

**ACHP Accomplishments  
Under the 2011/2014 Strategic Plan**

**I. PROMOTE HISTORIC PRESERVATION POLICY AND PROGRAMS**

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

**A. Six-Year Strategic Goal:** Assist the Executive Branch and the Congress in formulating policies that fulfill the goals of the National Historic Preservation Act.

***Legislation***

- Successfully advanced amendments to the National Historic Preservation Act (NHPA) that created a full-time, Senate-confirmed Chairman position for the ACHP and made the National Association of Tribal Historic Preservation Officers (NATHPO) a voting member of the ACHP.
- Provided information and advice to the Administration and Congress on legislation affecting historic properties and historic preservation programs. Some of the key issue areas addressed included:
  - Historic Preservation Fund (HPF);
  - federal Historic Tax Credit;
  - alignment of Section 106 and Section 4(f) reviews for surface transportation undertakings;
  - National Register of Historic Places – specifically when threatened by the provisions of the Military LAND Act;
  - national park deferred maintenance;
  - proposed railroad rights-of-ways Section 106 exemption;
  - border security and environmental waivers;
  - BAMIPP-related bills; and
  - Presidential designation of national monuments.
- Worked extensively with the Department of Transportation (DOT), Office of Management and Budget (OMB), and the Council on Environmental Quality (CEQ) on the development of legislative principles to improve the alignment of Section 106 and Section 4(f) reviews for surface transportation undertakings and advised Congress and the Administration on provisions in the Fixing America’s Surface Transportation Act of 2015.
- Developed internal policy to guide when the ACHP will weigh in on site-specific legislation affecting historic properties.

***Federal Policy***

- In accordance with Section 3 of Executive Order 13287: “Preserve America,” developed three Section 3 reports (2012, 2015, 2018) with recommendations to improve federal property-managing agency identification, protection, and utilization of historic properties.

- Developed the following reports, policy statements, and guidance addressing key policy issues:
  - *Managing Change: Preservation and Rightsizing in America*
  - *Preserving Historic Post Offices: A Report to Congress*
  - *NEPA and NHPA: A Handbook for Integrating NEPA and Section 106*
  - Policy Statement on Controversial Commemorative Works
  - Policy Statement on Historic Preservation and Community Revitalization
  
- Addressed federal policy on balancing infrastructure development and preservation:
  - Served on the Interagency Infrastructure Steering Committee created by Executive Order 13604: “Improving Performance of Federal Permitting and Review of Infrastructure Projects” to promote coordination of environmental reviews. Then served on its later iteration, the Federal Permitting Improvement Steering Council (FPISC), which was established in 2016 in accordance with the Fixing America’s Surface Transportation (FAST) Act.
  - Signed on to the interagency Memorandum of Understanding (MOU) on the One Federal Decision policy regarding lead agency coordination of environmental review of major infrastructure projects, in accordance with established in Executive Order 13807: “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects.”
  - Served on the Broadband Interagency Working Group.
  
- Addressed federal policy on sustainability, climate change, and historic properties:
  - Served on the Council on Climate Preparedness and Resilience, established by Executive Order 13653: “Preparing the United States for the Impacts of Climate Change.”
  - Worked to ensure that historic properties were addressed in CEQ’s implementing instructions for Executive Order 13693: “Planning for Federal Sustainability in the Next Decade.”
  - Participated in an interagency effort to revise the *Guiding Principles for Sustainable Federal Buildings*.
  
- As part of an interagency steering committee, developed the Unified Federal Review process to expedite post-disaster Section 106 reviews.
  
- Worked with the Federal Real Property Council (FRPC) to develop improved guidance regarding historic properties in the Federal Real Property Profile (FRPP).
  
- Promoted federal support of heritage tourism through participation in meetings of the Commerce Department’s Tourism Policy Council and active participation in the development of Commerce’s National Tourism Strategy.
  
- Advocated for historic preservation interests as a member of the America’s Great Outdoors Council.

### ***Preservation50***

- Assessed the current policies, practices, and potential future direction of the national historic preservation program and issued *The National Historic Preservation Program at 50: Priorities and Recommendations for the Future*.
  
- Participated in the overall planning and management of the Preservation50 initiative marking the 50<sup>th</sup> anniversary of the NHPA:

- Served on the initiative's Advisory Committee and Steering Committee.
- Contributed to content development for the Preservation50 web site.
- Developed a web-based summary of major preservation policies and practices championed by the ACHP from 1966-2016.
- Issued a series of Section 106 Success Stories written for the anniversary celebration.
- Publicized the anniversary via press releases, stories on the web and social media, events, presentations at professional and community conferences, and publications, including a brochure and postcards.

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

### *Preserve America*

- From 2011-2016, successfully sought White House designation for 68 Preserve America Communities and 28 Preserve America Stewards, bringing the total to 906 Communities and 59 Stewards.
- Targeted outreach to increase diversity of program participants, including dissemination of two case studies of model Preserve America grant-funded projects that highlight underrepresented populations and youth engagement.
- Publicized Preserve America at Partners in Tourism Cultural Heritage Tourism Exchanges and at conferences sponsored by the National Trust for Historic Preservation (National Trust), the Main Street Program, the National Alliance of Preservation Commissions, and the Journey through Hallowed Ground Partnership.
- Shared innovative ideas and provided information on grants, networking opportunities, and technical assistance to local communities by means of the Preserve America e-newsletter, social media, and conference sessions.

### *Economic Benefits and Heritage Tourism*

- Issued the report *Measuring Economic Impacts of Historic Preservation*, which identifies and analyzes methods for measuring the economic impacts of historic preservation.
- Participated in the Partners in Tourism public-private coalition and Cultural Heritage Tourism Exchange conference.
- Participated in Tourism Policy Council working group meetings, an interagency tourism working group led by the Department of the Interior (DOI), and National Tourism Strategy conference calls on tourism and heritage/historic preservation integration.
- Partnered with the Southeast and Western States Tourism Policy Councils under intergovernmental MOUs, including participating in the Southeast Council's Capitol Hill annual event.
- Developed web site content on historic preservation's economic impacts in various states and localities.

