagnant in identifying and implementing new techniques that advance the profession. Due to lack of human and monetary resources, "crisis management" or project planning often drives preservation work. Little, if any, opportunity is afforded to cultural resource practitioners to investigate new technologies and techniques that could realize efficiencies and effectiveness in protecting resources. As a result, too much is

happening that is going unnoticed and cultural resource protection is paying the price through inefficiencies and lost resources.

This strategy begins to address the status quo in professional research in archaeology and cultural resource management in general. By expanding its research capacity, DAHP will employ the services of qualified staff to research and test new ideas and thinking about cultural resource protection techniques, methodologies, and technologies. Application of valid new research in the field will be monitored, recorded, and analyzed. DAHP's stakeholders will play a large role in how original research is tested and analyzed. Results will be shared throughout the field for broader applications.

Strategy VIII. Education/Outreach Coordinator

Description:

A full time staff person will assume existing DAHP education/outreach work and expand capabilities to meet demand. At present, DAHP's education/outreach efforts represent only a percentage of an FTE that is already tasked and stretched with other responsibilities. However, DAHP and stakeholders have long recognized the need for at least one FTE for the Department's education efforts. This person will be tasked to organize conferences/workshops; coordinate DAHP's participation in training programs; expand DAHP's profile in preservation events such as Archaeology Month and Historic Preservation Month; coordinate and design DAHP graphics and products; develop and work with media contacts; and work on strategies to bring historic preservation into classroom and student programs.

Connection to Performance Measures:

This strategy relates directly to state Plan Objectives VI A., B. C. and D. or 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, respectively. It also supports DAHP's Preserving and Enhancing Historic Places activity area.

Short/Long-Term Cost Savings:

Currently, DAHP's effort in education and outreach is distributed to staff members with other duties and commitments, which often take precedence; or the work is not done at all. However, in preparing the

state historic preservation plan, stakeholders emphasized the need for DAHP to expand efforts in education and outreach. From a cost standpoint, providing training and information about historic preservation is the most effective and cost efficient way for long-term savings in preservation efforts. In doing so, ongoing threats and loss of cultural resources due to lack of information is avoided or reduced. The alternative is emergency response to preservation issues that expand staff time commitments and resources.

Strategy IX. Administrative Support

Description:

Addition of two full time staff members to address office administrative needs.

Connection to Performance Measures:

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

Short/Long-Term Cost Savings:

With only one administrative support staff member, all program staff members must devote time to fulfill administrative needs that would otherwise be spent on program activities. This is an inefficient and ineffective use of time for everyone in the Department. It also affects staff morale and job satisfaction responses.

Background:

DAHP has long relied on one administrative support staff person to fulfill the needs of a department with 14 employees. Achieving departmental status has added to the workload of DAHP's one administrative support person. This arrangement forces program staff to be responsible for an inappropriate level of administrative work. Although computers and other technologies have realized time and work efficiencies, dedication to administrative duties by program staff is an inappropriate use of taxpayer dollars. In addition, some administrative duties do not receive a commensurate amount of attention. As a result, DAHP relies on agreements with Department of Personnel and/or Office of Financial Management to provide needed services. Additional support staff will remedy this imbalance and realize time and cost efficiencies.

Strategy X. Heritage Tourism Initiative

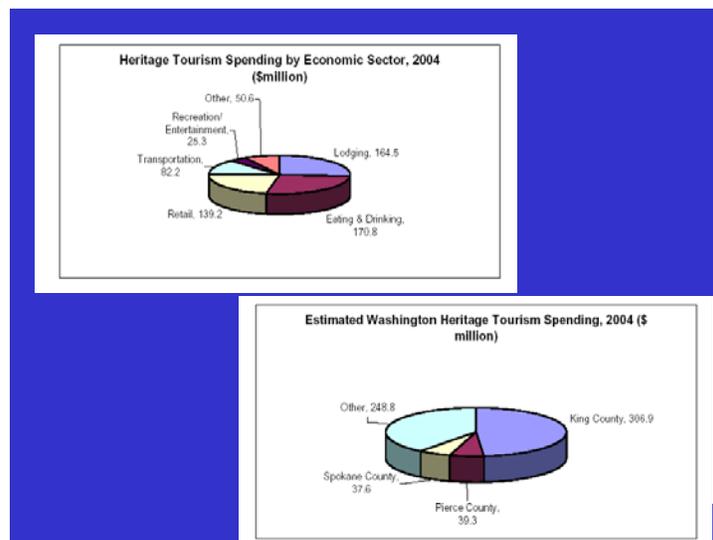
Description:

This strategy is comprised of hire of one staff member to implement a series of initiatives designed to enhance heritage tourism in Washington. This person will work closely with CTED's Tourism Division to develop materials, conduct research and survey, and coordinate heritage tourism activities with stakeholders.

Connection to Performance Measures:

This strategy is directly related to state preservation planning Objective I.B. Facilitate Heritage Tourism Across the State. It also supports DAHP's Preserving and Enhancing Historic Places activity area and the resulting investing in historic rehabilitation performance measure. Since tourism is an important economic development driver in the state, increases in heritage tourism are expected to also drive increases in use of federal and state tax incentives to rehabilitate historic properties.

