

## **Tab 1**

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# ORGANIZATION



A VIEW OF THE FRONT PORTICO OF  
THE WHITE HOUSE IN WASHINGTON,  
D.C. ©VICTOR LEOPOLD RUSSILLO

## ADVISORY COUNCIL ON HISTORIC PRESERVATION

The Advisory Council on Historic Preservation (ACHP) is an independent federal agency with the primary mission to encourage historic preservation in the government and across the nation.

The National Historic Preservation Act (NHPA), which established the ACHP in 1966, directs federal agencies to act as responsible stewards when their actions affect historic properties. The ACHP is given the legal responsibility to assist federal agencies in their efforts and to ensure they consider preservation during project planning.

The ACHP serves as the federal policy advisor to the President and Congress; recommends administrative and legislative improvements for protecting the nation's diverse heritage; and reviews federal programs and policies to promote effectiveness, coordination, and consistency with national preservation policies. A key ACHP function

is overseeing the federal historic preservation review process established by Section 106 of the NHPA. Section 106 requires federal agencies to consider the effects of projects, carried out by them or subject to their assistance or approval, on historic properties and provide the ACHP an opportunity to comment on these projects prior to a final decision on them.

### STRUCTURE OF THE ACHP

The ACHP, served by a professional staff in Washington, D.C., and led by a full-time chairman, comprises 24 members who meet throughout the year to oversee its work.

Members include the following Presidential appointees and other organizations' leadership:

- Senate-confirmed chairman selected from the general public
- Three members of the general public

- Four expert members
- Member of an Indian tribe or Native Hawaiian organization
- Municipal mayor
- State governor
- Department of the Interior
- Department of Agriculture
- Department of Defense
- Department of Education
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- Architect of the Capitol
- National Trust for Historic Preservation
- National Association of Tribal Historic Preservation Officers
- National Conference of State Historic Preservation Officers

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**MISSION STATEMENT:** The Advisory Council on Historic Preservation, an independent federal agency, promotes the preservation, enhancement, and sustainable use of the nation's diverse historic resources and advises the President and the Congress on national historic preservation policy.





US COURTHOUSE AND POST OFFICE,  
CHARLESTON, SC, A SECTION 106 SUCCESS  
STORY (WIKIMEDIA COMMONS)



DESERT VIEW WATCHTOWER  
RESTORATION, GRAND CANYON, AZ,  
A SECTION 106 SUCCESS STORY (NPS)



MERIDIAN BRIDGE PROJECT, SD AND NE,  
A SECTION 106 SUCCESS STORY (NPS)

For more information  
on the ACHP, please visit:

[WWW.ACHP.GOV](http://WWW.ACHP.GOV)



## PROGRAM AREAS

The ACHP's major program areas are reflected in its organizational structure:

The **Federal Agency Programs** office administers the NHPA's Section 106 review process to promote efficient federal project planning that gives due consideration to the historic places that communities value. It works with federal agencies to improve how they incorporate historic preservation considerations into their programs and procedures and their responsibilities under the NHPA. The office manages the ACHP's extensive training program to instruct a diverse range of participants in the Section 106 review process, reaching both federal and non-federal stakeholders.

The **Preservation Initiatives** office undertakes research and development of policies to promote the benefits of historic preservation for advancing economic development, community revitalization, climate resilience, and other public goals. The office analyzes congressional legislation and government policies and programs to support the efforts of the ACHP membership to further the purposes of the NHPA. It also manages the ACHP's intern program.

The **Communications, Education, and Outreach** office conveys the ACHP's vision and message to constituents and the general public through information and education programs, as well as public recognition programs for historic preservation achievement. The office has lead responsibility for ACHP efforts to expand public appreciation for historic preservation, promote the engagement of youth and diverse communities in the national preservation program, and advance education and training in preservation crafts and skills.

The **Native American Affairs** office addresses program and policy matters related to issues of concern to Indian tribes and Native Hawaiian organizations. It provides a wide range of guidance, information, training, and technical assistance to federal agencies and other participants to promote early and effective consultation and engagement with Indian tribes and Native Hawaiian organizations in the Section 106 review process.

## SECTION 106

Section 106 of the NHPA requires each federal agency to take into account the effects of its undertakings on historic properties. It applies when there is a federal, federally assisted, or federally licensed activity, and that activity has the potential to affect properties listed in or eligible for listing in the National Register of Historic Places. The responsible federal agency must identify potentially affected historic properties; evaluate effects upon them; and consider alternatives to avoid, minimize, or mitigate any adverse effects. To do so, the agency consults with appropriate State or Tribal Historic Preservation Officers, other state and local officials, Indian tribes, Native Hawaiian organizations, and applicants for federal assistance. It considers their views and concerns about historic preservation issues, along with those of the public, when making final project decisions. Each year, more than 110,000 undertakings undergo Section 106 review. While the vast majority of cases are resolved at the state or tribal level, others present challenging preservation issues that require the ACHP's involvement to ensure an efficient review process that results in reasoned federal agency decisions. While the Section 106 process in the end is advisory, its outcomes most often represent solutions agreed to by the consulting parties.

## ADVISORY COUNCIL ON HISTORIC PRESERVATION

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From left, OLD MAIN BUILDING, MILWAUKEE SOLDIERS HOME (MATTHEW GILSON); TRANS ALASKA PIPELINE (© SARKOPHOTO); WALNUT STREET BRIDGE, CHATTANOOGA, TN (© BRADFORD LUMLEY)

## OFFICE OF FEDERAL AGENCY PROGRAMS

A key responsibility of the Advisory Council on Historic Preservation (ACHP) is to administer the requirements of Section 106 of the National Historic Preservation Act (NHPA), a review process that ensures historic properties are considered during the development of any federal project. The ACHP's Office of Federal Agency Programs (OFAP) coordinates this responsibility and works with federal agencies to improve their historic preservation programs and historic properties stewardship. It also provides technical assistance, guidance, and training to diverse audiences on how to use the Section 106 process.

### SECTION 106 REVIEW AND CONSULTATION

Section 106 plays a central role in the federal historic preservation program. Federal agencies must consider the effects on historic properties of any project they carry out or which receives federal financial assistance, permits, or approvals, and provide the ACHP an opportunity to comment on these projects prior to making a final decision.