## *International*

- Provided comments on the provisions regarding cultural heritage and heritage conservation in the draft *New Urban Agenda* adopted at the UN Conference on Housing and Sustainable Urban Development (Habitat III) and later endorsed by the UN General Assembly.

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

## *Administration Policy Development*

- Participated in the 2012 and 2013 White House Tribal Nations Conference.
- Participated in the White House Council for Native American Affairs (WHCNA) as a member of the Education and Climate Change subcommittees until 2017. In this capacity: led the Generation Indigenous staff initiative; assisted with planning annual White House Tribal Leaders meetings (2015-17); assisted in drafting the White House Tribal Leaders Annual Reports; assisted in the development of the White House Tribal Youth Conference in 2016; and participated in the White House Natural Resources Conference. ACHP staff was detailed to support WHCNA.
- Actively supported the Senior Advisor to President Obama for Native American Affairs.
- Entered into a MOU with the Departments of the Interior, Defense, Agriculture, Transportation, Commerce, and Justice, the Environmental Protection Agency, and CEQ to affirm a commitment to protect tribal treaty rights and similar tribal rights related to natural resources through consideration of such rights in agency decision making processes and enhanced agency coordination and cooperation.
- Maintained a leadership role in the Interagency Working Group on Indian Affairs until it disbanded in 2015.
- Issued an information paper about treaty rights in the Section 106 process.

## *International Policy and Indigenous Peoples*

- Adopted a plan to support the UN Declaration on the Rights of Indigenous Peoples in order to raise awareness about the Declaration in the historic preservation community and incorporate the principles and aspirations of the Declaration into ACHP initiatives and programs.
- Implemented a public outreach campaign on the Declaration, including a White House blog post, articles in *Indian Country Today* and the Office of Hawaiian Affairs (OHA) newspaper, email blasts to the preservation community, and posting of information on the ACHP web site.
- Offered training on the Declaration and Section 106 for Indian tribes, Native Hawaiian Organizations (NHOs), and DOI. Co-hosted government-wide training for all federal agencies.
- Integrated the Declaration in appropriate ACHP guidance and information papers, and issued two guidance documents: *Section 106 and the UN Declaration on the Rights of Indigenous Peoples: General Information and Guidance* and *Section 106 and the UN Declaration on the Rights of Indigenous Peoples: Intersection and Common Issues: Article 18 and Section 106*.

- Led the Environmental Justice-Declaration interagency working group. Supported State Department responses to UN and Organization of American States inquiries.
- Participated, as appropriate, in the United States delegation to the UN Permanent Forum on Indigenous Issues and participated in UN side events. Consulted with the UN Special Rapporteur on the Rights of Indigenous Peoples during her United States visit and submitted information for the UN report.
- Reviewed and commented on international guidance and policies, including World Bank protocols and USAID's indigenous policy.

### ***Tribal Consultation and Section 106***

- Participated in interagency meetings with Indian tribes on infrastructure development and assisted in drafting the resulting interagency report. Developed the ACHP report, *Improving Tribal Consultation in Infrastructure Projects*.
- Established a tribal working group, and developed extensive guidance on early coordination with Indian tribes, and an online, on-demand course.
- Entered into a Section 101(d)(5) agreement with the Seminole Tribe of Florida for the substitution of the tribe's procedures for the ACHP's regulations on tribal lands.
- Co-hosted, with the Standing Rock Sioux Tribe, a tribal-federal summit that resulted in issuance of the ACHP's guidance document, *Recommendations for Improving Federal-Tribal Relationships*. ACHP is planning another summit in 2019 to be co-hosted by the Confederated Salish and Kootenai Tribes and Salish Kootenai College.
- Worked with tribes and the Department of Housing and Urban Development (HUD) to seek a solution to disagreement regarding HUD's delegation of its tribal consultation to its grant recipients. This led to HUD developing training and guidance for its regional staff and grant recipients, as well as a checklist to ensure better Section 106 compliance and tribal consultation.
- Participated in a Senate Committee on Indian Affairs Roundtable Discussion on tribal consultation and infrastructure development.
- Currently coordinating with energy industry representatives on tribal issues regarding Section 106 review.

### ***Sacred Sites***

- Helped develop and signed on to an interagency MOU for Coordination and Collaboration for the Protection of Indian Sacred Sites. Currently (until March 2019) chairing the Sacred Sites Working Group established by the MOU.
- As a sacred sites MOU signatory, participated in development of a policy review report, a confidentiality policy, a public information paper on sacred places, and a free online training course on sacred places.
- Currently developing a sacred sites management guide.

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

### ***Outreach***

- Obtained public input from underrepresented communities through targeted listening sessions, which were launched at a meeting at Ellis Island. Asian American/Pacific Islander heritage was discussed in meetings at Boston, Massachusetts, and at Angel Island in San Francisco Bay, the western counterpart to Ellis Island. Latino and Hispanic heritage was explored at listening sessions at Santa Fe, New Mexico, and the West Tampa and Ybor City neighborhoods of Tampa, Florida.
- Developed and began implementation of a suite of recommendations directed at the ACHP and other parties to institutionalize the goal of building a more inclusive national preservation program.
- Continued strong partnerships with Latinos in Heritage Preservation, and Asian and Pacific Islander Americans in Historic Preservation, including participation and financial sponsorships of conferences.
- Promoted awareness of historic preservation issues as a member of the White House Initiative on Historically Black Colleges and Universities.
- Provided educational sessions to members of Congress and their staff in both the Congressional Historic Preservation Caucus and the Congressional Black Caucus.
- Developed a series of online profiles titled “These are the Preservationists in Your Neighborhood,” featuring interviews with professionals from diverse cultures and backgrounds.
- Networked at conferences, workshops, and events focused on greater inclusiveness in African American, Native American, Asian American and Pacific Islander, and Latino heritage. Held a special session on inclusiveness and diversity at the National Trust conference in Spokane (2012).
- Utilized four social media channels and new technologies such as Facebook Live to connect with new audiences and share information on historic preservation.
- Participated in a Preserve America designation event for Historic Filipinotown in Los Angeles and the Multiple Voices conference in California.
- Participated in a webinar entitled “Cultural Sustainability: Heritage, Preservation and Place-making” sponsored by the Planning and the Black Community Division of the American Planning Association.