Short/Long-Term Cost Savings:



As illustrated in this figure, heritage tourism is conservatively estimated to result in expenditures of \$632 million annually in Washington resulting in collection of \$8.3 million in State B&O tax revenues annually. Therefore, as with expenditures in historic property rehabilitation work, tax revenues gained by increases in heritage

tourism will more than offset State expenditures for a heritage tourism program in DAHP.

Background:

National and statewide surveys have established heritage tourism as a significant and growing sector of the tourism industry. DAHP's Economic Benefits of Historic Preservation in Washington State study has further clarified and quantified what this impact is to the state's economy. Unfortunately, efforts to further develop and promote heritage tourism in Washington have not reached the potential as has been realized in other states.

This strategy would employ the services of a program staff person to realize the heritage tourism potential in Washington. This person will work with CTED, Department of Transportation, National Park Service, the State Historical Society, and local tourism and heritage organizations to generate better statistics, develop facilities, and disseminate information. There is also a need to coordinate heritage tourism efforts statewide. Therefore, this position will organize a steering committee for statewide heritage tourism efforts.

PERFORMANCE ASSESSMENT

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

Based upon review of internal data as of May 2006 and with one month remaining in the first fiscal year of the 2005-07 Biennium, DAHP appears to be performing *on target*. In regard to some performance measures, DAHP is exceeding targets for the first fiscal year. Examples include meeting response times for transportation project reviews (98% as opposed to the 95% target rate) and Forest Practice Act (FPA) reviews (340 as opposed to the target number of 300).

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.
- Archaeology site permitting appears to be reaching a critical juncture in the ability of staff to respond within set time frames.
- The focus of National Register and Washington Heritage Register nominations submitted to DAHP for review and listings appear to skew toward the interests of property owners and do not accurately reflect in actual proportion various property types or historic themes in state history. Nor does the pattern of nominations necessarily reflect threats, rarity, or geographic representations, among others.

In response to these findings, DAHP has identified several strategies to address gaps or needs. For example, the Department seeks to hire a second historic architect to promote and provide technical assistance outside the state's three largest urban areas. This person will be tasked to work with small business owners in small towns and rural areas to promote tax incentive programs and help property owners in appropriate design approaches.

In regard to increasing workloads in the Review and Compliance program area, DAHP has identified the need to hire a Local Government Archaeologist and Tribal Liaison. These two staff members will relieve mounting workloads especially in regard to state and local agency actions. SEPA, Executive Order 0505 reviews and increasing tribal consultations drive the need for additional staff to maintain service levels and meet client expectations.

Review of data from National Register and Washington Heritage Register nominations demonstrate that such nominations result from the interest of property owners. Since DAHP does not generate its own nominations, it is not able to design a strategy to nominate properties based upon factors such as threat, geography, or representation in the state's historical experience.

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?

As indicated previously, DAHP is meeting its performance measures for the first year of the biennium. The one exception is the number of properties listed in the National and Washington Heritage Registers. However, the existing gap is expected to narrow once the third and final nomination review of the fiscal year is convened in June.

APPRAISAL of EXTERNAL ENVIRONMENT

For a small agency, DAHP operates within a relatively complex external environment. As evident from our mission statement, the identification and protection of cultural resources is the "bottom line" for the department. This mission is implemented through a matrix of state and federal statutes and regulations.

It is important to keep in mind that cultural resources, like natural resources, is in essence, real estate, both *above* and *below* the ground surface. Another important point to make here 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, such as homeowners, corporations, small business operators, farmers. This reality is complicated by other market and environmental forces that influence how each owner uses and manages their properties.

Now, add to this picture another diverse set of property owners and land managers including state, federal, and local agencies plus special districts. In addition to all of these entities, DAHP interacts with a number of other stakeholders including tribal governments, cultural resource consultants, and historic preservation advocates.

It is also important to recognize that DAHP is highly integrated with its external environment. For the most part, it's program areas and responsibilities respond to the actions and programs of potentially 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 or National Register nomination reviews. In contrast, DAHP has direct control over only a small portion of its workload, that which is internally driven. Examples include records management initiatives, grants management, and administrative work.

A final point to make is that the various entities that DAHP interacts with on a daily basis often have competing or widely varying perspectives on historic preservation. So, as we discuss significant effects that the external environment has on DAHP, a constant challenge that DAHP faces is achieving an appropriate balance between these competing interests and our core mission of protecting cultural resources.

In summary, DAHP is intimately connected with its external environment and the clients it serves. In order to fulfill its mission without any direct control of the resources, DAHP recognizes that it must cultivate and sustain working relationships in order to be successful. Indeed, the agency prides itself on finding a balance between protecting cultural resources while working constructively with its diverse client base on policies and projects. It is also worth mentioning that these points are very much embodied in the state

historic preservation plan that focuses on economic development, partnerships, education, and proactive planning.

