



Preserving America's Heritage

November 19, 2010

Memorandum

To: ACHP Members
From: Executive Director
Subject: Strategic Planning Materials and Background

In preparation for the December 1 strategic planning session, we are providing members with the following materials covered by this memorandum:

- The current Six-Year Strategic Plan with a summary of recent achievements under each of the Six-Year Goals. These are intended to relate the Long-Range and Six-Year Goals to specific actions taken by the ACHP.
- A redline-strikeout version of the existing Strategic Plan that reflects changes suggested by the ACHP staff based on their November 3 day-long strategic planning retreat. Included are possible program activities related to the goals.
- A brief summary of recommendations from the 2006 Preserve America Summit that were adopted by the ACHP and designed to improve the national historic preservation program.

In addition there are materials in committee sections of the meeting book that are relevant to the strategic planning discussion. I would particularly draw your attention to the Federal Agency Program Committee materials, as they include a summary of the National Trust's "Back to Basics" report on Section 106.

The Role of the Strategic Plan. The ACHP's strategic plan must conform to standards for federal agencies set by the Office of Management and Budget, but as a small agency the ACHP has some flexibility in applying those standards. In general, the plan must include a mission statement and a series of long-range goals that are designed to help the ACHP fulfill its mission. The long-range goals define the primary areas of the agency's program. Our current strategic plan has five.

For each long-range goal there are one or more six-year goals that can be substantially accomplished over the period covered by the plan. The distinction between a long-range and six-year goal is primarily one of timing and objective: a long-range goal may not ever be fully accomplished, while a six-year goal should be more finite and achievable. Six-year goals are accomplished through action items. These action items define the kinds of activities that the ACHP will focus on over a much shorter period of time (usually one to two years) that are very specific and focused on one or more aspects of the six-year goal.

The completed plan, including the mission statement, long-range goals, and six-year goals becomes the framework for developing the ACHP's budget, establishing annual work plans for members and staff, and

reporting to the Council and OMB on the agency's accomplishments. Members and staff are encouraged to develop action areas each year and that becomes the basis for the agency work plan. The work plan becomes an integral part of the agency leadership and staff performance plans. Accomplishments by leadership and staff are evaluated in the performance appraisal process and reported to OMB in the budget estimate. By the time the budget estimate is provided to OMB, it is time for the members and staff to develop action areas for the next year, and the cycle starts again.

The Strategic Plan Development Process. The staff launched the current effort with a day-long retreat where they started from the existing plan and discussed whether the basic structure was still valid. There was universal agreement that it was but there needed to be refinements to reflect the current challenges and opportunities in historic preservation and incorporate the policy goals of the Obama Administration. The changes they recommended position the ACHP to be a more proactive and dynamic leader in the national program, incorporate objectives of engaging youth and diverse constituencies, recognize Preserve America as a continuing element of the broader Administration America's Great Outdoors Initiative, and commit the ACHP to actively advancing a broad understanding of the benefits of the federal historic preservation program.

On December 1, the ACHP committees will meet in the morning and each will look at strategic planning issues from their program perspective. The afternoon session will be facilitated and will work through the complete strategic plan. It is important to note that the discussion will focus on the mission statement, the Long-Range Goals, and the Six-Year Goals. The specific program actions to implement these goals ("Action Areas" in the jargon) will be noted and collected, but detailed consideration of them will occur after the basic framework of the Strategic Plan is formed. The goal for the day is to reach consensus on the mission statement, the Long-Range Goals, and the Six-Year Goals.

At the December 2 business meeting, the members will have the opportunity to take formal action on the plan, if they so wish. This could be an endorsement in concept or be more specific. If there is further work to be done before such endorsement, the chairman will work through the Executive Committee to refine the Strategic Plan and schedule formal adoption at a later date. To emphasize, action will only be taken that is consistent with the degree of agreement that the members have at that time.

When the Strategic Plan is formalized, the ACHP committees will be the focal points for developing the action areas. These will be developed in anticipation of final approval of a Strategic Plan with action areas at the February 2011 meeting.

Please contact me or the senior staff for your respective committees if you have any questions about the content or process. Also note that we are now meeting on December 1 at the Old Post Office Building. I look forward to seeing you there and to a productive session.

John M. Fowler



Preserving America's Heritage

Six-Year Strategic Plan 2006-2012 Adopted November 2006

(With examples of recent implementing activities, 2008-2010)

MISSION STATEMENT

The mission of the Advisory Council on Historic Preservation is to promote the preservation, enhancement, and productive use of our nation's historic resources, and advise the President and Congress on national historic preservation policy.

I. ADVOCATE PRESERVATION POLICY

Long-Range Goal: To advance effective public policies that promote the protection, enhancement, and productive use of historic resources and support and encourage historic preservation activities carried out by federal, state, local, and tribal governments, and the private sector.

- A. **Six-Year Strategic Goal:** Shape executive branch and congressional preservation policy to advance the goals of the National Historic Preservation Act and the Preserve America initiative. (Also see IV.C. below under "Communicate the ACHP's Message.")
- Provided information and advice to the Administration and Congress on a number of major policy initiatives and pieces of legislation affecting historic properties and historic preservation programs, and responded to congressional requests for information on important historic preservation cases.
 - Worked with the Congressional Historic Preservation Caucus on promoting Preserve America and other significant preservation issues.
 - Advocated for the use of American Recovery and Reinvestment Act (ARRA) funds for historic preservation.
 - Successfully advocated within the Administration and in Congress enhanced funding support for State Historic Preservation Officers and Tribal Historic Preservation Officers to help implement ARRA.
 - Developed guidance for federal agencies on Section 110(g) of the NHPA that authorizes assistance from a federal agency to a state to assist the agency in carrying out its NHPA