### ***Section 106***

- Published *A Citizen's Guide to Section 106* in Spanish and offered a Section 106 course with Spanish translation in Puerto Rico.
- Developed and presented a webinar on public participation to wide audiences and worked with partners to disseminate Section 106 training information to underserved constituents.

- Partnered with the Guam Preservation Trust and the Guam State Historic Preservation Officer (SHPO) to bring onsite Section 106 training to Guam.
- Worked with the cities of Newark and Cleveland to engage diverse community representatives in ACHP task force panel discussions on Section 106 and rightsizing.
- Published several Section 106 Success Stories on inclusiveness and diversity topics.

## II. IMPROVE FEDERAL PRESERVATION PROGRAMS

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

<p><b>A. Six-Year Strategic Goal:</b> Assess and report on the effectiveness of the federal preservation program.</p>
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- Assessed the current policies, practices, and potential future direction of the national historic preservation program and issued *The National Historic Preservation Program at 50: Priorities and Recommendations for the Future*.
- Used the triennial Section 3 reports to compile and analyze data from federal property-managing agencies and report on the adequacy and effectiveness of their preservation programs, and on Section 106 trends, patterns and issues.
- Conducted surveys of Federal Preservation Officers (FPOs), SHPOs, and Tribal Historic Preservation Officers (THPOs) on Section 106 needs and issues in 2015, 2016, and 2017 in conjunction with efforts to identify program efficiencies and implement the SHPO/THPO Action Plan. (See Section III(A) for more detail on the plan.)
- Participated in Federal Training Working Group (FTWG) and FPO forum discussions when possible to discuss patterns and trends.
- Assessed the operational status of existing nationwide program alternatives to determine their conformance with current law, regulation, and policy. Updated, amended, or terminated most major nationwide Programmatic Agreements (PAs) that had been executed prior to the revision of the Section 106 regulations in 1999. Major achievements include revising and updating the Bureau of Land Management (BLM) nationwide PA (2012); replacing the Natural Resources Conservation Service (NRCS) nationwide PA with a prototype PA (2014); and establishing prototype PAs for Federal Emergency Management Agency (FEMA) (2013).
- Carried out annual assessments of the effectiveness of the Section 106 regulations in accordance with review requirements of Executive Order 13563: “Improving Regulation and Regulatory Review.”
- Utilized the ACHP Connect online system to track and report on opinions, advice and comments provided to federal agencies by the ACHP using a “tagging” system that allows key opinions and advice on individual Section 106 consultations to be readily identified and shared. Maintained listing and documents of all ACHP comments issued since 2007. Maintained web site listings of all relevant opinions, guidance, and policy statements.
- Reported on Section 106 issues through the semiannual electronic Section 106 News and regularly shared by broadcast email the issuance of policy, program alternatives, and other Section 106 issues with stakeholders.

- Organized the Federal Real Property Workgroup to contribute to the FRPP Data Dictionary. This document will help to standardize historic property data entry and resource management reporting and tracking among federal property managers.
- Contributed to the General Accounting Office (GAO) report entitled “Improved Data Needed to Strategically Manage Historic Buildings, Address Multiple Challenges.”

**B. Six-Year Strategic Goal:** Collaborate with federal agencies and other stakeholders to recognize and communicate examples that demonstrate the successful preservation and productive use of historic properties.

### *Case Studies and Best Practices*

- Identified, developed and publicized Section 106 Success Stories in conjunction with the 50th anniversary of the NHPA, incorporated these cases in ACHP training materials, and urged partners to use these stories to demonstrate the effectiveness and importance of the review process.
- Posted news stories on the ACHP web site that publicize interesting or significant Section 106 cases and approaches, and also highlighted these on Facebook and Twitter.
- Maintained web pages with partner agencies highlighting best practices and successes for the Federal Highway Administration (FHWA), Department of Veterans Affairs (VA), General Services Administration (GSA), and other agencies.
- Published articles and outreach to industry journals on the importance of supporting effective Section 106 outcomes.
- Collaborated with the National Trust on a 2012 issue of *Forum Journal*, entitled *Section 106 Uncensored: The Insider’s Perspective*.
- Shared news and best practices with Preserve America Communities and other subscribers to the Preserve America e-newsletter.
- Researched, prepared, and disseminated case studies of model Preserve America grant funded projects, featuring resources which embody the stories of underrepresented populations and that build a preservation ethic among youth.

### *Awards*

- Acknowledged outstanding federal partnership achievement in historic preservation through the ACHP Chairman’s Award (17 granted since 2011), with many of the recipients highlighting cultural diversity of American historic places. Publicized the awards through media outreach with the federal agencies and partners.
- In conjunction with HUD, in 2017 created the ACHP/HUD Secretary’s Award for Excellence in Historic Preservation and publicized the first award through media outreach with HUD.
- In conjunction with the National Trust, presented the annual National Trust/ACHP Award for Federal Partnerships in Historic Preservation (prior to cessation of the program in 2015).



### *Partner Meetings*

- Participated in and occasionally hosted monthly meetings of the Preservation Partners to share information and collaborate.
- Attended FTWG meetings to share ACHP information and ideas to improve attendee participation in the national historic preservation program.
- Supported development of the FPO Forum and urged inclusion of ACHP staff in meetings.

### *Technical Guidance for Assistance Agencies and Applicants*

- Developed web-based applicant toolkit and online training for applicants on the Section 106 review process.
- Developed policy statement on rightsizing that included recommendations to assistance agencies on carrying out Section 106 reviews that are part of rightsizing activities.
- Issued guidance on determining federal connections to wind farms and fracking, as well as other forms of energy extraction.
- Developed guidance and advice clarifying the role of Section 106 in disasters and emergencies, supported implementation of Unified Federal Review procedures in accordance with the Sandy Recovery Act of 2013, and reestablished a partnership with FEMA to assist with recovery efforts following the hurricanes of 2017.
- Coordinated with the National Park Service (NPS) in developing PAs for its grant programs such as the Hurricane Sandy Emergency Supplemental HPF Program and the Maritime Grant 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.