Question: How do potential changes in the economy affect clients or demand for DAHP's services?

By and large, DAHP sees subtle changes in demands for DAHP services as a result of changes in the economy. However, changes in the economy may have distinctly different impacts on archaeological resources in contrast to built environment resources. For example, a slow-down in the economy usually results in a dampening of private sector driven land development. With fewer development projects disturbing soils, the positive result for cultural resource protection is that fewer archaeological sites are being disturbed and destroyed. On balance, slow economic times often spark increased public funding for economic development and infrastructure construction thereby increasing chances of encountering and disturbing archaeological resources.

Changing economic cycles also have mixed results for the historic built environment. On the one hand, reduced economic activity can reduce development pressures on historic buildings and structures so that fewer historic buildings are demolished or altered to make way for larger development. On the other hand, a slow economy also has a significant negative impact on the market for rehabilitating historic buildings. GMAP data from DAHP's Investment Tax Credit program and the state Special Valuation for Historic Properties program chart measurable decreases in property owners taking advantage of those historic preservation tax incentives. A prime example of this occurred during the most recent economic recession of 2001, prior to which the economic boom of the late 1990's resulted in the high-profile gravitation of many so called "dotcom" businesses to Seattle's Pioneer Square Historic District. The subsequent "dotcom bust" had a devastating effect on Pioneer Square with high vacancy rates and reduced investment.

In summary, the economic cycles appear to have only a moderate overall impact on DAHP workload and service delivery. However, the impact is a bit more pronounced when probing deeper into certain programs or activities. The obvious example is DAHP's review of rehabilitation work on historic buildings in anticipation of applying for tax incentives. Activity in DAHP's other program areas remained consistent during the most recent economic downturn. This would seem to bear out the anomaly of that recession in that real estate

sales and housing construction remained robust despite reversals in other sectors.

Question: Are populations that DAHP serves growing at rates significantly different than the expenditure limit growth rates?

They are. Since DAHP's constituency generally reflects the state's population in general, these numbers are growing significantly. However, unlike some agencies that serve distinct age groups such as youth or seniors, DAHP's constituents tend to be from those in higher education through career-age groups. Since these populations are increasing in size as reflected from census figures, these age cohorts are increasing not only in size but also in education and income. There is also increasing expectations by these clients about DAHP's service delivery and technology.

Other observations to make and questions to pose about the populations that DAHP serves are as follows:

- It is widely recognized that the "baby boomer" generation is increasing in age, disposable income, and rapidly moving on toward retirement. DAHP finds much of its support within this age group that tends to have a strong interest in history. This trend presents a good opportunity to build partnerships and interest in historic preservation and DAHP programs.
- On the other hand, as boomers enter retirement, these numbers are already driving housing developments in all parts of the state and nation with resulting impacts to archaeological resources and culturally sensitive areas.
- The looming "housing crisis" in the United States (especially affordable housing), is one in which historic preservation and DAHP can play a role in the future. Through preservation of existing housing and adaptive re-use of other historic properties (i.e. warehouses, offices, hotels, etc.) at least a portion of the growing demand for housing can be satisfied. However, related and increasingly urgent issues that DAHP has a stake include: lead paint, asbestos, and environmental hazard remediation; green, and LEED standards; development of new energy sources (i.e. wind, solar, hydro); and conflicting building codes.
- Will younger generations embrace historic preservation and cultural resource protection as readily as the "baby boomers?" Will they enter into the field of cultural resource protection in as large numbers? Will they support legislation, policies, and trends that support historic preservation? Also, will education of young

preservation professionals meet future needs and will salaries for these professionals keep pace with similar fields? Of course, it is too early to answer these questions; but current trends indicate that support for preservation will be sustained although the movement and profession will clearly change in its character and focus.

- When managed appropriately, increases in heritage and cultural tourism present positive opportunities for increased interest in historic preservation and its resulting partnerships. However, like with anything, too much of a good thing presents challenges to the profession and long-term cultural resource protection. Also, will heritage tourism remain a growth industry beyond the “baby boomer” generation? Another caution is that tourism is very sensitive to economic cycles, as was seen in the travel industry after 9/11.
- DAHP, and preservationists in general, have a keen interest in statewide growth management efforts. Overall, growth management comprehensive planning has generated awareness and recognition of historic preservation as a land use planning issue. However, recent voter initiatives that attempt to diminish the control of land use regulations, if successful, may well have direct and indirect repercussions to cultural resource protection work as well.
- It is both ends of the age spectrum that is fueling interest in living and working in center cities. DAHP sees evidence of this happening even in the state’s second-tier cities such as Bellingham and Vancouver. This small but growing national trend, when appropriately managed and planned for, has positive ramifications for historic preservation in general and for DAHP programs in particular. However, will downtown neighborhoods and the “loft lifestyle” remain attractive to households as they move through the life cycle? Another question is whether, and how soon, will developers be able to satisfactorily replicate this lifestyle in suburban or “greenfield” sites?
- An important challenge/opportunity for DAHP and historic preservation in general is the growing ethnic diversity of the state’s population. Arguably, the historic preservation movement was born in the 1960s and encompasses the values of a European-American cultural outlook. As “minority” and immigrant populations grow in number and influence, will they embrace historic preservation as now cast in the National Historic Preservation Act? This is not easy to answer particularly when considering that for many minorities, the past is seen as

one of oppression or segregation, not to mention whether a history even exists in the United States for some recent migrants. These are questions and issues that pose a challenge for DAHP in terms of outreach, education, and partnerships. But, it also provides for an exciting opportunity for the historic preservation movement to re-define and re-invigorate itself.