- responsibilities to facilitate reviews under ARRA and other federal programs.
- Successfully advocated enactment of legislation to permanently authorize the Preserve America and Save America's Treasures programs as part of the Omnibus Public Land Management Act of 2009.
 - Prepared an assessment requested by Congress on the effectiveness of the Preserve America Grants program.
 - Advocated successfully for funding support for the Preserve America Grants program.
 - Supported full funding for the Historic Preservation Fund in the CLEAR Act.
 - Advocated for adequate funding for SHPOs and THPOs in the 2009, 2010, and 2011 appropriations process.
 - Continued its use of quarterly ACHP business meetings to focus on important preservation policy issues questions about the federal government's leadership role in historic preservation, including preservation and economic development, sustainability, the National Parks Second Century report, and the America's Great Outdoors Initiative.
 - Followed through on oversight and implementation of many of the recommendations for improving the national historic preservation program emerging from the Preserve America Summit in 2006, including adopting the recommendations of an independent expert panel on the federal preservation program infrastructure.
 - Established a Task Force on Sustainability and Historic Preservation to oversee ACHP activities to promote historic preservation as a key component of the federal government's policies and programs addressing sustainability.
 - Developing guidance for energy efficiency retrofits of federal historic buildings in accordance with Section 2(g) of E.O. 13514.
 - Engaged with key members of the Administration and senior agency staff representatives on policy development for the America's Great Outdoors Initiative and assisted in preparation of the proposed report to the President on this subject in 2010.
 - Began discussions with the National Park Service about the follow-up and implementation of the National Parks Second Century Commission Report.
 - Renewed service on the Department of Commerce's interagency Tourism Policy Council that has been reconvened under the Secretary of Commerce.
 - Submitted report and recommendations to the President on the stewardship of federal historic properties as required by Section 3 of the Preserve America Executive Order.
 - Organized and convened meetings of Senior Policy Officials to address preservation issues at the policy level of government.

B. Six-Year Strategic Goal: Develop and implement initiatives that promote the economic, educational, and social benefits of historic preservation as embodied in the Preserve America initiative.

- Worked with the White House, the Department of the Interior, and other federal agencies on the Preserve America Steering Committee as well as state, local, tribal, and private partners to expand and implement the Preserve America program.
- Launched a new program component recognizing volunteer preservation efforts called

Preserve America Stewards in 2008.

- Worked with federal property managing agencies to assist them in meeting accountability requirements and how they are fostering recognition of the local economic and educational uses of heritage assets as required by the Preserve America Executive Order.
- Continued to assume a leadership role in supporting and promoting heritage tourism on a national basis by adoption of a policy statement and guidance on archaeology and heritage tourism through the ACHP's Archaeology Task Force.
- Actively participated and made policy and program presentations at major state, regional, and national conferences on historic preservation, Gulf Coast recovery efforts, tourism, and tribal issues.
- Took an active role in tourism policy and program discussions through the Partners in Tourism, and participated in planning next steps from the 2009 policy forum on "Stimulating Economic Vitality and Resource Conservation in Gateway and Tribal Communities."

C. Six-Year Strategic Goal: Promote policies that improve the participation of Indian tribes and Native Hawaiian organizations in the national historic preservation program.

- Adopted Policy Statement on the ACHP's Interaction with Native Hawaiian Organizations.
- Co-authored the report on tribal consultation submitted by the Interagency Working Group on Indian Affairs (IWGIA) to the White House and eventually assumed leadership of the IWGIA, advancing IWGIA's goals to promote improved policy and program relations between federal agencies and Indian tribes.
- Worked closely with the ACHP's Native American Advisory Group to address preservation issues of concern to Indian tribes, most notably the BLM Nationwide Programmatic Agreement and HUD's delegation of its government-to-government consultation responsibilities to applicants.
- Produced government-wide guidance on tribal consultation, supported training and outreach to tribes on a variety of issues, and developed in cooperation with IWGIA the online training course, *Working Effectively with Tribal Governments*.
- Assumed a leadership role and established a partnership with the United South and Eastern Tribes and the National Congress of American Indians in the effort to resolve HUD's delegation of its government-to-government responsibilities to its grant recipients.
- Pursuant to the Presidential Memorandum on Tribal Consultation of 2009, revised the ACHP's E.O. 13175 tribal consultation plan and provided assistance to other federal agencies in addressing their responses to the Administration.

II. IMPROVE FEDERAL PRESERVATION PROGRAMS

Long-Range Goal: To foster the development of federal agency programs that enhance the stewardship of historic properties and contribute to tribal, state, local, and private historic preservation efforts.

A. **Six-Year Strategic Goal:** Improve the effectiveness, coordination, and consistency of the federal preservation program.