### *Executive Order 13287: “Preserve America”*

- Issued Section 3 reporting guidance to property managing agencies in 2011, 2014, and 2017 on providing information to the ACHP and DOI on their efforts to identify, use and protect historic properties.
- Developed and implemented (in collaboration with other stakeholders) work plans relating to implementing the ACHP’s recommendations to the Administration in the 2015 and 2018 Section 3 reports.
- Updated FRPP data fields on historic properties to better support reporting on federal ownership of historic properties and achieved independent ACHP access to FRPP data on federally owned historic properties.

### *Other Assistance to Federal Agencies*

- Advised agencies on the designation of federal representatives to the ACHP to meet or exceed SPO qualifications.
- Issued guidance on the use of covenants to protect historic properties leaving federal ownership.
- Made a presentation to the FRPC on the importance of considering historic preservation in efforts to reduce of freeze federal real property footprints.

- Provided regular broadcast emails to FPOs on key issues including Section 106 program alternatives and efficiencies, and Section 106 training opportunities, guidance and advice. Coordinated with a number of FPOs to provide targeted Section 106 training for their staff and met with individual FPOs to address their questions and issues.

**D. Six-Year Strategic Goal:** Facilitate collaboration and partnerships between federal agencies and other parties that help agencies meet their preservation program needs, advance national historic preservation goals and improve coordination with other actions and requirements.

- Entered into and maintained partnerships with the Army, GSA, VA, NRCS, the Nuclear Regulatory Commission (NRC), BLM, FHWA, Forest Service (USFS) and FEMA resulting in establishment of ACHP staff positions dedicated to assisting the host agency in carrying out its Section 106 responsibilities by improving federal programs, procedures, and policies, developing program alternatives, and delivering training.
- Worked with agencies including NPS, Fish and Wildlife Service (FWS), Air Force, and others to design and deliver tailored training to assist them in improving their programs.
- Worked closely with NPS in its role as historic preservation advisor to the Coast Guard to address historic and cultural issues related to the Deepwater Horizon Oil Spill.
- Regularly attended meetings of the National Conference of State Historic Preservation Officers (NCSHPO), National Association of Tribal Historic Preservation Officers (NATHPO), and other groups to participate in sessions, forums, and other meetings to discuss work relationships and how to improve coordination.
- Participated in regional meetings hosted by NPS, NCSHPO and NATHPO to discuss preservation goals and issues, and to identify ways to improve coordination among these partners.
- Participated in the SHPO/FPO annual forum on how to improve coordination between FPOs and SHPOs.

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

***Guidance and Training***

- Developed and delivered a webinar on public involvement in Section 106 reviews.
- Developed guidance on “What is a Reasonable and Good Faith Effort to Identify Historic Properties?” and an Applicant Toolkit, both of which included guidance on engaging consulting parties in the Section 106 process.
- Convened federal partners to identify ways to broaden the involvement of the public and underserved constituents in Section 106 reviews.
- Regularly urged federal agencies in the context of individual Section 106 reviews to be inclusive of underserved constituencies in consultation on Memoranda of Agreement (MOAs) and PAs.

### *Agency-Specific Training and Assistance*

- Collaborated with numerous federal agencies on developing tailored training that included advice on how to engage the public and underserved constituencies in their programs and individual consultations.
- Consulted with Federal Railroad Administration (FRA) to develop public outreach strategies for complying with Section 106 on rail projects such as the Northeast Corridor and Southeast Corridor Programs.
- Worked with Agriculture agencies to ensure that public notifications reference the role of the public in Section 106 reviews.
- Collaborated with HUD to develop and present advanced Section 106 training via videoconferencing to headquarters, regional, and field staff.
- Reviewed BLM state protocols during their revision to ensure a role for the public in the Section 106 processes developed between the BLM and SHPOs.
- Worked closely with permitting agencies such as the Army Corps of Engineers (USACE), Federal Energy Regulatory Commission (FERC), and NRC to ensure that public outreach and engagement resulted in timely and meaningful and good faith consultation.

**F. Six-Year Goal:** Foster the understanding that preservation of historic properties is inherently consistent with sustainability and climate change adaptation and resilience goals, promote historic preservation as a method to meet these goals, and ensure that federal policies and programs that address renewable energy development and climate change minimize impacts on historic properties.

### *ACHP Guidance, Reporting, and Outreach*

- Encouraged property-managing agencies to address sustainability and climate change adaptation/resilience goals and achievements in their Section 3 reporting. Reported on sustainability and climate resiliency, and offered recommendations in the subsequent ACHP Section 3 Reports to the President.
- Issued guidance to assist agencies in integrating historic preservation into compliance with Section 2(g) of Executive Order 13514: “Federal Leadership in Environmental, Energy, and Economic Performance.”
- Issued guidance documents on energy development and Section 106, including *What About a Wind Farm Project Triggers Section 106?* and *Federal Oversight and Assistance for Shale Gas Development and Section 106*.
- Commented during multiple comment periods on proposed revisions to the Leadership in Energy and Environmental Design (LEED) rating system regarding historic properties, and provided comments to GSA regarding that agency’s legally mandated review of LEED and other green building certification systems.
- Presented at the Concentrated Solar Thermal Power Conference and Expo, participated in the Gas and Preservation Partnership Conference in Pittsburgh – where representatives of industry met with preservationists to discuss fracking and energy development – and made a webinar presentation for the Edison Electric Institute.

- Made joint presentations to BLM project managers and Renewable Energy Coordination Office staff, as well as to the Interagency Rapid Response Team for Transmission.
- Published a Section 106 Success Story on the Wayne N. Aspinall Federal Building/Courthouse, showcasing GSAs rehabilitation of the Grand Junction, Colorado building, which was the first target net-zero federal building listed in the National Register of Historic Places, and which also achieved LEED Platinum certification.