Agencies meet their Section 106 responsibilities through a process set forth in regulations issued by the ACHP. These regulations are published in the Code of Federal Regulations at 36 CFR Part 800, "Protection of Historic Properties," and can be found on the ACHP's website.

A wide variety of federal projects that might affect historic properties, ranging from the construction, rehabilitation, or demolition of roads, buildings, and dams to projects which require federal licenses and permits, or receive federal loans and grants are subject to Section 106 review. Properties listed on or eligible for listing on the National Register of Historic Places, a list maintained by the National Park Service, must be considered under the requirements of Section 106. The National Register includes buildings; structures; sites; objects; and districts of national, state, or local importance.

Section 106 encourages, but does not mandate, preservation outcomes. The process provides for the consideration of alternatives that promote preservation and offers the public

and stakeholders the opportunity to influence federal decision making.

The federal agency implementing the project or providing assistance, licenses, permits, or approvals for a proposed project is responsible for consulting with stakeholders and completing Section 106 prior to making a final decision. Consultation is the cornerstone of the Section 106 process and should be initiated in the early stages of project planning. Agencies work closely with state and tribal officials in Section 106 reviews. Appointed by each state governor, the State Historic Preservation Officer (SHPO) coordinates the state's historic preservation program and consults with agencies during Section 106 review. Agencies also consult with federally recognized Indian tribes and Native Hawaiian organizations when historic properties of religious and cultural significance to them are involved.

Federal agencies are required to include local governments and applicants for federal assistance, permits, licenses, and other approvals in the Section 106 review process. Other consulting parties,

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BUFFALO KILL AREA AT THE  
WARDELL BUFFALO TRAP SITE, WY (BLM)



MUD PLASTERING WORKSHOP,  
OWE'NEH BUPINGEH PRESERVATION  
PROJECT, NM (TANIA HAMMIDI)

For more information  
on the ACHP and the Office  
of Federal Agency Programs,  
please visit:

[WWW.ACHP.GOV](http://WWW.ACHP.GOV)



such as individuals or groups interested in historic preservation, should be invited to consult, too. Federal agencies follow these four steps to carry out a review, which may conclude after any of the steps depending on the agency's findings:

- ▶ INITIATE Section 106 and determine if it applies to a given project;
- ▶ IDENTIFY any historic properties in the area where the project could have effects;
- ▶ ASSESS the effect of the project on identified historic properties; and
- ▶ RESOLVE adverse effects by exploring alternatives to avoid, minimize, or mitigate the effects.

When the project may have substantial effects, if important policy or procedural questions are raised, or if there are issues of concern to Indian tribes or Native Hawaiian organizations, the ACHP may elect to participate in consultation. OFAP manages the ACHP's participation in Section 106 consultation and provides guidance, advice, and technical assistance to federal agencies and other participants in the Section 106 process.

When historic properties will be adversely affected by a federal undertaking, the review usually concludes with the execution of a legally binding agreement that outlines how the federal agency will resolve those effects. In rare circumstances where agreement cannot be reached, the ACHP issues advisory comments to the head of the federal agency who must then consider them in making a final decision about whether the project will proceed.

## FEDERAL PRESERVATION PROGRAMS

The successful completion of Section 106 reviews depends heavily on the quality of federal participation. OFAP works closely with federal agencies to identify opportunities for improving their preservation programs and compliance strategies. These improvements are achieved through the ACHP's participation in individual Section 106 reviews, the development of Section 106 agreements and program alternatives such as Program Comments that tailor the review process to specific program needs, partnerships with federal agencies, and the ACHP's review of triennial progress reports required under Executive Order 13287, "Preserve America" regarding federal agency efforts to identify, protect, and use historic properties. The ACHP also contributes expertise to interagency efforts to increase the efficiency and effectiveness of environmental reviews for infrastructure projects as a member of the Federal Permitting Improvement Steering Council and collaborates to develop ways of balancing historic preservation concerns with the goals of federal initiatives, such as disaster response, that could affect historic properties.

## SECTION 106 TRAINING AND OUTREACH

For more than 30 years, the ACHP has provided training to federal, state, and local agencies; Indian tribes and Native Hawaiian organizations; and the public on the requirements of Section 106. Courses are offered for practitioners with different levels of knowledge and experience about Section 106 and take place at locations around the country each year and online. Current course offerings are posted on the ACHP's website at [www.achp.gov/training](http://www.achp.gov/training). OFAP manages the ACHP's Section 106 training program and often works with federal agencies and others to develop training tailored to specific programs or issues.

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CANYONS OF THE ANCIENTS NATIONAL MONUMENT, CO  
(© ALLEN LIVINGSTON / SHUTTERPOINT)

## OFFICE OF NATIVE AMERICAN AFFAIRS

The Office of Native American Affairs (ONAA) oversees the Advisory Council on Historic Preservation's (ACHP's) Native American responsibilities and initiatives. ONAA staff works closely with the ACHP's tribal/Native Hawaiian member to address critical issues brought to the ACHP by Indian tribes, Native Hawaiian organizations (NHOs), and intertribal organizations.

The program's primary responsibilities are the following:

- ▶ Advising the ACHP chairman, members, executive director, and staff on policy matters and historic preservation issues affecting Indian tribes and NHOs;
- ▶ Ensuring the ACHP meets its government-to-government consultation and trust responsibilities to Indian tribes;
- ▶ Providing technical assistance and outreach regarding tribal and NHO consultation in the Section 106 review process; and,

- ▶ Participating in interagency initiatives focused on Native American issues.

### WHAT DOES ONAA DO?

#### Policy Development

With staff support from ONAA, the ACHP has undertaken several major policy initiatives including the adoption of:

- ▶ Plan to Support the U.N. Declaration on the Rights of Indigenous Peoples
- ▶ Policy Statement Regarding the ACHP's Relationships with Indian tribes
- ▶ Policy Statement Regarding the ACHP's Interaction with Native Hawaiian organizations
- ▶ Policy Statement Regarding Federal Relationships with Tribal Historic Preservation Officers
- ▶ The ACHP's statement on its Trust Responsibility

#### Major Initiatives

ONAA develops and manages major program initiatives that support greater and more effective involvement of Indian tribes and NHOs in federal decision making.