- Worked with federal agencies, states, Indian tribes, and other stakeholders to develop and execute major federal program improvements that enhance the consideration of historic properties in federal planning, streamline Section 106 review processes, and improve stakeholder involvement. A sample of high profile achievements include the following:
 - *Alternate Procedures:* Certified Ft. Hood to operate under the Army Alternate Procedures.
 - *Programmatic Agreements:* Participated in Section 106 consultations to develop numerous statewide, regional, and nationwide Programmatic Agreements. Notable examples include statewide agreements to streamline the review of FHWA assisted transportation projects, including bridge rehabilitation and routine maintenance; a revised nationwide PA with the NPS; an addendum to the BLM nationwide PA committing BLM to revise the current agreement to further incorporate the role of Indian tribes; a HUD Neighborhood Stabilization Program II regional PA; a prototype PA with the Department of Energy (DOE) to streamline the implementation of DOE's weatherization grant programs funded by ARRA; and initiated consultation to develop a prototype PA for FEMA's disaster and non-disaster programs.
 - *Program Comments:* Issued separate program comments for rehabilitation treatment measures on historic masonry for the DoD; streamlined review processes for the construction of communication facilities funded by RUS and NTIA; the disposal of Navy vessels that are obsolete or no longer needed for Navy missions and have been stricken from the Naval Vessel Register; and select repairs and upgrades for GSA facilities.
- Worked with the Administration, federal agencies, states, Indian tribes, and other stakeholders to provide guidance on considering historic preservation issues in the implementation of ARRA; participated in Section 106 cases relating to ARRA and advised federal agencies, states and Indian tribes to identify opportunities for streamlining Section 106 reviews for ARRA projects; provided Section 106 and ARRA training to more than 100 students nationwide; and developed and posted guidance on ACHP Web site on identifying opportunities for considering preservation projects under ARRA.
- Cooperated with DOT and the transportation community to develop implementing regulations for major changes under the Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU) to the operation of Section 106 and Section 4(f), providing that certain outcomes reached under Section 106 can substitute for the requirements of Section 4(f).
- Worked closely with FHWA to implement SAFETEA-LU provisions establishing a project delivery pilot program for California allowing it to assume DOT environmental responsibilities under the National Environmental Policy Act (NEPA) and other environmental statutes to include Section 106.
- Provided comments to BLM and its partners on their efforts to coordinate NEPA and Section 106 review for the designation of energy corridors on western public lands called for by the Energy Policy Act.
- Consulted with the Corps of Engineers to explore program alternatives to address the

systemic problems related to the use of Appendix C as counterpart regulations.

- Assisted DOI, NPS, NOAA, and DHS in developing strategies for considering impacts to historic properties as a result of the Deepwater Horizon Oil Spill response.
- Served on an interagency work group to finalize the National Response Framework plan to be activated in the event of future disasters, implementing the ACHP's role as a Support Agency within the Emergency Support Function (ESF #11) framework, the part of the National Response Framework devoted to Protection of Natural and Cultural Resources and Historic Properties in presidentially declared disasters.

B. Six-Year Strategic Goal: Collaborate with federal agencies and other stakeholders to highlight best practices and overcome obstacles to the preservation and productive use of historic properties.

- Expanded and improved the database of federal preservation officers and Section 106 contacts for federal agencies with responsibilities under NHPA.
- Served on the Transportation Infrastructure Streamlining Task Force, which was created pursuant to Executive Order 13274, "Environmental Stewardship and Transportation Infrastructure Project Reviews," giving special attention to transportation projects selected by the Secretary of Transportation for review by the task force and publicizing examples of best practices that can be used for other complex, controversial projects.
- Along with NPS, provided initial support for the Federal Preservation Officer Forum and encouraged communication and collaboration among FPOs.
- Under the leadership of the new Archaeology Subcommittee, engaged a broad range of stakeholders, including tribes and the professional archaeological community, to expand a suite of guidance documents for addressing archaeological properties in federal planning.

C. Six-Year Strategic Goal: Assist federal agencies in meeting the goals and requirements of the Preserve America Executive Order.

- Completed second Report to the President called for by Section 3 of the Preserve America Executive Order and worked with federal agencies to address a broad range of recommendations to improve federal historic preservation.
- Hosted annual meetings with Senior Policy Officials (SPOs) to identify opportunities to improve the stewardship of historic properties, promote the consideration of historic preservation issues early in agency planning, and promote complete agency progress reporting pursuant to Section 3 of the Preserve America Executive Order.
- Encouraged federal agencies to identify SPs as required by the Preserve America Executive Order and updated a comprehensive database of designated SPOs.

D. Six-Year Strategic Goal: Encourage public and private use of partnerships to advance historic preservation goals.

- Maintained existing partnerships and established new agreements with VA, BLM, Army Headquarters, and the Department of Energy that support professional staff positions dedicated to pursuing program improvements and addressing Section 106 issues with these agencies.
- Signed a Memorandum of Understanding with nine other federal agencies that commits the federal government to streamlining and improving environmental reviews for the development of energy transmission lines on federal lands throughout the United States.

- Created an interagency working group on energy development and historic preservation jointly led by the ACHP and DOI with the goal to improve coordination between energy projects on federal lands and historic preservation.
- Participated as co-lead agency with the NPS on the National Historic Property Inventory Initiative to promote enhanced data sharing that would facilitate early identification of historic properties and improve the compliance efficiency for Section 106 review.

III. IDENTIFY, PROTECT, AND ENHANCE HISTORIC PROPERTIES

Long-Range Goal: Foster outcomes in the federal consideration of impacts to historic properties that advance the purposes of the National Historic Preservation Act and the Preserve America initiative.

A. **Six-Year Strategic Goal:** Promote an increased understanding of the historic preservation process and enhance effective participation through technical advice and the development of tools, guidance, and outreach.

- Routinely provided outreach to principal Section 106 users (notably SHPOs, tribes, and NHOs) through e-mail broadcasts to update them on changing policies and recent developments.
- Provided training on the Section 106 process to an average of 500 – 600 students annually through the “Section 106 Essentials” course; trained an additional 150 – 200 students annually through the “Advanced Seminar on Section 106”; and provided targeted Section 106 training to an additional 1,300 – 1,500 students in GSA, USDA, FHWA, FEMA, HUD, and other agencies through partnership agreements and special arrangements.
- Launched a distance learning initiative to develop as part of the ACHP’s training program a suite of tools to deliver training in Section 106 through online courses, webinars, video teleconferencing, and other electronic communication media; established dedicated Training Specialist position to advance the initiative.
- Published *Consultation with Indian Tribes in the Section 106 Process: A Handbook* and other guidance regarding tribal consultation.
- Developed a suite of guidance documents for addressing archaeological properties in federal planning, providing Section 106 users with the first full service guidance documents addressing the entire range of archaeological issues from identification and evaluation to mitigation and curation.