### ***Collaboration with Federal Agencies***

- Advocated for consideration of historic properties as a member of the White House Council on Climate Preparedness and Resilience. Input led to addressing of historic properties in the group’s final report, *Opportunities to Enhance the Nation’s Resilience to Climate Change*.
- Worked to ensure that historic properties were addressed in CEQ’s implementing instructions for both Executive Order 13693 and Executive Order 13834: “Efficient Federal Operations.”
- Advocated for consideration of historic properties on CEQ-convened interagency working groups that revised the *Guiding Principles for Sustainable Federal Buildings* and developed *Guidance for Federal Agencies on Sustainable Practices for Designed Landscapes*.
- Jointly led (with DOI) an interagency working group on energy development and historic preservation that improved coordination between energy projects on federal lands and historic preservation.
- Provided input to NPS on development of its cultural resources climate change response strategy.
- Promoted federal agency awareness of a Defense Department (DoD) study on environmental and economic benefits of reusing DoD pre-WWII masonry buildings and a National Trust life cycle study on the environmental benefits of older building reuse.
- Worked with the Department of Energy to convert Prototype PA on weatherization to a Program Comment that extends an additional 10 years.

## **III. FOSTER THE PROTECTION AND ENHANCEMENT OF HISTORIC PROPERTIES**

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

**A. Six-Year Strategic Goal:** Enhance the awareness, knowledge, and capabilities of participants, including industry and other stakeholders, and the public to better carry out their respective roles in the Section 106 process, and to improve communication among these parties.

### ***Digitization***

- Established the ACHP Digitization Task Force to address the need for improving electronic access to digital information to better inform federal agency planning for activities that might impact historic properties.

- Successfully urged OMB to consider seeking supplemental funding to support the establishment of a national inventory.

### ***Training***

- Provided onsite courses across the country open to any participant and including newly developed Section 106 Basics, Section 106 for Practitioners, and an Advanced Seminar. These new courses refresh and replace the longstanding Section 106 Essentials and Advanced courses offered for the prior 10 years.
- Provided numerous Section 106 training courses under direct contract with federal agencies which tailor the training to the agency, including courses with NRCS, USFS, NPS, Air Force, NRC, FWS, GSA, and many others. NPS, USFS and Air Force contracts included offering these courses in numerous locations across the country, as well as the development of webinars, guidance, and written material in support of these training goals.
- Developed a suite of five online, on demand Section 106 courses, including a free introduction to Section 106, a course for applicants in Section 106 reviews, and three courses on the National Environmental Policy Act (NEPA) and Section 106 coordination and substitution.
- Presented a suite of new webinars in both the spring and fall of each year on various Section 106 related topics of interest, including advanced topics such as nationwide program alternatives, Section 304 protections, archaeological issues, traditional cultural landscapes, public involvement in Section 106, and others. Designed tailored Section 106 webinar for the Penobscot Nation.
- Developing for the 2019 training season an advanced course for experienced practitioners that promotes the inclusion of consulting parties and clarifies procedures for identifying, inviting, and effectively engaging them.
- Provided a select number of free seats in all onsite training courses to nearby SHPOs and THPOs, with the expectation that the SHPO/THPO staff provide their own advice and views on Section 106 issues in the course. Queried SHPOs and THPOs on chronic issues in Section 106 reviews and incorporated instruction on these issues in onsite courses, webinars, and online courses.
- Partnered with SHPOs and THPOs to provide tailored training, including offering training materials to the Guam SHPO to assist in the delivery of localized training and assisting the California SHPO to present Section 106 training to Indian tribes. Conducted Section 106 training sessions (organized and sponsored by BLM) for Indian tribes in the California Desert District. The THPO and tribal monitors were included in Section 106 training for BLM Wyoming cultural resource staff and managers.
- Developed (and continue to update) a government-wide training module regarding tribal consultation that was included in the online course, *Working Effectively with Tribal Governments*.
- Provided tailored training to NHOs and the Hawaii SHPO, including a one-day course on the role of NHOs in Section 106 consultation. Onsite Section 106 training is provided in Hawaii every three years and includes advice on engaging NHOs.
- Online, on-demand training for NHOs under development.

- Developed an introductory Section 106 course geared toward the needs of local historic preservation commissions and Certified Local Governments that highlighted how local preservation advocates and commissions can participate effectively in Section 106 reviews.

### ***Federal Agencies and Applicants***

- Developed guidance on “What is a Reasonable and Good Faith Effort to Identify Historic Properties?” and an Applicant Toolkit, both of which included guidance on engaging consulting parties in the 106 process.
- Advocated for the broader use of HUD’s Tribal Directory Assistance Tool (TDAT) system to provide information to applicants and federal agencies on how to identify appropriate tribes for individual consultations.
- Advocated to FPISC on the need to accurately characterize the role of SHPOs and THPOs in infrastructure reviews.
- Developed an online system (e-106) for the acceptance of required notifications of adverse effect to the ACHP open to all federal agencies.
- Commented to USACE on the redundancy and burden imposed by their own independent Section 106 regulations.

### ***SHPOs/THPOs***

- Adopted SHPO/THPO Action Plan which includes actions that would clarify the role of SHPOs and THPOs in Section 106 reviews, encourage federal agencies to provide support for their participation in Section 106 reviews when appropriate, and provide guidance and training on how to strengthen the capacity of SHPOs/THPOs to participate in such reviews.
- Worked extensively with NCSHPO to identify program efficiencies and improvements that would allow SHPOs to focus on the most impactful reviews and worked to better incorporate NCSHPO and NATHPO into the early review and consideration of the development of program alternatives.
- Issued the guidance document, *Role of the Tribal Historic Preservation Officer in the Section 106 Process*.
- Prepared briefing materials for NCSHPO Board meetings to keep SHPOs informed of Administration initiatives to promote efficiency in Section 106 reviews.
- Undertook outreach to SHPOs on topics such as FHWA’s Section 4(f) Policy Paper, historic bridge rehabilitation, and innovative approaches to road projects.