**Improving Tribal Consultation in Infrastructure Projects** – a report that responds to tribal input about their involvement in federal infrastructure development and offers recommendations for federal agencies that focus on improving the pre-application process and assisting applicants with tribal coordination.

**Early Coordination with Indian Tribes for Infrastructure Projects** – a 90-minute online/on-demand course for federal agencies and applicants.

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BIGHORN MEDICINE WHEEL, WY



CAVE HILLS, SD



TAOS PUEBLO, NM  
WIKIMEDIA PHOTO BY KAROL M.

## Plan to Support the U.N. Declaration on the Rights of Indigenous Peoples

In 2013, the ACHP adopted a plan to support the Declaration and has issued two guidance documents on the intersection of the Declaration and the Section 106 process and offered webinars and other training and outreach regarding the Declaration. ONAA staff also assists the State Department in its interactions with U.N. bodies regarding indigenous issues.

## Protection of Indian Sacred Sites

In December 2012, the Departments of Defense, the Interior, Agriculture, and Energy and the ACHP (signatories) entered into a Memorandum of Understanding (MOU) regarding interagency coordination and collaboration for the protection of Indian sacred sites. The signatories have adopted a policy on the confidentiality of sensitive information, published a general information paper on Indian sacred sites, developed an online course on the federal government and sacred sites, and conducted an extensive study on the federal legal protections for Indian sacred sites.

## Training and Guidance

ONAA develops and delivers in-person training and webinars for Indian tribes, NHOs, federal agencies, and other Section 106 participants. ONAA has also begun offering online/on-demand training; the first such course is Early Coordination with Indian Tribes for Infrastructure Projects.

The ACHP has also entered into a partnership with Salish Kootenai College in Montana to offer students in the Tribal Historic Preservation Program access to the ACHP's subject matter experts, in-person and through remote lectures and curriculum materials, mentoring and internship opportunities. The ACHP Foundation is a partner and provides financial support for the ACHP to accomplish its work with the college.

ONAA has developed an extensive body of guidance on a wide range of topics including handbooks on both tribal and NHO consultation, addressing traditional cultural landscapes in the Section 106 process, recommendations for improving tribal-federal consultations, and the role of the Tribal Historic Preservation Officer in the Section 106 process.

There are also several information papers that introduce Section 106 participants to topics such as the challenges facing Indian tribes that were removed from their ancestral homelands and how to work with non-federally recognized tribes.

For more information and additional guidance, please visit:

[WWW.ACHP.GOV/INDIAN-TRIBES-AND-NATIVE-HAWAIIANS](http://WWW.ACHP.GOV/INDIAN-TRIBES-AND-NATIVE-HAWAIIANS)



## ADVISORY COUNCIL ON HISTORIC PRESERVATION

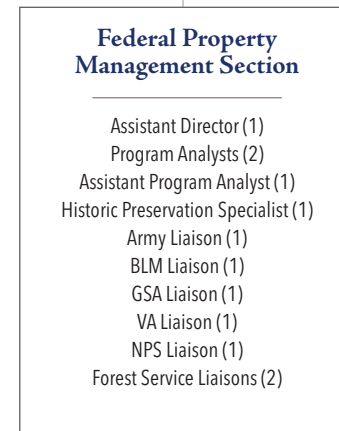
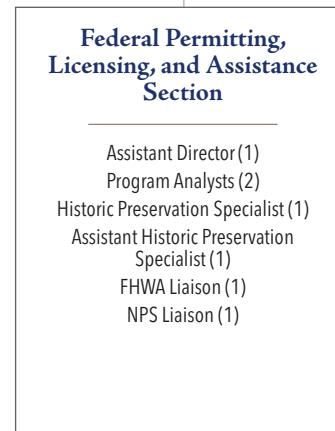
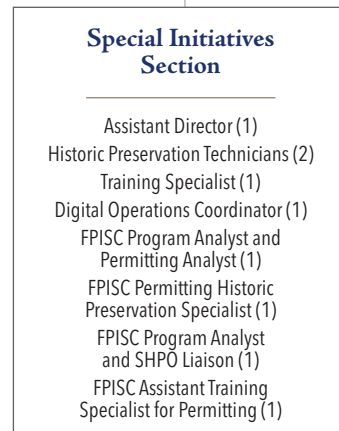
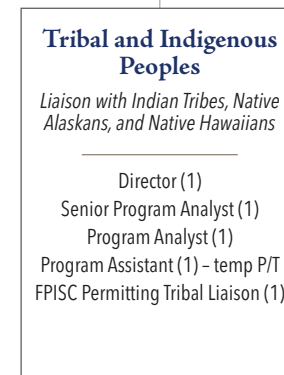
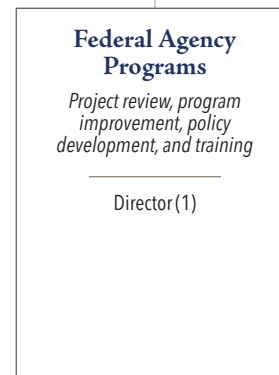
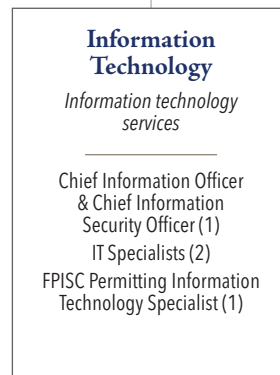
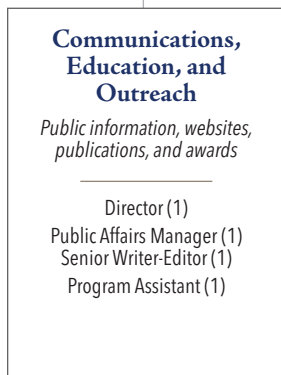
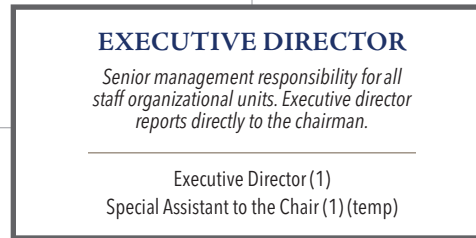
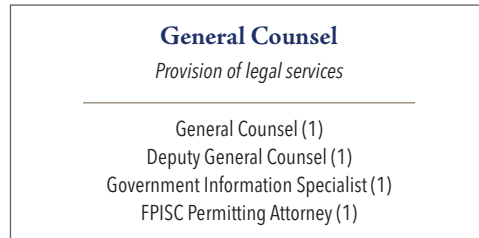
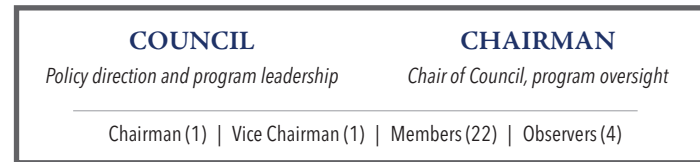
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# ACHP Organizational Structure | January 2024