B. **Six-Year Strategic Goal:** Enhance the capabilities of federal agencies, tribal, state, and local governments, Native Hawaiian and non-profit organizations to carry out their respective roles in the Section 106 process and improve communication among these parties.

- Conducted a broad range of activities to train stakeholders, develop guidance materials, and develop tools for the ACHP’s Web site.
- Conducted a series of meetings with 45 individual SHPOs designed to bring them up-to-date with the recent changes and new initiatives at the ACHP and to examine in detail the mechanics of the Section 106 process that place particular strains on SHPO operations.
- Participated in national meetings of the National Conference of State Historic Preservation Officers, the National Association of Tribal Historic Preservation Officers, the National Trust for Historic Preservation, and the United South and Eastern Tribes to address Section 106 issues of interest and concern to those organizations.

- Launched an aggressive outreach program to keep tribal and Native Hawaiian representatives better informed and to offer more frequent training opportunities including instituting monthly teleconferences and regular e-mail alerts about important Section 106 or historic preservation developments.
- Conducted regular teleconferences and meetings with preservation partners to discuss major initiatives related to economic stimulus activities.

C. **Six-Year Strategic Goal:** Focus ACHP involvement in individual Section 106 cases to maximize preservation benefits to the public and improve the operation of the Section 106 process.

- Actively participated in approximately 400 – 500 complex and precedent-setting Section 106 cases annually, and provided technical assistance and advice on more than 1,000 additional Section 106 actions each year. These cases are often controversial and frequently can be lengthy and time consuming. The outcomes present major historic preservation challenges, as illustrated by a sample of cases in the following four major areas:
- *Section 106 cases that have substantial impacts on important historic properties, and which may pose other challenges:*
 - Development of the National Mall Plan (Washington, D.C.)
 - Development of the St. Elizabeths Hospital site for federal office space (Washington, D.C.)
 - Presidio Trust Management Plan Main Post Update (California)
 - Closure of Fort Monroe (Virginia)
 - Demolition of Building 521, Naval Station Great Lakes (Illinois)
 - Footprint Reduction at Pearl Harbor (Hawaii)
 - Bishops Run residential development (Virginia)
 - National Capital Framework Plan (Washington, D.C.)
 - Expansion of Taos Regional Airport (New Mexico)
 - Chaco Canyon Road (New Mexico)
 - Golden Gate Bridge Suicide Barrier (California)
 - Jackson Barracks Redevelopment (Louisiana)
 - Rehabilitation of federal office building at 50 United Nations Plaza (California)
 - Lincoln Memorial reflecting pool rehabilitation (District of Columbia)
 - Repair and rehabilitation of Monument Plaza at Hoover Dam NHL (Nevada)
 - Lake Champlain bridge replacement project (New York)
- *Section 106 cases that present important questions of policy or interpretation, have the potential for presenting procedural problems, and which may pose other challenges:*
 - Development of Wind Energy at Cape Wind (Massachusetts)
 - CERCLA Action at Moffett Field (California)
 - New Orleans Medical Center (Louisiana)

- Museum of African American History and Culture (Washington, D.C.)
- Honolulu High-Capacity Transit Corridor Project (Hawaii)
- Charlottesville Route 250 Bypass Interchange (Virginia)
- Solar Energy Programmatic Environmental Impact Statement (Six Western States)
- Yucca Mountain Nuclear Repository (Nevada)
- California high-speed rail (California)
- Walter Reed Army Medical Center base realignment and closure (District of Columbia)
- Department of Defense build-up (Guam)
- Indiana historic bridges (Indiana)
- Pond Eddy bridge (Pennsylvania – New York)
- Langley Research Center Programmatic Agreement for management of facilities, infrastructure, and sites (Virginia)
- Imperial Valley Solar PA (California)
- *Present issues of concern to Indian tribes or Native Hawaiian organizations, and which may pose other challenges:*
 - TriState Shooting Range (Arizona)
 - Routine Military Training at the Makua Military Reservation (Hawaii)
 - Telescope on Mount Haleakala (Hawaii)
 - TransCanada and Denali gas pipelines (Alaska)
 - Programmatic Agreement for Topock remediation project (Arizona and California)
 - Ruby Pipeline Project (Wyoming, Utah, Nevada, Oregon)
 - Keystone Pipeline Project (Multiple States)

D. **Six-Year Strategic Goal:** Improve the coordination of Section 106 with Sections 110 and 111 of the National Historic Preservation Act, the Preserve America initiative, and related federal environmental and preservation processes to assist federal agencies in fulfilling their stewardship responsibilities.

- Participated in the Council on Environmental Quality’s NEPA Harmonizing Work Group to improve the coordination of National Environmental Policy Act (NEPA) and Section 106 and completed a first draft for a chapter on coordinating NEPA and Section 106.
- Established a workgroup to develop ACHP guidance on coordinating Section 106 reviews with those conducted pursuant to NEPA in order to promote the earlier consideration of Section 106 in federal planning and promote efficiencies through the coordination of these two processes; began development of additional guidance on integrating NEPA and Section 106 compliance.
- Completed the development of protocols with NPS for requesting and producing reports to the ACHP pursuant to Section 213 of NHPA addressing Section 106 issues concerning National Historic Landmarks adversely affected by project development.

IV. COMMUNICATE THE ACHP'S MESSAGE

Long-Range Goal: To inform and educate stakeholders, the public, and their governmental representatives about the ACHP's mission and activities, the national historic preservation program, and the Preserve America initiative.