Question: What potential partners exist in the external environment and how could they enhance our ability to get results?

As referenced previously, state historic preservation plan Objective III B directs preservationists to "Create New and Strengthen Existing Partnerships." As a small agency that has a history of working hard to fill a gap between capacity and service delivery, DAHP has long invented and relied upon partnerships to achieve results. These partnerships have typically been formed with public sector agencies and private, non-profit organizations. DAHP fully expects this pattern to continue, if not accelerate. To touch upon a few examples, DAHP has implemented inter-agency agreements with other state and federal agencies to support staffing levels, GIS and database development, and education programs. DAHP has also formed partnerships with the non-profit sector and universities for education/outreach purposes as well as special programs such as the Historic County Courthouse Rehabilitation Grant program. Other examples of partnerships are documented in the state historic preservation plan. Potential partnerships in the private sector that have been identified include land trusts, environmental groups, real estate agents, economic development, and the travel industry.

These partnerships benefit DAHP and preservation in general by expanding the range of DAHP's constituency and audience. This opens up avenues for additional resources to support office operations. For example, DAHP has obtained financial support to develop and sustain our efforts to convert paper records into an electronic format. Other state agencies also support staff members who serve as a liaison to those departments on cultural resource matters.

There is also the opportunity to gain added support for historic preservation initiatives in the Legislature. The Historic County Courthouse Rehabilitation Grant program is a good example of this potential. The drive to implement this program resulted in an effective alliance between the Washington Trust for Historic Preservation, the

Washington Association of Counties, and the Department of Community, Trade and Economic Development.

Question: What other risks and barriers could affect capacity?

Generally, historic preservation and cultural resource protection enjoy broad-based support in the Legislature, Congress, and from the public at large. However, this support often seems thin and fragile when other seemingly larger issues take priority, both from a policy and a budget standpoint. Therefore, when political good-will is not enough to carry the day in historic preservation issues, the community's only true recourse is protection through state and federal statutes, policies, and supporting regulations. Although these tools are effective, they are also vulnerable to changes in policies, priorities, and resulting budgetary implications. Therefore, the absence of a permanent, stable and adequate funding source for DAHP operations is the most critical risk and barrier affecting capacity. In addition to this fundamental issue, other potential risks and barriers that will affect DAHP's effectiveness and capacity include the following:

- Dwindling federal policy and funding support for DAHP staffing and programs.
- Reductions to city, county, and other local government staffing levels (and particularly local preservation program staff) and resulting workload impacts to DAHP staff.
- Increasing frequency by which sites of tribal interest are discovered and impacted; and
- Increasing Tribal expectations for participation in project planning and implementation at all levels of government and all stages of implementation; and
- Expectations of the SHPO to assume a lead role in resolving cultural resource disputes.
- Increasing resort to litigation to resolve disputes.
- Threats to existing partnerships with other agencies resulting from shifting budget priorities and policies.
- Resolution of questions surrounding DAHP's transfer of computer hardware and software installation and maintenance after transition from CTED.
- Ability to implement DAHP's Business Plan to satisfy technology and records management needs and to meet customer expectations.
- Ability of DAHP staff to meet our stakeholder's service delivery expectations in the face of rising workloads and increasingly complex issues.

- Increasing administrative and personnel management responsibilities and processes.
- Ability to provide DAHP staff with competitive salaries and benefits.
- Ability to provide training and education opportunities for DAHP staff and stakeholders.
- Increasing accessibility and utility of the federal Investment Tax Credit program, particularly to small business and property owners.
- Increasing tension between strong property rights activists, growth management planning, natural resource protection, and Tribal interests.
- Ability to provide grant assistance to local governments to assist otherwise unfunded preservation efforts.
- Need to identify and pay for new DAHP office space if present building is demolished.

ASSESSMENT OF INTERNAL CAPACITY AND FINANCIAL HEALTH

The former Office of Archaeology and Historic Preservation transformed into the Department of Archaeology and Historic Preservation in July 2005. This event followed nearly 20 years of being housed within the Department of Community Development and its successor agency, Community, Trade and Economic Development. As to be expected, there have been growing pains and challenges during this first transitional year. The formation of the Department resulted from legislation passed during the 2005 Legislative Session and resulted from a consistent message from the state's historic preservation community that the agency have a higher profile in the framework of state government and belief that cultural resource issues merit the attention of the Governor's Cabinet. As a result of this transition, an assessment of DAHP's internal capacity and financial health comes at an opportune moment in agency history.