## Acronym Key

BLM=Bureau of Land Management  
FHWA=Federal Highway Administration  
FPISC=Federal Permitting Improvement Steering Council  
GSA=General Services Administration  
NPS=National Park Service  
SHPO=State Historic Preservation Office  
VA=Department of Veterans Affairs

# BUDGET JUSTIFICATION

## FY 2024



**ADVISORY COUNCIL ON HISTORIC PRESERVATION  
BUDGET JUSTIFICATION  
FY 2024**

March 2023



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

The Honorable Sara C. Bronin chairs the 24-member council, which is served by a professional staff with offices in Washington, D.C. For more information about the ACHP, contact:

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On Twitter and Instagram: @usachp  
Facebook: ACHP-Advisory Council on Historic Preservation; Preservation-The Next Generation;  
and Preservation Indigenous-Native Youth  
YouTube: <https://www.youtube.com/channel/UChReeJ63BktsEqSidL396Ng>  
LinkedIn: <https://www.linkedin.com/company/advisory-council-on-historic-preservation>

# ADVISORY COUNCIL ON HISTORIC PRESERVATION BUDGET JUSTIFICATION, FY 2024

## FY 2024 Request

The Advisory Council on Historic reservation requests  
\$9,494,000 and 40 FTE.

## SUMMARY

### FY 2024 Summary

As Americans look to the government to meet the nation’s economic challenges and support improvements to the nation’s infrastructure, the work of the Advisory Council on Historic Preservation (ACHP) remains vital. Facilitating timely and efficient environmental review of federal projects is of key importance, and the ACHP continues to have a critical role to play in that effort through the “Section 106” process. This process, outlined in the National Historic Preservation Act (NHPA), tasks the ACHP with helping federal agencies take historic resources into account before proceeding with certain activities. These activities include certain federal agency projects, federally funded projects, and private projects requiring federal permits or licenses (because, for example, they are on federal land or involve federal communications or energy infrastructure). In FY 2024, the ACHP will do the following, with the scope of achievements dependent upon the level of funding provided:

- Manage the federal historic preservation review and consultation process under Section 106 of the NHPA in a timely, effective, and efficient manner that fully engages stakeholders and the public to find creative solutions that accommodate both federal project needs and stewardship of the nation’s historic properties, especially in the area of infrastructure;
- Develop Section 106 efficiencies, including responding to the rapidly growing demand from federal agencies to tailor the Section 106 process to specific agency programs, embracing best practices, as defined by the Federal Permitting Improvement Steering Council (Permitting Council);
- Expedite and improve planning for federal projects by promoting the development of digital tools, including Geographic Information Systems (GIS), that identify historic properties in a uniform manner, and electronic Section 106 processing and record-keeping;
- Meet the substantially increased demand from federal agencies and stakeholders for online trainings on Section 106;
- Promote the effective involvement of Indian tribes (which for the purposes of the NHPA includes Alaska Native villages and corporations) and Native Hawaiian organizations in the federal preservation planning process and the broader national historic preservation program, including incorporation of Indigenous Knowledge in project planning; participate in the White House Council on Native American Affairs to effectuate consideration for and protection of historic properties and sacred sites in federal decision making; and help train the next generation of tribal preservation professionals through a Memorandum of Understanding with Salish Kootenai College (SKC);
- Continue to expand the agency’s work by raising awareness about the importance of history; promoting the value and relevance of history and the benefits of historic preservation in

contemporary society; educate and engage new audiences, including the next generation of preservationists; and strive to build a more inclusive preservation program that embraces all Americans through the power of education;

- Promote federal programs and policies that leverage the benefits of preserving and using historic buildings for community revitalization and economic growth, including addressing creation of affordable housing through rehabilitation of historic properties;
- Promote federal policy consideration of disaster management for historic properties, encourage investment in preserving historic properties as part of federal climate resilience and adaptation initiatives, and work to ensure Section 106 reviews proceed in an effective and efficient manner for climate-related projects and programs;
- Provide timely expert advice to the President, the Congress, and the executive branch on national economic, energy, community development, resource management, and environmental policies and priorities in relation to preservation of historic properties;
- Work with federal agencies to implement recommendations on managing historic federal properties in the ACHP's 2021 Report to the President on federal stewardship of historic properties, as required by Executive Order (EO) 13287, "Preserve America," and the ACHP's 2021 report on leveraging federal historic buildings;
- Collaborate with the U.S. Semiquincentennial Commission and preservation partners to advance preservation programs and policies in the commemoration of the 250th anniversary of American independence;
- Modernize, update, and expand the functionality and usability of the ACHP's website as a primary source of information on the ACHP and its programs as well as the federal historic preservation program in general and continue to expand the ACHP's social media presence;
- Support a healthy and diverse preservation profession by working with partners, including the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities (HBCUs), HBCUs, Minority Serving Institutions, and federal agencies, to showcase careers in historic preservation, related fields, and in the federal government;
- Empower and strengthen the ACHP workforce by expanding the ACHP internship program; and
- Implement information technology modernization and cybersecurity initiatives.

The ACHP's FY 2024 request represents approximately a 10.5 percent (\$909,000) increase from the FY 2023 level of \$8.585 million. This level of funding (\$9,494,000) will permit the ACHP to hire a term employee to specialize in technical assistance regarding Section 106 review of permitting projects; maintain its FY 2023 level of operations; accommodate payroll and rent increases; enhance electronic Section 106 procedures to improve and expedite project reviews; expand its intern program; continue previous efforts to enhance equity and inclusion in the national historic preservation program; address projected demands from federal agencies for Section 106 project and program reviews, and training and guidance, particularly in the area of infrastructure development (including clean energy projects); continue to improve the usability of ACHP's website; and meet many cybersecurity and information technology needs.