A. **Six-Year Strategic Goal:** Advance understanding of the roles of the ACHP and of the federal partners in the national historic preservation program.

- Updated the strategic communications plan and created and implemented a new brand which addresses objectives, target audiences, key messages, tactics, projected timelines and estimated costs for strategies as well as performance measures.
- Created collateral materials, including new fact sheets and brochures, to explain the mission of the ACHP and communicate information to diverse audiences about the NHPA.
- Continued to produce and distribute the quarterly ACHP *Case Digest* on noteworthy Section 106-related cases and precedent-setting federal activities.
- Developed and cultivated media contacts and opportunities and generated and placed timely media advisories, news releases, and articles about the ACHP's activities, including activities relating to the Preserve America program.
- Expanded public outreach efforts by increasing participation and presence at preservation conferences and events, and providing speakers, exhibits, and printed material.
- Developed focused outreach efforts to Indian tribes and Native Hawaiians by participating in radio interviews and utilizing new media to convey the ACHP message.
- Managed ACHP awards program, including the development and management of the Chairman's Award for Federal Achievement in Historic Preservation, the ACHP Award for Federal Preserve America Accomplishment presented at ACHP business meetings, and partnership with the NTHP on the joint National Trust for Historic Preservation/Advisory Council on Historic Preservation Award for Federal Partnerships in Historic Preservation.
- Informed national historic preservation organizations about the ACHP's perspectives on pending legislation and other national historic preservation matters.
- Developed a comprehensive, updated conference and event plan, and increased participation in conferences: National Service Learning Conference, Learn and Serve America Grantees annual meeting, Learn and Serve America Tribal grantees meeting, Small Museums Association Conference, 13th Conference on National Historic and Scenic Trails, American Association for State and Local History.
- Created and administered a youth education and involvement effort to expand constituency for historic preservation and improve the national preservation ethic, including creation of an ACHP Working Group on Youth Education and Involvement including member agencies and new entities like Learn and Serve America of the Corporation for National and Community Service.
- Created a new brand look for the ACHP/Preserve America Web site with new sections (including an ARRA section and a Service Learning section), updated content, added news releases and greater interactivity to the Web site as a whole.
- Updated and enhanced the Preserve America Web site.
- Developed materials for outreach to ACHP audiences, including an updated version of

Protecting Historic Properties: A Citizen's Guide to Section 106 Review.

- Engaged new partners to encourage youth involvement in historic preservation, including Learn and Serve America of the Corporation for National and Community Service; the National Council for Preservation Education; the President's Council on Fitness, Sports, and Nutrition; the National Archives and Records Administration; and the National Park Foundation.
- Undertook an internal effort to improve the integration of diverse constituencies in the programs of the ACHP and to better communicate with such constituencies.
- Maintained an active partnership with the NPS Federal Preservation Institute to educate senior officials about federal preservation responsibilities, expand preservation-related educational opportunities for federal employees, develop educational tools for Federal Preservation Officers, and develop a Web-based preservation learning portal for officials with preservation-related responsibilities
- Continued to work with the Corporation for National and Community Service to promote historic preservation related service learning programs in Indian Country and expand this partnership to include intertribal organizations such as the National Congress of American Indians and the National Association of Tribal Historic Preservation Officers.
- Promoted federal service learning opportunities at conferences including the National Service Learning Conference and the Learn and Serve America Tribal Grantee Training Conference and advanced preservation concepts with the Federal Interagency Committee on Education, the Federal Interagency Council on Trails, and the Department of Education's National History Education Clearinghouse.

B. Six-Year Strategic Goal: Promote public and governmental understanding of, and participation in, the Preserve America initiative.

- Provided a comprehensive overview of the stewardship of historic resources owned or managed by the federal government in the second report to the President under the Preserve America Executive Order.
- Completed preparations and review for the sixth annual cycle of the Preserve America Presidential Award program, in cooperation with DOI and other agencies, culminating in a White House ceremony.
- Expanded the ACHP's work with the Corporation for National and Community Service on Service Learning and historic preservation to promote these kinds of programs in Indian Country both as a tool to engage tribal youth and as a tool for tribal preservation programs to accomplish preservation projects.
- Developed and cultivated media contacts and opportunities and generated and placed timely media advisories, news releases, and articles relating to the Preserve America program.
- Overhauled the Preserve America Web site to better communicate information about the program.
- Continued to write and distribute a Preserve America e-newsletter to more than 3,000

subscribers with timely information on Preserve America program developments and opportunities.

- Supported Preserve America Community designation events and other events with event templates and materials.
- Formed and improved partnerships with other federal agencies' communications operations to better educate audiences about federal historic preservation programs, with particular emphasis on the Preserve America program.

C. **Six-Year Strategic Goal:** Educate the Congress and policy officials in the executive branch about the economic, educational, and social benefits of historic preservation. (Also see I.A. above under "Advocate Preservation Policy.")

- Led the organization of an educational session on NHPA for Congressional Historic Preservation Caucus members and staff, and created and began distribution of a historic preservation "basics" e-newsletter for the Caucus.
- Disseminated the ACHP's second report to the President under the Preserve America Executive Order to highlight the importance of historic preservation and federal historic property stewardship as an Administration policy.
- Conducted numerous one-on-one meetings with members of Congress and staff and Executive Branch policy-level officials, including cabinet secretaries, to raise their level of understanding of historic preservation.
- Widely distributed the ACHP *Case Digest* on noteworthy Section 106 cases to stimulate awareness of the ACHP and the Section 106 process.
- Provided transitional briefing materials on the ACHP and its key programs for the new Administration.