Question: How does the agency's staffing and organizational capacity compare with its tasks? Does the agency face recruitment, retention or other workforce challenges?

At present staffing levels, DAHP is under-capacity in its ability to meet all programmatic and administrative demands. At 12.8 FTE's plus three employees provided through inter-agency agreements, staff is stretched under a tremendous and unrelenting workload. DAHP has

been fortunate in meeting *critical* needs as a result of the following factors:

- A highly skilled staff that is able to work independently on a day-to-day basis.
- Investment in computer technology that has increased efficiency and capabilities.
- Low priority tasks are not addressed.
- Most staff members manage multiple tasks and programs.
- DAHP has utilized inter-agency agreements to hire staff assigned to work on special projects.

DAHP is organized in four units: Administration, Archaeology, Built Environment, and Records Management. This basic model works well for the agency and has stood the test of time. It would be important to mention that the agency's relatively small size and informal work environment provides an advantage by fostering communication and teamwork amongst staff members.

The agency does not face major recruitment, retention, or workforce challenges. The highly specialized and technical nature of DAHP's mission quite frankly draws upon a relatively small labor pool that is highly educated and motivated. Also, since DAHP is the only State Historic Preservation Office in the state and one of only fifty in the nation, professional mobility is very limited. As a result, staff retention rate is high; over half of staff members have been with the agency over 5 years and no permanent staff members have departed in over three years. Recent Department of Personnel survey of state employees resulted in an overall DAHP employee satisfaction score of 3.98.

While the overall satisfaction score is relatively high, it also indicates room for improvement. Workforce challenges include the following:

- Competitive salary ranges. Because of longevity, most DAHP employees are at the top of their pay scale. Economic, lifecycle, and inflation factors weigh increasingly heavy on employees who see comparable work in other public agencies and the private sector being rewarded with higher salaries. Thus, DAHP remaining to be seen as competitive in salaries and benefits is a growing problem.
- Need for greater administrative support. As the bulk of DAHP staff is comprised of cultural resource technicians, most staff energy is devoted to program administration and external

relationships. While this explains DAHP's success in service delivery and customer satisfaction, internal and administrative needs often go unmet. Indeed, there is only one administrative staff position to support the department.

- Training and education. In a profession with rapidly changing technology and emerging issues plus strong personal motivations, DAHP staff members seek greater stimulation through conferences, workshops, and coursework to stay fresh with professional trends.
- Increasing workloads. As noted elsewhere, staff is increasingly frustrated with increasing workloads, rising customer expectations, and static compensation levels. Important programs and worthy initiatives are routinely delayed indefinitely.

Question: Does the agency see a need or opportunity for changes in technology or service delivery methods?

Most definitely. DAHP's emergence from CTED brought with it tough lessons about separating computer systems. Given limited staff resources and its highly technical nature, DAHP has become highly dependent upon sophisticated computer hardware and software to get its work done more efficiently and effectively. Extracting DAHP's computer hardware and software from CTED's system has brought the Department close to crisis in light of aging hardware and the need for highly skilled and expensive technical support. Addressing these problems is an urgent necessity that requires time, expertise, and funding to keep DAHP functioning to meet service delivery volumes and high expectations.

Beyond the more immediate stresses of replacing and updating technology, DAHP has identified in its IT Business Plan an exciting package of proposals for implementation in coming years. By making more and better use of the Internet, these technology initiatives present DAHP with an opportunity to take a major step forward toward increasing staff efficiency and enhancing service delivery. Indeed, these efficiencies are seen as serving DAHP to fulfill other needed service delivery methods. The primary change in service delivery is increasing DAHP presence in the field during consultations; education and outreach efforts, and perhaps even a permanent field office outside Olympia.

Question: What capital facility changes will be needed in this time frame and why? Does the agency have pressing facility and operations needs?

The most apparent need is proposed construction of an executive agency office building on the site of DAHP's current location. If construction indeed occurs during this timeframe, DAHP will face important questions including the following:

- DAHP maintains that the character of its office is critical to conveying its mission to stakeholders. If DAHP must move, relocation to a historic property is top priority.
- If DAHP is to be housed in the new office building together with other "heritage" agencies, the configuration of that space and its relationship to the other agencies must be carefully considered so that DAHP's visibility and access to the public remains high.
- Any relocation will have major budget implications including moving costs, space remodeling/finishing, security, plus ongoing impact to DAHP's limited budget.
- What programmatic and partnership opportunities might a new building or relocated space present to the agency and what are the benefits/costs of doing so?

Question: What technology investments will be needed in this time frame and why?

As described above, DAHP is at a critical juncture in terms of technology investments. Major investment is in the offing just to keep existing capacity in operation. Most existing computer hardware is beyond replacement dates. \$30,000 is budgeted to meet this need. Also needed is the purchase of an estimated three to six servers. In addition, present software packages for GIS, scanning, and database management are rapidly reaching capacity and capability. Beyond hardware and software needs, DAHP recognizes a need for expertise for installation and programming purchases. And ultimately, there will be an ongoing need to maintain technology investments, repair when needed, and design computer applications for future needs.