## **FY 2024 Direction and Request**

### **Efficient Section 106 Review**

#### ***Economic recovery and infrastructure***

The ACHP's major contributions to strengthening the economy are to advance the Administration's infrastructure initiatives, including the projects and programs funded by the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act) and the Inflation Reduction Act (IRA). The agency is uniquely

positioned to build efficiencies in the Section 106 review of federal and federally assisted projects and to improve environmental reviews for infrastructure projects through better coordination among the Section 106 process, the National Environmental Policy Act (NEPA), and other environmental statutes. The ACHP's efforts in this regard are critical to supporting the work of agencies that received funding under the IRA to facilitate timely and efficient environmental reviews for infrastructure projects. Since the ACHP did not receive such funding under the IRA, the ACHP is requesting FY 2024 funding for a term position to further enable its infrastructure and permitting assistance. Even without the IRA, more than 110,000 federal projects every year are subject to Section 106. With the IRA, ACHP workload will increase substantially.

Since 2012, the ACHP has played an important role in Administration efforts on improving the delivery of infrastructure projects, providing policy recommendations and guidance as a member of the steering committee implementing the requirements of EO 13604, "Improving Performance of Federal Permitting and Review of Infrastructure Projects," and as a member of the Permitting Council that was established in 2015 and made permanent by the Bipartisan Infrastructure Law.

The ACHP will continue to advance Permitting Council goals and implement the Administration's Permitting Action Plan by developing Section 106 program efficiencies; promoting the early and meaningful engagement of key stakeholders, including Indian tribes and underserved communities; and advancing the use of digital tools and data to better inform Section 106 reviews and project planning. The ACHP actively participates in many Section 106 reviews to, among other things, ensure those who attach significance to historic properties that may be affected are heard and can inform and influence agency decision making.

The ACHP will also assist federal agencies in effectively coordinating Section 106 reviews for infrastructure projects listed on the Permitting Dashboard; coordinate with federal agencies and other stakeholders to address workforce development challenges affecting agencies' infrastructure development preservation reviews; promote NEPA-Section 106 integration strategies; and work to ensure Section 106 consultation is inclusive and informed by diverse stakeholders through technical assistance to agencies on their public and consulting party outreach efforts. In anticipation of increased workloads generated by new infrastructure development, the ACHP will continue to advocate for strategies to bolster the capacity of State Historic Preservation Officers (SHPOs), Tribal Historic Preservation Officers (THPOs), and federal agencies for timely participation in Section 106 reviews. The ACHP plans to discuss with the Permitting Council and relevant agencies how funding they received under the IRA might potentially help address SHPO and THPO capacity to participate effectively in the Section 106 process.

The ACHP is also a member of the Broadband Workgroup, working with other federal members to identify further efficiencies and improvements to environmental review procedures for broadband projects, particularly those that serve rural America. It also serves as a member of the Transportation Rapid Response Team, in which agencies share best practices and information. The ACHP is committed to building upon the already extensive range of programmatic approaches that increase the efficiency of the Section 106 process for broadband deployment and transportation projects.

### ***Tailoring the Section 106 process to agency needs***

Federal agencies sometimes need a more flexible approach to ensure the requirements of Section 106 review are achieved and historic preservation concerns are balanced with other federal mission requirements and needs. The Section 106 regulations "Protection of Historic Properties," (36 CFR Part 800), offer program alternatives through which agencies can tailor the Section 106 review process for a group of undertakings or an entire program that may affect historic properties.



Requests for program alternatives increased dramatically in FY 2021 and FY 2022, and are expected to continue at the current pace in the coming years. In supporting the Permitting Council's best practices and the Permitting Action Plan, the ACHP is actively advancing use of program alternatives to increase the efficiency and effectiveness of historic preservation reviews for a wide range of federal programs. The recent passage of the IRA, with its funding for some agencies to accelerate environmental reviews for their infrastructure projects, likely will increase the demand for program alternatives. They are particularly important tools for ensuring that review of infrastructure, clean energy, and climate resilience projects can proceed expeditiously while still addressing stakeholder concerns about impacts to historic properties. Program alternatives provide the ACHP with the ability to tailor the standard Section 106 review process established in the ACHP's government-wide regulations to meet the needs of a particular agency program. They are established principally by and in collaboration with federal agencies and must include the engagement of key stakeholders and the public. Over the years, these have provided carefully crafted approaches to improving the efficiency of agency project delivery and focusing effort on more complex reviews.

Three recent federal agency requests for program alternatives illustrate how the ACHP assists in streamlining Section 106 review. First, in 2022, the ACHP approved an exemption (exempted category of undertakings) that would release all federal agencies from the Section 106 requirement to consider the effects of their undertakings involving the installation and placement of electric vehicle supply equipment (EVSE). In this way, the ACHP demonstrated leadership in advancing recent laws and executive orders directing federal agencies to facilitate fleet electrification. Second, in 2023, the ACHP approved an exemption for the U.S. General Services Administration (GSA) from the Section 106 review process for certain maintenance and preservation activities. The ACHP will explore how the exemption might be utilized by other federal agencies that can demonstrate programs and expertise similar to GSA. Third, the Department of the Army (Army) is seeking a Program Comment pursuant to 36 CFR 800.14(e) for a category of its historic housing inventory constructed from 1963-1975, referred to as Army Vietnam War-Era Historic Housing, Associated Buildings and Structures, and Landscape Features. The intent of the Program Comment is to provide the Army with programmatic NHPA compliance for the management actions occurring on this large inventory of similar property types in lieu of conducting individual project reviews on a case-by-case basis. The ACHP has provided feedback on this proposal and is currently working with the Army to bring review of the request to a resolution.

Interest among federal agencies in developing program alternatives is anticipated to continue in FY 2024 in response to other new and expanded infrastructure programs. Examples of other nationwide efforts already in various stages of development and that will require further action by the ACHP in FY 2023 and FY 2024 include the following:

- Updating the current nationwide Programmatic Agreement for the Bureau of Land Management (BLM) that expires in FY 2023;
- Developing a Program Comment for Department of Defense Cold War-era resources;
- Developing a nationwide Programmatic Agreement on management of highly technical and scientific facilities for the National Aeronautics and Space Administration;
- Developing a program alternative to address maintenance needs for the National Park Service (NPS);
- Developing a nationwide Programmatic Agreement for NPS Cultural Resources Assistance Programs; and
- Developing a nationwide program alternative for the Forest Service to manage historic structures and campgrounds.