V. SUPPORT AND ENHANCE ACHP ORGANIZATIONAL PERFORMANCE

Long-Range Goal: To maximize the effectiveness and efficiency of the members and staff in meeting the needs of the ACHP's customers and in carrying out the ACHP's mission.

A. **Six-Year Strategic Goal:** Determine the type and level of resources necessary to effectively carry out the ACHP's mission and secure those resources from public and private sources in a timely manner.

- Obtained passage of amendments to the NHPA that includes the authority for the ACHP to secure administrative support from agencies other than the Department of the Interior.
- Secured contract support from an accounting firm specializing in financial management challenges facing small federal agencies.
- Established the Office of Native American Affairs to recognize the important role Indian tribes and Native Hawaiian organizations play in the ACHP's work, elevating the ACHP's Native American Program to equal status with other ACHP organizational units.

B. **Six-Year Strategic Goal:** Maintain and expand partnerships with federal agencies, tribal, state, and local governments, Native Hawaiian organizations, and private parties to advance the ACHP's mission and goals.

- Maintained existing federal agency partnerships (Army Environmental Command, USDA, GSA, FEMA, and FHWA) and secured four new partnerships (VA, DOE, Army headquarters, and BLM) to augment the ACHP's resources base and meet ACHP and agency program goals.
- Designated a liaison with the Bureau of Land Management that is principally focused on addressing energy projects and pursuing opportunities for program improvements with BLM.
- Continued to support and participate in the activities of the ACHP's Native American Advisory Group to advance tribal views in federal policy development.
- Expanded the ACHP's relationship with the United South and Eastern Tribes (USET), successfully pursued a similar relationship with the National Congress of American Indians, and reached out to the Affiliated Tribes of Northwest Indians.

C. **Six-Year Strategic Goal:** Develop and implement a human capital strategy that recognizes and responds to the demographics of the ACHP's existing workforce and provides opportunities for the ACHP to recruit and retain employees who reflect the diversity of America and that will best serve the ACHP's mission.

- Completed the transition process to new leadership of the ACHP.
- Received provisional approval from OPM to implement a performance management system for the ACHP's Senior Executive Service employee.
- Secured funding from the ACHP Alumni Association to support a summer internship at the ACHP.
- Created a staff working group on diversity in 2010, with expected recommendations on both internal and external strategies for improved performance.
- Effectively managed succession planning and transition for half of the ACHP's senior managers and nearly two-thirds of the professional staff.

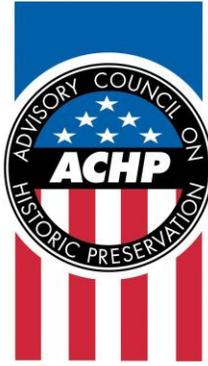
D. **Six-Year Strategic Goal:** Enhance internal operational performance and efficiency by improving teamwork, communication, information technology resources, professional development, and work processes.

- Used the Budget and Planning Committee, comprised of members of the ACHP, to oversee the work of the agency in managing its finances and respond to issues raised during the recently completed audits.
- Completed the migration to the Microsoft Exchange Platform and the use of Microsoft Outlook, allowing ACHP staff to access the office network remotely and greatly improving workplace flexibility and productivity.
- Completed the first phase of a transformational agency-wide IT infrastructure improvement project, upgrading desktop software, replacing outdated switches and cabling, and purchasing new server hardware and software.

- Upgraded computer system hardware and software to provide greater security and reliability.
- Restructured the in-house printing function agency-wide to improve efficiency and reduce cost.

E. **Six-Year Strategic Goal:** Improve service to ACHP customers by identifying major areas of customer interaction and implementing goal-driven enhancements that respond to stated customer needs in measurable ways.

- Had staff complete the online course, *Working Effectively with Tribal Governments* and receive training from the Office of Native American Affairs regarding ACHP policies on Indian tribes and Native Hawaiian organizations.
- Conducted in-state visits with 45 SHPOs to identify and address specific customer needs.
- Participated regularly in meetings of the NCSHPO Board, the FPO Forum, and the National Trust to discuss ACHP interactions with these major constituencies.
- Met with federal agency officials to determine ways to improve coordination of ACHP and agency activities.



Preserving America's Heritage

Six-Year Strategic Plan 2006-2012 Adopted November 2006

Staff Draft 11/19/2010

MISSION STATEMENT

The ~~mission of the~~ Advisory Council on Historic Preservation ~~is to promote~~ the preservation, enhancement, and productive use of our nation's diverse historic resources, and advises the President and Congress on national historic preservation policy.

I. PROMOTE ADVOCATE HISTORIC PRESERVATION POLICY AND PROGRAMS

Long-Range Goal: Formulate and ~~To~~ advance effective public policies that promote the protection, enhancement, and productive use of historic resources and support and encourage historic preservation activities carried out by federal, state, local, and tribal governments, and the public in all its diversity ~~private sector~~.

A. **Six-Year Strategic Goal:** Influence ~~Shape executive branch and~~ congressional actions preservation policy in order to advance the goals of the National Historic Preservation Act ~~and the Preserve America initiative~~.

[Possible action items: Congressional relations plan; interaction with Historic Preservation Caucus and outreach events with members of Congress; legislative tracking; communication mechanisms.]

B. **Six-Year Strategic Goal:** Develop and implement initiatives that promote the economic, environmental, educational, and social benefits of historic preservation ~~as embodied in the Preserve America initiative~~.

[Possible action items: Sustainability Task Force; Preserve America Program; involvement in the America's Great Outdoors Initiative; economic benefits study; youth involvement; involvement of underrepresented populations; international outreach; using Section 106.]

- C. **Six-Year Strategic Goal:** ~~Develop and advance~~ ~~Promote~~ policies that ~~support the role of improve the participation of~~ Indian tribes and Native Hawaiian organizations in the national historic preservation program.