Question: Are there trends in revenue sources, fund balance changes, or cost pressures that may affect the agency's financial sustainability?

As indicated previously, the foundation of DAHP's budget is its annual allocation from the federal Historic Preservation Fund (HPF). Traditionally, this grant amounts to 60% of the agency's budget for core program areas as mandated by the National Historic Preservation Act. State General Fund funding comprises the balance.

Since year 2000, DAHP's annual allocation has essentially remained flat. While the good news is that grant funds have not technically been cut, inflation and resulting escalating prices and fees effectively result in funding cuts. While the state historic preservation plan Objective II B calls for efforts to obtain increased federal allocations, DAHP does not believe that is likely given present intense pressures on the federal budget. In effect, there is a growing gap between DAHP's budget and ability to meet service delivery needs and customer expectations.

DAHP's Business Plan calls for establishment of a "fee for service" agreement with external database users for remote and 24/7 access to electronic databases. The Business Plan calls for purchase, installation, and management of software that creates a "web-portal" through which qualified stakeholders will be able to access DAHP's electronic Inventory of Cultural Resources. Currently, researcher/consultants must come to DAHP's office to conduct this research at our computer workstations. Although a vast improvement over previous methods of searching through file drawers and boxes, DAHP maintains it can make the process even more "user-friendly" by providing a remote access option to these databases. This plan is a "win-win" situation for both the database users in reducing their overall costs for doing research and reduces DAHP staff time and resources devoted to scheduling and assisting researchers in the office. DAHP's Sustainability Plan also supports this proposal. In addition to staff time, energy/equipment costs and needs will be reduced for database users, as well as for DAHP itself.

Question: What trends in supplier, contractor and other support services may affect the agency's ability to deliver results.

This question addresses DAHP's contract for computer technical support. As described elsewhere in this plan, DAHP operations and service delivery are highly dependent upon sophisticated and expensive computer hardware and software, all with intricate inter-connections. DAHP staff does not have nearly the technical expertise to program, install, and maintain these systems. Therefore, for several years DAHP has relied on contracts with consultant to provide us with this expertise. Clearly, DAHP's ability to continue obtaining this

support is critical to achieving the agency's planning goals and performance measures. Obviously, like everything else, these costs are increasing, especially for DAHP's very specialized needs database and information storage needs. Because of rising contractor costs and ever tightening budget, DAHP is at the point of having to delay implementing projects, reducing program efforts and quality of service delivery.

FUTURE CAPITAL and TECHNOLOGY NEEDS

DAHP's strategic Plan identifies technology and an immediate and critical need. DAHP's technology portfolio and technology plan (attached) outlines the needs and currently understood measures to address these needs. Strategy I is DAHP's action plan intended to address this need.

However, DAHP recognizes that there are longer-term needs not addressed by Strategy I as it is now planned. Such longer-term needs include the following items:

- Ongoing maintenance for existing computer technology.
- Funding and implementing a three-year computer replacement cycle.
- Providing and installing computers for new staff members.
- Extending statewide coverage for GIS predictive modeling.
- Enhancing capabilities to design and maintain DAHP's website.
- Identifying and implementing enhancements to existing database capabilities.
- Address incompatibility issues with other databases and systems.
- Transfer of databases and existing programs as new technology emerges.

DAHP also plans to be more proactive in investigating and testing new cultural resource management technologies. Electronic technologies are rapidly advancing abilities to investigate and provide information about archaeological sites and buildings. Remote sensing, ground penetrating radar, and other techniques are emerging rapidly that would exponentially increase the present rate of cultural resource identification and evaluation. DAHP sees a keen need to anticipate these changes and provide leadership in establishing policies and standards for appropriate application in the field and incorporation into the work environment through purchase of necessary hardware and software.

In addition to the above listed technology needs, DAHP's Strategic Plan will spark other related capital and equipment needs. Likely the largest question looming in DAHP's future is its future office location. Given current studies by the State to replace or rehabilitate buildings on the north edge of the Capitol Campus, DAHP may find a new or rehabilitated home at its present location or may need to locate a new location entirely.

Under any of these scenarios, a new facility opens up intriguing opportunities for adjunct spaces and outreach. Since moving to its current location in 2001, DAHP has been intrigued by the potential of mounting displays about cultural resources. A new space would expand this opportunity to include collocation with other heritage focused state agencies (State Archives, State Library, State Historical Society, etc.) with the possibility of exhibits and displays of cultural resources. DAHP has also considered the potential of a resource center that would make heritage related materials (books, periodicals, CDs, DVDs, etc.) for research and purchase. Other ideas include hosting space for an archaeology lab where specialists could conduct investigations, research, and demonstrations that would also be accessible to students and the public.

If DAHP decides that it must relocate to a new location, a top priority will be to locate a building that conveys DAHP's mission of re-using and rehabilitating historic properties in downtown Olympia. Wherever DAHP eventually lands, large capital expenditures will be needed to identify and make tenant improvements, move the office (including computer connections), and budget for higher rent costs and new equipment and furnishings.