Other program alternative requests are in exploratory stages, as federal agencies are recognizing the efficiencies they provide. In addition to these nationwide efforts, the ACHP anticipates that a strong interest in developing regional- and state-based agreements will continue as well, particularly in the areas of energy projects of all kinds. The ACHP is committed to collaborating with agencies to the extent that annual appropriated funds permit, absent dedicated funding from the IRA or another source.

### ***Digital historic property information and electronic Section 106 processing***

Recognizing the importance of ensuring information about historic properties is readily available to project planners and private parties seeking federal permits and licenses, the ACHP established a Digital Information Task Force in 2018. The [Task Force recommendations and action plan](#), issued in 2020, addresses the need for more uniformly available digital tools, including GIS, to improve the efficiency and planning for federal projects by making information about the location of identified historic properties more readily available. Access to better information will contribute significantly to current government-wide efforts to improve the efficiency of environmental reviews, including Section 106 reviews, for infrastructure projects. Such information plays a vital role in assisting with the development of project plans that avoid adverse effects to known historic properties at the design stage. In FY 2024, the ACHP will continue to advance the recommendations of the Task Force, including efforts to work with state, tribal, and local governments, and private sector stakeholders to identify effective strategies for making historic property geospatial information appropriately available to the planning process and for the utilization of electronic Section 106 systems to facilitate workflows and information exchange. Recognizing that further investments in these technologies among states, Indian tribes, and federal agencies may be necessary, the ACHP will also continue its efforts to advise the Congress and Administration where opportunities to make such investments may be prudent.

The ACHP has worked aggressively to digitize the Section 106 review process and establish tools and procedures for federal agencies to use in interacting with the ACHP on Section 106 reviews. In 2022, it expanded the reach of its Electronic Section 106 Documentation Submittal System (e106), which improves the efficiency of the Section 106 review process, expedites critical steps in Section 106 review, and encourages complete and accurate submissions. Almost all submissions to the ACHP are now received electronically through e106. Also in 2022, the ACHP established the position of a Digital Operations Coordinator. To further implementing e106 and expand the impact of the Digital Operations Coordinator, the ACHP now seeks further investments in technology that can expedite the Section 106 process and make it more transparent and accessible to participants. The ACHP is also currently digitizing paper records and taking other steps to increase the searchability of Section 106 agreements and related information to inform the agency's development of technical assistance products as well as to identify patterns in federal historic preservation reviews.

The next step in implementing e106 would be to connect this system to the ACHP's case management platform so that electronic communication with the ACHP is instantly shared with staff and seamlessly entered into its databases. These upgrades would increase the efficiency and timeliness of the ACHP's Section 106 responses and serve as a model for others who would benefit from such expediciencies. Given that the ACHP did not receive assistance through the IRA and anticipates an increased Section 106-related workload, additional funding in FY 2024 is critical to advancing this initiative. Additional funding will also accelerate digitization of the ACHP's extensive paper records.

### ***Training***

Training—for federal agency staff, State and Tribal Historic Preservation Office staff, contractors, and consulting parties—is a critical component of improving the effectiveness and timeliness of the Section 106 process. The ACHP currently offers training in the Section 106 process through on-site classroom and

digital classroom courses, live instructor-led webinars, and on-demand e-learning courses. The addition of digital classroom courses since 2020 supports the ACHP's commitment to distance learning, recognizing that budget and travel restrictions in other agencies limit participation in on-site training opportunities. Distance learning is lower in overall cost to both the ACHP and participants, although it does require up-front development costs. Introduced in FY 2013, the ACHP's webinars continue to grow in popularity, with new courses introduced each year.

The ACHP's training program reached more than 2,800 participants in all formats during FY 2022. On-demand e-learning courses were accessed nearly 2,000 times in FY 2022. In 2019, the ACHP removed fee requirements for all on-demand e-learning courses and saw a dramatic increase in the number of participants. The ACHP expects interest in online learning formats to remain strong in future fiscal years. Given that on-demand e-learning courses are now reaching thousands of users each year, the ACHP is focusing on expanding this catalog of material and enhancing its e-learning platform. The ACHP plans to upgrade its e-learning platform in FY 2023 to allow for delineation of learning pathways that will make the ACHP's Section 106 training curriculum appropriate to different levels of expertise. These enhancements will make practical Section 106 training accessible to users with different types of learning needs.

The ACHP continues to partner with federal agencies for special courses tailored to individual agencies. Federal agencies support the development and delivery of these courses, but the ACHP creates course content and provides instruction. The ACHP's Section 106 training program also incorporates courses designed to support the effective participation of consulting parties, including Indian tribes and Native Hawaiian organizations, in federal historic preservation reviews. Building on this, continued expansion of training in FY 2023, including new courses specifically tailored and marketed to underserved communities, will occur to the extent that resources permit.

### **Policy Advice**

Consistent with its statutory mandate, the ACHP advises the Administration and the Congress on legislative, regulatory, and administrative policies that affect or enhance historic preservation interests. Likewise, it provides evaluations and recommendations on how federal programs can make better use of historic preservation tools and techniques as they carry out their missions. These efforts focus on strategies to effectively combine the stewardship of the nation's heritage with other national goals and cooperate in the joint development and implementation of such initiatives.

### ***Managing historic federal properties***

In 2021, the ACHP issued two reports focused on federal agency historic property stewardship. [\*In a Spirit of Stewardship: A Report on Federal Historic Property Management\*](#) was developed pursuant to Section 3 of EO 13287 and conveyed to the President. This triennial report describes federal agency progress in identifying, using, and protecting historic properties, and offers findings and recommendations for further enhancement of preservation efforts in relationship to properties owned or managed by the federal government. The ACHP has been and will continue to work with federal agencies to implement the report's recommendations. The next report is due for submittal to the President in FY 2024, and the ACHP will begin preparation of report themes and reporting recommendations for federal agencies in FY 2023.