[Possible action items: Support for government-to-government consultation; Interagency Working Group on Indian Affairs; NATHPO as voting member; establishment of the Native Hawaiian Federal Interagency Working Group.]

- D. **Six-Year Strategic Goal:** Develop and advance policies that encourage greater engagement of diverse constituencies in the national historic preservation program.

[Possible action items: create a Diversity Advisory Group, similar to the Native American Advisory Group, to advise the members and staff on how to better engage diverse audiences.]

II. IMPROVE FEDERAL PRESERVATION PROGRAMS

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

- A. **Six-Year Strategic Goal:** Assess and report on ~~Improve~~ the effectiveness, ~~coordination, and consistency~~ of the federal preservation program.

[Possible action items: Develop criteria, measures, and assessment tools; reporting mechanisms, including resurrection of the annual report to the President and Congress; consultation with agencies and stakeholders.]

- B. **Six-Year Strategic Goal:** Collaborate with federal agencies and other stakeholders to recognize and communicate good examples that demonstrate the appropriate ~~highlight best practices and overcome obstacles to the~~ preservation and productive use of historic properties.

[Possible action items: Compilation of case studies; award and recognition program.]

- C. **Six-Year Strategic Goal:** Assist federal agencies in meeting the goals and requirements of Executive Order 13287 and other Presidential directives that support historic preservation ~~the Preserve America Executive Order.~~

[Possible action items: Section 3 Report; Sustainability guidance for energy retrofit.]

- D. **Six-Year Strategic Goal:** Facilitate collaborative efforts between federal agencies and other parties that help agencies meet their preservation program needs, advance national ~~Encourage public and private use of partnerships to advance~~ historic preservation goals and improve coordination with other actions and requirements.

[Possible action items: Interagency agreements; Agency-SHPO-THPO agreements; Historic Preservation and Energy Development working group; public lands resource management and regional tourism models; education and service-learning partnership; Public Buildings Cooperative Use Act and Section 111; BRAC; NEPA integration and collaborative land-use planning.]

D.E. Six-Year Strategic Goal: Ensure that federal agencies engage the full range of the public in their implementation of federal programs that affect historic properties.

[Possible action items: Use the Diversity Advisory Group (see action item under I.D, above) to identify current obstacles to engagement of diverse constituencies and propose solutions; program review and agency guidance.]

III. IDENTIFY, PROTECT, AND ENHANCE HISTORIC PROPERTIES

Long-Range Goal: Foster outcomes in the federal consideration of impacts to historic properties that advance the purposes of the National Historic Preservation Act ~~and the Preserve America initiative.~~

- A. Six-Year Strategic Goal:** Promote an increased ~~awareness~~ understanding of the Section 106 process by participants, other stakeholders, and the full range of the public ~~historic preservation process and enhance effective participation through technical advice and the development of tools, guidance, and outreach.~~

[Possible action items: Citizen's Guide-type publications; translate the Citizen's Guide to other languages; Case Digest; cooperative efforts with preservation partners, issuance of ACHP Section 106 opinions, conference presentations.]

- B. Six-Year Strategic Goal:** Enhance the knowledge and capabilities of participants, other stakeholders, and the public ~~federal agencies, tribal, state, and local governments, Native Hawaiian and non-profit organizations~~ to better carry out their respective roles in the Section 106 process, and to improve communication among these parties.

[Possible action items: Distance learning initiatives, expanded training program, improved website, technical assistance and applicant guidance; outreach to local governments, including CLGs, CDBG cities, and PA Communities; focused Indian tribe, Native Hawaiian Organization, and Native Alaskan assistance; focused outreach to diverse, underrepresented constituencies; creation of Section 106 training tailored to non-expert citizens.]

- C. Six-Year Strategic Goal:** Focus ACHP involvement in individual Section 106 cases to maximize preservation benefits and serve to the public ~~interest and improve the operation of the Section 106 process.~~

[Possible action items: Development of programmatic agreements and other program alternatives; monitor and report on case trends and ACHP involvement; improve transparency of ACHP participation.]

- D. Six-Year Strategic Goal:** Improve the effectiveness ~~coordination~~ of the Section 106 process as well as coordination with other sections of with Sections 110 and 111 of the National Historic Preservation Act, ~~the Preserve America initiative, and~~ related federal environmental and preservation processes, and Administration initiatives to assist federal agencies in fulfilling their stewardship responsibilities.

[Possible action items: NEPA/106 coordination guidance; collaborate with CEQ on environmental review processes; 110(k) technical assistance.]

D-E. Six-Year Strategic Goal: Encourage the consideration of historic and cultural values important to diverse and underserved constituencies in the Section 106 process.

[Possible action items: Explore ways to encourage SHPO assistance to federal agencies in identifying relevant diverse consulting parties in their states; provide guidance to federal agencies on identifying and engaging a broader group of additional consulting parties; create, maintain, and share with other Federal agencies a contact list of diverse groups.]

IV. PROMOTE THE IMPORTANCE OF HISTORIC PRESERVATION IN THE 21ST CENTURY COMMUNICATE THE ACHP'S MESSAGE

Long-Range Goal: Foster broader appreciation for historic preservation, history, and the work of the ACHP among diverse audiences, and communicate the value and benefit of preservation to promote greater public support for and participation in preservation programs and activities throughout the nation. To inform and educate stakeholders, the public, and their governmental representatives about the ACHP's mission and activities, the national historic preservation program, and the Preserve America initiative.

A. Six-Year Strategic Goal: Raise the level of understanding of Advance understanding of the roles of the ACHP and of the federal partners in the how the national historic preservation program functions and how to access it.