### ***Indian Tribes and NHOs***

- Issued guidance for and about Indian tribes, NHOs, and the Section 106 process, including:
  - *Native American Traditional Cultural Landscapes and the Section 106 Review Process: Questions and Answers*
  - *Section 106 and the UN Declaration on the Rights of Indigenous Peoples: General Information and Guidance*

- *Section 106 and the UN Declaration on the Rights of Indigenous Peoples: Intersection and Common Issues: Article 18 and Section 106*
  - *Guidance for Indian Tribes and Native Hawaiian Organizations: What to Ask the Federal Agency in the Section 106 Process*
  - *Section 101(D)(5) Guidance for Indian Tribes*
  - *Guide to Working with Non-Federally Recognized Tribes in the Section 106 Process*
- Participated in annual NATHPO and Unites South and Eastern Tribes meetings to explore potential partnership opportunities. At NATHPO meetings, participated in tribal listening sessions and on panels addressing topics such as traditional cultural landscapes.
  - Participated in the annual “To Bridge A Gap” conference, which is designed to strengthen Government-to-Government relationships between USFS, other federal agencies, state agencies, and federally-recognized Tribes.
  - Conducted a teleconference about the Sacred Sites MOU for NATHPO members.
  - Met with OHA to explore ways to address Native Hawaiian preservation concerns and committed to develop training for NHOs and to explore more focused implementation of the ACHP’s NHO policy.
  - Regularly emailed guidance, policy, and relevant federal agency information and news to THPOs, Indian tribes, and NHOs.

***Other Outreach and Activities***

- Issued Section 106 Success Stories that demonstrate the roles of the participants in the Section 106 process and the potential for successful communication and consultation.
- Made opinions, policy letters, and other forms of instruction relating to the Section 106 process publicly available in the ACHP web site digital library. Posted on the web page and Twitter regarding every agreement document that the ACHP signs and posted regularly to Instagram and Facebook on ACHP staff participation in events and meetings that advance the goals of the NHPA and Section 106.
- Worked with National Trust, NPS, and the Architect of the Capitol on specific Preservation50 anniversary activities and written outreach.
- Worked with social media managers at the National Trust and NPS to cross-promote various topics on preservation to a general public audience and continue to work closely with partners to create and market programs that provide outreach to new audiences.
- Arranged or participated in sessions on Section 106 and a variety of topical issues, such as rightsizing, infrastructure, broadband, tribal consultation, etc., at annual conferences of the National Trust, National Alliance of Preservation Commissions, American Anthropological Association, American Cultural Resources Association, and Colorado Preservation, Inc.
- Co-sponsored the Historic Preservation in America’s Legacy Cities conference hosted by Cleveland State University and the Cleveland Restoration Society.
- Developed and presented a presentation at the Transportation Research Board on “Involving Consulting Parties in Section 106 Reviews.”

- Contributed material on Native American issues for a White House blog and on rightsizing for a National Trust blog.
- Sought public input as part of reviewing the effectiveness and efficiency of the Section 106 process pursuant to Executive Order 13563 and reported as required to OMB and the Office of Information and Regulatory Affairs.

**B. Six-Year Strategic Goal:** Focus ACHP involvement in individual Section 106 cases to advance preservation outcomes and serve the public interest.

- Have participated on average in 300 – 500 cases annually where important policy issues are represented, where important historic properties may be affected, and where properties of importance to Indian tribes or NHOs may be impacted. These have included multi-state energy transmission and extraction cases, regional PAs for highway and rail transportation projects, and operations and maintenance program alternatives for DoD branches and VA.
- As a member of FPISC, have participated in and/or provided general oversight and advice to lead agencies on key infrastructure projects being tracked on the Permitting Dashboard and/or subject to the One Federal Decision policy.
- Developed ACHP comments on high profile cases that went to termination, including Pawtucket Dam, Badger Two Medicine, Providence Viaduct, and the “Growler” case at Naval Air Station Whidbey Island.
- Developed program alternatives, such as the program comment expediting Section 106 reviews for VA vacant and underutilized properties and the program comment to streamline Section 106 reviews within railroad rights-of-way.
- Used the ACHP Connect system to generate reports on status, duration, and closure of Section 106 cases in which the ACHP participates, and, as needed, provided this information to OMB and Congress for budget estimates and justifications. Also produced quarterly reports on high profile cases to the OFAP Director.

**C. Six-Year Strategic Goal:** Improve the effectiveness of Section 106 consultation and its coordination with other sections of the National Historic Preservation Act, related federal environmental and preservation processes, and Administration initiatives.

#### *Energy Development*

- Participated in the Renewable Energy Rapid Response Team until it became inactive in 2016.
- Participated in developing and signed a PA on the Desert Renewable Energy Conservation Plan.
- Signed PAs with BOEM and various states to address offshore wind farm siting plans

#### *Infrastructure*

- Served on the Interagency Infrastructure Steering Committee and its later iteration, FPISC.
- Signed on to the interagency MOU on the One Federal Decision policy.



- In accordance with the FAST Act, designated a Chief Environmental Review and Permitting Officer and assisted agencies with high profile infrastructure reviews.
- Established an Infrastructure and Section 106 Working Group to identify opportunities for greater efficiency in Section 106 reviews for energy transmission and related infrastructure projects.
- Promoted government-wide use of HUD's TDAT system for identifying Indian tribes during the consultation process.
- Regarding rail infrastructure:
  - Developed a Program Comment on construction of Positive Train Control infrastructure.
  - Developed a Program Comment to exempt consideration of effects to rail properties within rail rights-of-way.
  - Consulted with FRA to develop public outreach strategies for complying with Section 106 on rail projects such as the Northeast Corridor and Southeast Corridor Programs.
  - Coordinated with FRA on their legislatively mandated study on historic railroads.
  - Participated in high speed rail project consultations in Florida, Virginia, the Northeast, and California to support efficient and effective consideration of historic properties.
- Regarding telecommunications:
  - Served as a member of the Broadband Interagency Working Group established by the White House and supported the development of measures to streamline environmental reviews for broadband undertakings;
  - Issued a program comment on telecommunications undertakings on federal lands and properties.
  - Signed a nationwide PA with the Rural Utilities Service on broadband delivery and other infrastructure programs for rural America.
- Commented on FERC and USACE environmental procedures to promote improvements.