Other capital expenditures to be anticipated during the Strategic Plan timeframe include purchase of up to two new vehicles (hybrid in accordance with the Sustainability Plan). Anticipated new staff will be charged to spend large periods of time conducting site visits and meeting with stakeholders in their communities. As a result, DAHP will need to explore the costs versus the benefits of purchasing a hybrid as opposed to using motor pool vehicles for staff travel.

Also, DAHP has entertained the idea of opening a field office to raise the Department's profile in eastern Washington. If the idea comes to fruition, DAHP will realize charges to open and maintain this office including equipment purchases and computer networking.

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Appendix A

Information Technology Portfolio

Department of Archaeology and Historic Preservation

August 2005

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 current IT infrastructure
- To describe our IT support transition plans
- To outline our 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 as supported by the Department of Community Trade and Economic Development (CTED) but transitioning to General Administration (GA) desktop and server support in the upcoming year, and outline current projected IT projects and investments. 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 that was 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 the Local Government Division of CTED. As an agency, 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. This information is updated and created on a daily basis.

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. 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. It is the cultural and historic resources of a community that tells the story of its past, a past that makes any single community distinct from all other places. 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 2005-2007 Biennium

DAHP, and its forerunner OAHP, 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

It should be understood that the above goals are not exclusively those of DAHP. These are goals for the historic preservation community statewide to work toward realization. However, DAHP clearly plays a major role in supporting and implementing these preservation goals. The plan's timeframe extends from 2004 to 2009, thereby encompassing the 2005-07 biennium.

At a smaller scale, DAHP develops and implements annual office work plans that give staff specific tasks to achieve during the year. Tasks in 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.

At another level and within state government, the SHPO and DAHP supports the Governor's GMAP initiative to document and demonstrate the value of state government to taxpayers. In recent years, OAHF (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 will tie in with the state's enterprise architecture plans. The agency intends to maintain an IT infrastructure that is stable, secure, and efficient to best assist consultants, other state agencies, federal agencies and tribal nations, as well as our data sharing partners, in reviewing projects for potential adverse effects to

cultural resources.

Internal agency operations are relatively stable at this time from an information technology perspective with desktop PCs and server applications supported by CTED, and our email service and domain hosting which is supported by the Department of Information Services (DIS). We are preparing service level agreements with both CTED and DIS for this support.

The next significant move will be to transition from a service agreement with CTED to one with GA for desktop and server support. We must still overcome the technological challenges and fiscal constraints to purchase and move all of our server systems and applications to DAHP and DIS from CTED: file share and print server, Geographic Information Systems (GIS) including ArcIMS (web-based data delivery) and ArcSDE (spatial database engine), electronic document scanning system, web development and a quality assurance/quality control (QA/QC) environment, and web server for WISAARD (Washington Information System for Architectural and Archaeological Records Data).

WISAARD is an online searchable database accessed through a GIS portal presently displaying all National and State Register cultural resources that are not archaeological in nature. In the future we hope to expand upon the data sets represented on WISAARD to include archaeological sites and districts, historic properties, and cultural resource surveys. We envision strict security through passwords and logon IDs given to stakeholders using a fee system for cost recovery.

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:

Technology Device	Inventory	Used by
Desktop Computers	17	Staff
Desktop Computers	3	Consultants
Multimedia Desktop Computer - Loaded with full Adobe suite, and assorted scanning equipment	1	Staff
Laptop Computers	2	Staff

Desktop Computers -	2	Staff
Part of production scanning system: scan and index workstations		
Server Appliances	5	Staff/consultants
Copiers	3	Staff/consultants
Peripheral Devices – Printers	8	Staff/consultants
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

Eighteen of the desktop computers and both of the laptops are three years of age or greater; all four servers are between three and four years of age. 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 14.8 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 service level agreement with CTED for desktop and server application, and WISAARD website support.**
- **Maintain vendor support contracts for GIS and associated databases.**

Future IT Investments

- **Make transition to a service level agreement with GA for desktop and server support.**
- **Continue present service level agreement with DIS for email, domain, and web hosting.**
- **Replace aged desktops, servers, switches, flatbed scanner and plotter.**
- **Purchase additional GIS software to increase the number of concurrent users in-house: ArcView.**
- **Purchase GIS and other software enabling DAHP to independently support and maintain the WISAARD website: ArcIMS, ColdFusion, and SQL Server.**
- **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

From an administrative standpoint, the 2005-07 Biennium will be a time of transition for DAHP as it works to assume a renewed presence in the framework of state agencies. DAHP is keenly aware that its new status as a department brings with it increased accountability to the Governor. Importantly, DAHP's constituents and stakeholders also have increased expectations for performance and service.