[Possible action items: Update communications and outreach strategy; develop special outreach for typically underserved and underrepresented constituencies; expand groups and organizations with which ACHP interacts; pursue cooperative efforts with partners; enhance and manage web site; integrate publications and training; plan NHPA 50th anniversary observances.]

B. Six-Year Strategic Goal: Increase awareness of and participation in ACHP programs and activities. Promote public and governmental understanding of, and participation in, the Preserve America initiative.

[Possible action items: Promote participation in the Preserve America program, encourage and help create educational and youth involvement programs; schedule special and focused events and recognition in conjunction with ACHP meetings; involve Chairman, members, and staff in public forums; participate in a broader range of conferences, networks and local events in different communities to reach more diverse audiences.]

C. Six-Year Strategic Goal: Educate the Executive Branch and elected officials and staff regarding Congress and policy officials in the executive branch about the economic, educational, and social benefits of historic preservation and the federal of historic preservation program.

[Possible action items: Promote active participation in Preserve America components and events; develop and implement the service-learning initiative and other outreach to youth.]

V. BUILD AND MANAGE SUPPORT AND ENHANCE ACHP ORGANIZATIONAL CAPACITY PERFORMANCE

Long-Range Goal: ~~Obtain and effectively manage the~~ To maximize the effectiveness and efficiency of the members and staff in meeting the needs of the ACHP's resources to ensure that its mission is accomplished and the needs of the ACHP's customers are met and in carrying out the ACHP's mission.

- A. **Six-Year Strategic Goal:** ~~Annually D~~ determine the type and level of resources necessary, secure those resources from appropriate sources, and allocate them so that the goals of the annual work plan can be achieved. to effectively carry out the ACHP's mission and secure those resources from public and private sources in a timely manner.

[Possible action items: annual budget development; development of interagency and other cooperative agreements; staff allocations; annual staff work plan.]

- ~~B. Six-Year Strategic Goal: Maintain and expand partnerships with federal agencies, tribal, state, and local governments, Native Hawaiian organizations, and private parties to advance the ACHP's mission and goals.~~

- ~~C.B. Six-Year Strategic Goal: Develop and implement a human capital strategy that recognizes and responds to the that recognizes and responds to the demographics of the ACHP's mission, maximizes expertise and effectiveness among members and staff, and existing workforce and provides opportunities for the ACHP to recruit and retain employees who reflect~~ the diversity of America and that will best serve the ACHP's mission.

[Possible action items: Improvements to the hiring process; active engagement in appointments process; staff training; succession planning; realignment of staffing levels; development of administrative policies; develop an internship program to encourage diversity in historic preservation careers; encourage the consideration of diversity goals when appointing members to the ACHP.]

- ~~D.C. Six-Year Strategic Goal: Improve Enhance~~ internal operational performance to maximize resources through analysis of work processes, enhancements to information technology resources, changes to administrative procedures, and the implementation of fiscal controls and efficiency by improving teamwork, communication, information technology resources, professional development, and work processes.

[Possible action items: annual operation plan; IT infrastructure and desktop upgrades; budget execution planning and management by office; improved external contract services; using video conferencing, webinars, and other 21st century solutions to better meet work needs.]

- ~~E.D. Six-Year Strategic Goal: Improve service to ACHP customers by identifying major areas of customer interaction and implementing goal-driven enhancements that respond to stated customer needs in measurable ways.~~

[Possible action items: implementation of on-line registration and payment for training program and delivery of training via distance learning initiative; monitor partnership agreements to ensure terms of agreement are met to the satisfaction of client agency and ACHP; survey 106 customers to measure perceptions of the process and outcomes.]



Preserving America's Heritage

PRESERVE AMERICA SUMMIT RECOMMENDATIONS

Identify Historic Properties

- **Create a comprehensive inventory** of historic properties through a multi-year plan that expands current inventories and makes them more compatible and accessible.
- **Promote cultural diversity** in the identification of historic properties by evaluating the National Register of Historic Places for its inclusiveness and encouraging local, state, and tribal governments to evaluate their own inventories.

Enhance Stewardship

- **Respond to disasters** by forming a technical advisory committee to develop guidance, a plan for dissemination and training, and emergency and mitigation strategies consistent with the Department of Homeland Security's National Response Plan.
- **Address security needs** by developing guidance, including guidance on all-hazards risk assessment.
- **Conserve cultural collections** by pursuing cost-effective collaboration between the historic preservation community and the broader cultural heritage community, including support for the Institute of Museum and Library Services' "Connecting to Collections" initiative.
- **Promote innovation** by creating a clearinghouse through the National Park Service National Center for Preservation Technology and Training to disseminate information on innovative technologies and encourage their use.

Sustain Communities

- **Measure and share preservation's benefits** by developing consistent ways to measure direct and indirect impacts (particularly economic) and by pursuing and promoting necessary research.
- **Provide more technical assistance** to local communities to promote historic preservation and heritage tourism, and explore the concept of a Preserve America Community agent or similar mechanism to work more actively with local communities.
- **Increase synergy** between the development community and public sector partners by implementing the recommendations of the National Park System Advisory Board Committee on the Federal Historic Preservation Tax Credit and by seeking ways to expand use of federal financial assistance programs for historic preservation.

Educate Citizens

- **Enhance heritage education** by developing a communication strategy for providing information to the educational community about Web sites, curriculum guides, and other outreach products that promote heritage education.
- **Engage youth** in historic preservation by promoting programs that involve them in hands-on preservation activities and through the possible establishment of an ongoing youth summit as part of the Preserve America initiative.

Provide Leadership

- **Optimize U.S. participation in the international preservation arena** by improving information exchange and facilitating U.S. participation in international preservation activities.
- **Explore improvements to the program structure** of the federal preservation program through creation of an independent review panel.