### ***Disasters***

- Developed and implemented procedures and signed a MOU that ensured Section 106 reviews were carried out efficiently and effectively as part of the Unified Federal Review process for post-disaster reviews.
- Provided guidance and training to SHPOs and THPOs on the Unified Federal Review and its implications for Section 106 reviews.
- Participated in regular leadership level meetings to assess the ongoing effectiveness of the Unified Federal Review process.

### ***Rightsizing and Revitalization***

- Issued the report, *Managing Change: Preservation and Rightsizing in America*, addressing rightsizing and historic preservation in America's legacy cities.
- Commissioned two research reports, *Historic Preservation and Rightsizing: Current Practices and Resources Survey* and *Population Change in Historic Neighborhoods*.

- Issued the ACHP Policy Statement on Historic Preservation and Community Revitalization.

#### ***Coordination of Section 106 and NEPA***

- Issued *NEPA and NHPA: A Handbook for Integrating NEPA and Section 106*.
- Developed three online, on-demand courses that include best practices and small case studies on how to improve coordination of NEPA and Section 106 reviews and how to use NEPA substitution in accordance with the ACHP's regulations.
- Provided information on Section 106 and NEPA integration at annual NCSHPO and NATHPO meetings, and included summaries of guidance in Section 106 newsletters.

#### ***Leasing and Federal Real Property Management***

- Met with real property officials from GSA, VA, NPS and other agencies to identify best practices in Section 111 leasing.
- Commented on and encouraged the adoption of VA's policy to promote the use of Section 111 leasing.
- Ensured that major program alternatives – such as the program comment on VA's underutilized properties and GSA's program comment on building envelope improvements – incorporated incentives to use Section 111 leasing in order to achieve preservation goals.

**D. Six-Year Strategic Goal:** Raise the level of accountability for federal agency compliance with the Section 106 process, from the nature and scope of consultation to the actions taken to implement agreed-upon outcomes.

#### ***Section 106 Agreement Document Guidance***

- Developed *Guidance on Agreement Documents (GAD)*, an online publication that is updated through the addition of new sample stipulations. GAD includes guidance to SHPOs, THPOs, and federal agencies on how to develop, implement, monitor, amend, close out, and terminate MOAs and PAs.
- Incorporated much of the content of GAD into new onsite Section 106 courses, particularly advanced courses.
- Issued additional guidance on agreement documents based on GAD, including further clarification on tribes as invited signatories.

#### ***Agency Program Improvement***

- Advised USACE on challenges relating to its implementation of Appendix C and proposed both programmatic and policy level solutions to resolve these challenges.
- Commented to FERC on appropriate measures to improve the transparency and effectiveness of its procedures for interstate gas transmission lines.

- Worked with CEQ, OMB and DOT to identify measures for implementing the FAST Act that would improve coordination between Section 106 and Section 4(f) reviews.
- Issued a report to Congress on the disposal of historic post offices and implemented report recommendations, including meetings with the Postal Service to identify ways in which the ACHP could further assist them in coordinating with GSA on disposal procedures that take preservation values fully into account.
- Participated in a GAO report on agency tribal consultation to be issued in early 2019.
- Developed guidance on the use of covenants in Section 106 reviews in general, and specifically for the conveyance of federal property out of federal control.
- Assisted with the development and publication of the “Red Book” which improves coordination and reduces duplication of efforts among DOT, Coast Guard, and USACE on environmental reviews for bridge projects.
- Advised the Obama Administration on steps DOI, Department of Justice, and USACE could take to improve consultation with Indian tribes on major infrastructure projects.
- Consulted with the National Endowment for the Arts to develop a PA for the administration of their grant programs.
- Consulted with VA on master planning and including master planning provisions in agreement documents.

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

- Entered into a number of consultations in part because of both the challenges and opportunities they presented to ensuring the inclusiveness of diverse parties, such as: consultations on the Mountain View Officers Club at Fort Huachuca and Fort Leonard Wood; numerous projects in Hawaii of concern to NHOs; DoD’s Guam buildup program; Hurricane Maria recovery projects in Puerto Rico and the Virgin Islands; and affordable housing projects in Chicago.
- Revised training materials to include case studies from projects involving historic properties important to diverse communities and projects of interest to diverse stakeholders.
- Used targeted social media campaigns to improve communication with diverse constituencies.

#### **IV. PROMOTE THE IMPORTANCE OF HISTORIC PRESERVATION**

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

**A. Six-Year Strategic Goal:** Raise the level of understanding of the value of the nation’s historic preservation program and of a preservation ethic.

- Launched a new ACHP web site, updated in terms of both format and content, to maximize its effectiveness as an online tool for conveying information about preservation and the ACHP’s role in the national preservation program.
- Implemented a major initiative to help build a more inclusive preservation program that involves all Americans, including those traditionally underrepresented in the national historic preservation program. See Section I(D) for details.
- Worked with partners through the Preservation50 initiative to promote a broader public understanding of the federal preservation program and the NHPA.
- Used three awards programs to publicize the value of historic preservation and acknowledge federal agency preservation efforts. See Section II(B) for details.
- Utilized the Preserve America designation programs as vehicles for increasing local community awareness of the benefits of preserving historic properties.
- Expanded the agency’s suite of informational and guidance materials (many of which previously have been discussed in this summary). Of particular note are the Section 106 Success Stories, which highlight for a general audience the importance of preservation, the national preservation program, and the work of the ACHP.
- Participated in numerous conferences and events supporting the ACHP’s outreach efforts, including those sponsored by: the National Trust; National Main Street Center; National Alliance of Preservation Commissions; Society for American Archaeology; Society for Historical Archaeology; American Association for State and Local History; Journey through Hallowed Ground Partnership; Colorado Preservation, Inc.; California Preservation Foundation; and the American Architectural Foundation.