As a result, acquiring and utilizing technology that maximizes taxpayer investment and helps achieve the highest level of service to our customers, is the foundation of DAHP's strategic business plan. Achieving this goal will provide the following benefits:

- 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 2005-07 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.
- Expand the number of GIS licenses in the office having access to spatial data from the current level of 8 to 11 users. This plan would include continued access for DAHP's current three in-house computer research stations used by research consultants.
- Purchase ArcIMS, MapOptix, Coldfusion, and SQL Server software to independently support and strengthen DAHP's online WISAARD searchable database of National Register and Washington Register listing of historic places. Each of these programs is required to maintain WISAARD as it is presently structured.
- 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 – 2005 Fiscal Year

Hardware Purchase		
Desktop PCs		
Standard		\$0
Upgraded		\$0
Laptops		\$2,800
Servers		\$0
Switches		\$0
Hardware Maintenance – Scanning System		\$12,500
Software Purchase		
GIS		\$0
Software Maintenance		
GIS		\$9,539
Data Storage Services (a la Carte Room)		NA
Repairs & Maintenance		\$500
End User IT Training		
Included in cost of Service Level Agreement		
Service Level Agreements		
CTED		\$48,360
DIS		NA
GA		NA

B. Projected IT Spending – 2006 Fiscal Year

Hardware Purchase			
Desktop PCs			
Standard	12 @ \$1600		\$19,200
Upgraded	4 @ \$1875		\$7,500
Laptops	2 @ \$2500		\$5,000
Servers	5 @ \$8000 each		\$40,000
Switch			\$2,500
Hardware Maintenance			
Scanning System			\$12,500

Software Purchase		
GIS		\$72,283
Software Maintenance		
GIS		\$9,539
Data Storage (a la Carte)	1 cabinet @ \$800 per month	\$9,600
Repairs & Maintenance		\$500
End User IT Training		
Included in cost of Service Level Agreements		
Service Level Agreements		
CTED		\$10,800
DIS		
Web site hosting	\$150 per month	\$1,800
Email	\$15 per month X 14.8 FTEs	\$2,664
Connection fee	\$200 per month	\$2,400
GA		none at this time
Rearchitecture Project Management		\$10,000
Implementation Team (Configuration, data transfer, testing)	To be determined	
FY 2005 (Actual)		\$73,699
FY 2006 (Projected)		\$206,286*

*This figure does not include the unknown cost of the implementation team whose workload has been initially assessed as requiring 3-4 months labor for 1-2 people.

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: 14.8 FTE's

D. Security and Disaster Recovery/Business Resumption Plans

We are currently covered by CTED's IT Portfolio in this regard.

E. Public Access

The DAHP website (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. Since our first website, posted on the web in 2000, it has undergone many changes, including hosting location. We feel that these changes have helped us to develop a well-rounded, useful and user friendly 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:

Admin_Section 106	tracking of review and compliance efforts for DAHP use
Historic Properties	stores data re: built environment for DAHP and consultant use
Archaeology	stores data re: archaeological resources for DAHP and consultant use
MOA	tracking for Memorandums of Agreement (MOA) entered into by DAHP
Certified Rehabs	tracking of investment tax credit project monies approved by DAHP
Survey Reports	stores bibliographic data for DAHP and consultant use
Register*	stores data re: National and Washington Heritage Register listed or eligible resources for DAHP and consultant use

*The Register database was upsized to SQL during the implementation of the WISAARD project in fall 2004. DAHP uses a front-end Access version for staff use that links to the SQL database that CTED houses for WISAARD use.

Section 4. Technology Investment/Project Summaries

Project

Title: WISAARD

Description/Purpose: Web-based GIS portal for delivery of spatial, textual, and photographic documentation of National and State Register properties. Scanned images of nominations themselves may be viewed online as well. See CTED IT Portfolio for full description of this project.

Cost Estimate: \$100,000 grant monies from the Federal Highways Administration (FHWA)

Schedule: Start Date: website launched on September 1, 2004
End Date: Ongoing as supported by CTED IT

Scope: Agency Wide

Risk Level: Moderate

Business Driver/Strategy Supported: All DAHP Goals and objectives

Executive Sponsors: FHWA

Project Manager: Dillon Mullenix, CTED IT Operations Manager

Section 5. Planned Investments/Projects

Project 1

Title: Rearchitecture of DAHP Technology

Description/Purpose: Transition to independent status with GA for support of desktop and server environment, and DIS for support of email and domain hosting; followed by the purchase, configuration and installation of new servers, desktops, laptops, software, etc. to bring DAHP into line with state IT standards and ensure business continuity. The rearchitecture will entail a phased approach, overseen by a project manager, of transitioning to new equipment, the testing of hardware and software, and migrating data to the new environment. By necessity this rearchitecture will rely upon the services of various outside vendors (such as ImageSource for imaging system; a GIS firm for GIS related issues; another firm/agency to handle the data migration and transfer; and another to conduct the final testing phase of quality assurance/quality control before project sign-off occurs).

Cost Estimate: TBD

Schedule: Start Date: TBD

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

Project 2

Title: Rearchitecture of DAHP WISAARD Website

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: To be determined (TBD)

Schedule: Start Date: TBD

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