Also in 2021, the ACHP published [\*Leveraging Federal Historic Buildings\*](#), the report of an associated ACHP working group. The report focused on the leasing of under-used and unused historic federal buildings and identified recommendations for administrative and policy improvements to facilitate the leasing of such properties for nonfederal use. The ACHP will continue to implement the recommendations of the report and raise awareness of leasing best practices in FY 2023 and beyond.

### ***Policy statement on burial sites, human remains, and funerary items***

Human remains, burial sites, and funerary items are significant to all Americans. In FY 2023, the ACHP is addressing increasing concerns related to their treatment and working to ensure they receive appropriate consideration in federal decision making. Recently, the ACHP unanimously approved an [update to its existing policy statement](#) that addresses these issues. The revised policy statement better accounts for the views of Indian tribes, Native Hawaiians, and the African American community; includes actionable tasks; utilizes more inclusive language; and aligns the policy with current Administration priorities, including the Federal Indian Boarding School initiative. Implementation of the revised policy will occur in FY 2024 and beyond and is expected to result in the need for additional training and guidance.

### ***Policy statement on Indigenous Knowledge and historic preservation***

The ACHP interacts regularly with Indian tribes and Native Hawaiians, who have identified the need to integrate Indigenous Knowledge into the federal historic preservation framework. Indigenous Knowledge (sometimes called Traditional Knowledge) is a body of observations, oral and written knowledge, innovations, practices, and beliefs developed by tribes and Indigenous Peoples through interaction and experience with the environment. The Administration's position is that Indigenous Knowledge is part of the best available science. To advance understanding of Indigenous Knowledge, the ACHP developed an information paper on Traditional Knowledge and the Section 106 process in FY 2021 and is participating on the White House Council on Native American Affairs Indigenous Traditional Ecological Knowledge workgroup. In FY 2023, the ACHP will develop a formal policy statement on effectively integrating Indigenous Knowledge into the Section 106 process that will identify principles to guide agency decision making. Implementation of the policy statement will take place in FY 2024 and beyond and is expected to require the development of additional training and guidance.

### ***Policy statement on climate change and historic preservation***

To assess and identify key challenges and opportunities relating to climate impacts and historic properties, in August 2021 the ACHP established its Climate Change and Historic Preservation Task Force to make recommendations on strategic priorities going forward. Based on the work of the task force, the ACHP has developed a draft policy statement to define more clearly connections between climate change and historic properties. The policy statement will promote informed federal decision making, responsible federal stewardship of historic properties, and consideration of climate impacts during Section 106 reviews. The ACHP also has designed the policy statement to assist communities and tribal, state, and local governments as they plan for, mitigate, and adapt to climate impacts on historic properties. Formal adoption of the policy statement is anticipated in FY 2023. Implementation of the policy statement will take place in FY 2024 and beyond, and is expected to require the development of additional information and guidance. The ACHP also will continue to seek opportunities to advise Congress on climate-related legislation to promote consideration of addressing climate impacts to historic properties.

### ***Housing construction and community revitalization***

The ACHP has long been committed to the importance of historic preservation in economic growth strategies, including the role preservation can play in ensuring a healthy housing construction industry. Older and historic buildings are a critically important subset of naturally occurring affordable housing. In 2006, the ACHP issued its [“Policy Statement on Affordable Housing and Historic Preservation,”](#) which includes several principles that address the importance of flexibility and streamlining in Section 106 review of affordable housing projects. To ensure this policy statement is fully addressing current challenges in the development of affordable housing, the ACHP plans to begin updating the policy statement in FY 2023, followed by implementation and follow-up in FY 2024. On a related note, the ACHP has opened a dialogue



with the Department of Housing and Urban Development regarding its implementation of the White House's Housing Supply Action Plan and the role that historic buildings can play in meeting the goals of that plan.

### ***Preservation and the Semiquincentennial***

In 2026, the United States will commemorate 250 years since its founding, and the ACHP sees this as an opportunity to both expand recognition and understanding of the important places associated with the nation's history and to make further strides in developing the national historic preservation program. In 2019, the ACHP engaged with the U.S. Semiquincentennial Commission as the Commission developed its report to the President, and in 2020 the Commission asked the ACHP chairman to serve on the America 250 Parks, Preservation & Public Spaces Advisory Council. The ACHP is working to ensure historic preservation is an important component of the Commission's work and was pleased in August 2021 to become a signatory of a multi-agency cooperative agreement with the United States Semiquincentennial Commission. A particular goal of the ACHP, in its role as policy advisor to the President and Congress, is to seek improvements to the public-private partnership that undergirds the national program. These efforts will continue in FY 2023 and intensify during FY 2024.

### **Advancing a More Inclusive Preservation Program**

The national historic preservation program was created, in part, to identify and protect sites and landscapes that tell the stories of all Americans and to honor and preserve their heritage. In fulfillment of its statutory charge to encourage public interest and participation in historic preservation and of the requirements of EO 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," and EO 14091, "Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," the ACHP will further develop and expand its ongoing efforts to build a more equitable and inclusive preservation program and to engage youth in historic preservation.

Within its capacity, the ACHP has long been working to advance its mission in various ways that serve the public consistent with EO 13985, EO 14041 ("White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through HBCUs"), as well as the HBCU PARTNERS Act (Public Law No: 116-270). The agency has plans to expand such work to the extent that resources permit. In FY 2023 the ACHP received funding to hire an Equity Officer, who will provide expert advice on equity matters, recommend and assist with the establishment of new initiatives, and work to support the diversity of ACHP staff.

### ***Indian tribe and Native Hawaiian organization participation***

The ACHP has the important statutory responsibility of ensuring that Indian tribes and Native Hawaiian organizations are afforded the opportunity to be consulted and actively involved throughout the Section 106 process, as federal or federally funded or permitted projects have the capacity to impact historic properties of religious and cultural significance to them. The ACHP continues to develop training and guidance resources and is actively participating in the White House Council on Native American Affairs to assist federal agencies, Indian tribes, and Native Hawaiian organizations with consulting more effectively. These efforts will advance Administration goals aimed at improving consultation and can lead to better preservation outcomes and more expeditious and predictable Section 106 reviews.

Climate impacts resulting from sea level rise, extended drought, increased severity of invasive species, severe storm events, and extreme wildfire, among other examples, have the potential to impact or destroy sacred sites, cultural practices, landscapes, and cultural properties that are significant to Indian tribes and

Native Hawaiian organizations. In FY 2022, the ACHP, in consultation with Indian tribes and Native Hawaiian organizations, developed a plan for ACHP actions that identifies strategies the ACHP can take in an attempt to mitigate and combat such climate impacts.