### ***Youth Engagement***

- Developed and implemented a strategic plan focused on youth engagement.
- Launched a youth/education project titled “Civil War to Civil Rights” with federal and private partners aimed at engaging young people regarding the history and development of the Civil Rights movement.
- Partnered with selected Historically Black Colleges and Universities, NPS, and the National Trust to create a program – Touching History – to bring African American young professionals into historic preservation and related career paths.
- Launched a Native Youth Program that has:
  - Issued online information for Native youth.
  - Participated in the Center for Native Youth Champions for Change program.
  - Presented at United National Indian Tribal Youth annual meetings.
  - Hosted Native youth events in Washington and New England.
  - Hosted Washington Internships for Native Youth (until the program closed).
  - Offered lectures for college classes and presentations in elementary schools.
- Currently developing a partnership with Salish Kootenai College to include in-person and remote lectures, mentoring, and internships for students.

- Targeted outreach has led to one third of ACHP interns being tribal members, Native Hawaiians, or from underrepresented communities.
- Published case studies of model Preserve America grant funded projects, featuring resources which embody the stories of underrepresented populations and that build a preservation ethic among youth.

**B. Six-Year Strategic Goal:** Increase awareness of and participation in ACHP programs and activities.

- Maintained the ACHP web site and a Preserve America web site prior to the consolidation of the two in the new ACHP web site. Metrics will be able to be gathered from the new site, which will provide feedback on effectiveness.
- Implemented a social media strategy that includes Facebook, Twitter and Instagram accounts as well as a YouTube channel. Utilizing new technologies such as Facebook Live to engage new audiences. Social media metrics are gathered and analyzed, and numbers of social media followers continue to grow.
- Used onsite and online training to reach a wide range of constituencies. For more information, see Section III(A).
- Highlighted the work of the ACHP during the Preservation50 initiative, notably through development of a web-based agency retrospective.
- Provided blog entries on the ACHP's rightsizing study for the National Trust blog and on the ACHP Native American program for a White House Native American Initiative blog.
- Pursued newspaper op ed opportunities, such as a piece on Section 106 and the Vieux Carre Riverfront Expressway and pieces in *Indian Country Today*.
- Issued Preserve America E-Newsletters to Preserve America Communities and other subscribers.

**C. Six-Year Strategic Goal:** Advise Executive and legislative branch officials, members, and staff regarding the benefits of historic preservation and the federal historic preservation program.

- Provided advice to the relevant Congressional committees on the economic benefits of the Historic Tax Credit.
- Developed, published, and disseminated major policy reports and guidance, including the Section 3 reports, the Preservation 50 report, and reports on measuring the economic benefits of preservation, tribal issues, rightsizing, and historic post offices. See Section I for more details.
- Maintained long-term communication with Congressional Historic Preservation Caucus and held briefings with Congressional Black Caucus.
- Provided Section 106 Success Stories to affiliated members of Congress and notified them of new Preserve America designations and Chairman's Awards.

- Kept members of Congress apprised at their request on the conduct of Section 106 reviews.
- Pursued opportunities to promote historic preservation and educate key decision-makers through briefings, conference attendance, awards outreach, news releases, etc.

## V. DEVELOP AND MANAGE ACHP ORGANIZATIONAL CAPACITY

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

**A. Six-Year Strategic Goal:** Develop and implement a financial and human capital strategy that recognizes and responds to the ACHP’s mission, maximizes expertise and effectiveness among members and staff, and reflects the diversity of America.

- Completed the transition to a financial management platform that provides the ACHP with access to detailed information about all transactions and that allows the ACHP to create and distribute timely financial statements for each account and reimbursable agreement.
- Expanded outreach when staff vacancies occur by posting vacancies on USAJobs and providing recruitment announcements to targeted audiences.
- Promoted, recruited for, and managed a formal internship program with the support of the ACHP Foundation.
  - Hosted 24 summer or semester-long interns since 2013.
  - Targeted outreach resulted in one third of ACHP interns being tribal members, Native Hawaiians, or from underrepresented communities.
  - Developed a semester-long ACHP-Smithsonian Cultural Heritage Fellowship, with two participants to date focusing on Latino and Afro-Latino cultural heritage.
  - Sponsored a Native Scholar for two months in 2018.
  - Currently hosting a yearlong intern in ONAA to develop cultural landscape information.
  - Maintained contact with former interns, most of whom are working in preservation related jobs, providing them with resources and news about career development opportunities.
- As requested, provided the White House Personnel Office with information about potential candidates for ACHP membership who bring necessary skills and expertise and who reflect the diversity of the nation and the national preservation program.

**B. Six-Year Strategic Goal:** Maximize internal operational performance through analysis of work processes, enhancements to information technology resources, changes to administrative procedures, and the implementation of fiscal controls.

- Completed the first phase of information technology infrastructure upgrades, resulting in significant improvements in the resiliency, capacity, and capabilities of the agency’s information technology environment. The second phase of the infrastructure plan of establishing a cybersecurity operations program currently is in the implementation phase.
- Incorporated the foundation for e-106 into the new agency web site, taking advantage of web based technologies and integration to the agency’s case tracking systems.

- Made major improvements in records management processes.
  - Developed an agency-wide records inventory and updated the agency-wide records retention schedule.
  - Sorted and archived extensive records to the National Archives prior to office relocation.
  - Developed agency records management policies and procedures.

**C. Six-Year Strategic Goal:** Improve services to ACHP customers by identifying major areas of interaction and implementing measurable enhancements.

- Launched updated web site with e-106 capabilities to improve customer access to ACHP information. Maintained separate Preserve America web site prior to new ACHP web site launch, then included updated and enhanced content on the Preserve America program on the new site.
- To build cultural sensitivity, developed and delivered training for ACHP staff and interns regarding NHOs and Native American concerns.
- Issued Preserve America E-Newsletters to Preserve America Communities and other subscribers.

*March 20, 2019*