In FY 2022, the ACHP made significant progress aimed at implementing this plan, including the following: participating in the White House Council on Native American Affairs Climate Adaptation Subcommittee; co-leading development of an Indigenous-led speaker series; partnering with the Council on Environmental Quality and the Environmental Protection Agency on a climate inventory; developing inquiries for inclusion in the Council on Environmental Quality's progress report; serving as a subject matter expert to advise the Bureau of Indian Affairs Lower 48 relocation pilot project; reviewing Bureau of Indian Affairs climate resilience grants; and hosting nationwide listening sessions with tribal and Native Hawaiian leaders regarding the intersection of climate change and historic preservation. Implementation of the plan is expected to continue through FY 2024 to the extent resources permit. Increased use of interns, temporary hires, and travel funds to facilitate involvement at conferences and summits would expedite plan implementation.

The ACHP also is addressing other policy issues of concern to Indian tribes and Native Hawaiian organizations that can arise during Section 106 consultation. In FY 2024, the ACHP will be implementing the FY 2023 updated policy statement on burial sites, human remains, and funerary items; and the FY 2023 policy statement on Indigenous Knowledge and historic properties. This work was addressed previously in this document.

### ***White House Council on Native American Affairs***

As a member of the White House Council on Native American Affairs, the ACHP is actively participating in and carrying out necessary actions to support the work of the Administration. The ACHP participates in several committees<sup>1</sup> and subcommittees<sup>2</sup> to advance both the Administration's and the ACHP's tribal and Native Hawaiian program goals.

In FY 2022, the ACHP worked to update and sign onto the Tribal Treaty Rights Memorandum of Understanding and the Sacred Sites Memorandum of Understanding (MOUs). These MOUs intend to advance consideration of treaty rights and sacred sites in federal decision making, create guidance and resources to assist federal agencies in their decision making, and increase capacity of Indian tribes and Native Hawaiian organizations in representing their interests through consultation. The ACHP is actively participating in interagency working group meetings; led development of progress reports; continued development of an interagency sacred sites case studies resource guide; and conducted training on the intersection of the NHPA and EO 13007, "Indian Sacred Sites," with Indian tribes and Department of Energy personnel. As part of the interagency working group, the ACHP co-authored a tribal treaty rights best practices guide that was released in December 2022. Implementation of the MOUs will continue through FY 2023-2024.

In FY 2022, the ACHP joined the White House Council on Native American Affairs Indigenous Traditional Ecological Knowledge workgroup, in participation with 25 other federal agencies, to draft guidance related to the incorporation of Indigenous Knowledge into federal decision making. This guidance document was released in November 2022. The ACHP worked to incorporate consideration of historic properties, sacred

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<sup>1</sup> Treaty, Homelands, and Climate Change Committee; Education Committee; International Indigenous Issues Committee; and Economic Development, Energy, and Infrastructure Committee.

<sup>2</sup> Indigenous Sacred Sites MOU Subcommittee; Tribal Treaty and Reserved Rights MOU Subcommittee; Indigenous Knowledge Subcommittee; and the Climate Adaptation Subcommittee.

sites, and sensitive/confidential information into this guidance. The ACHP hosted virtual webinars and in-person training for Indian tribes and Department of Transportation personnel, presented at the Oregon State University National Indigenous Knowledge conference, and conducted virtual presentations at the National Association of Tribal Historic Preservation Officers annual conference, among other activities. These outreach efforts will continue in FY 2023 and FY 2024 as part of the ACHP's initiative to develop a policy statement on Indigenous Knowledge and advance the integration of Indigenous Knowledge in federal project planning.

In FY 2022, the ACHP joined the White House Council on Native American Affairs Climate Adaptation Subcommittee to advance the interests of Indian Tribes and Native Hawaiian organizations relevant to climate impacts on sacred sites. The ACHP is jointly leading development of a monthly interagency speaker series led by Indigenous representatives meant to educate federal personnel regarding various topics of interest including historic preservation, sacred sites, and Indigenous Knowledge; this speaker series will extend from FY 2023 to early FY 2024. Additionally, through efforts led by an ACHP intern and temporary employee, an inventory of existing federal agency climate change plans was conducted to identify agency consideration of historic preservation, Indigenous Knowledge, sacred sites, treaty rights, and Indian tribes. This inventory will inform future subcommittee efforts to advise federal agency climate change plan development and updates.

In September 2022, the ACHP signed the Native Languages Memorandum of Agreement at the request of the White House Council on Native American Affairs. Participation in this Memorandum of Agreement will require developing an implementation plan targeting the ACHP's efforts to advance Native language preservation and perpetuation that will extend beyond FY 2024.

#### ***Using partnerships and training to broaden engagement with diverse and underserved communities***

The ACHP will continue to strengthen existing partnerships and pursue new opportunities to ensure all communities can participate in and have access to the federal historic preservation program. Leveraging the ACHP's limited resources through partnerships expands its reach and creates the collaboration necessary to advance the nation's broader goals. Since all communities have historic properties of significance to them that could be affected by projects carried out, licensed, or assisted by federal agencies, it is important to encourage the involvement of diverse stakeholders in Section 106 reviews. Having received funds in FY 2023 to hire an Equity Officer, the agency plans to develop new training materials geared toward increasing participation from underserved communities in the Section 106 review process. Staff will also work with federal agencies to provide technical assistance aimed at encouraging the engagement of diverse and underserved communities in consultation and public outreach. New outreach efforts are planned, including translating critical parts of the ACHP website into Spanish.

#### ***Other programs and initiatives for Historically Black Colleges and Universities, tribal colleges and universities***

In 2018, the ACHP launched [Preservation in Practice](#) (PIP) in conjunction with NPS and the National Trust for Historic Preservation. This program advances the goals of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs. On August 8, 1980, President Jimmy Carter signed EO 12232, "Historically Black Colleges and Universities," which directed the Secretary of Education to "implement a Federal initiative designed to achieve a significant increase in the participation by historically Black colleges and universities in federally sponsored programs." Since then, every President has created an EO for this purpose.

The PIP program strives to bring more young African American professionals into historic preservation and related fields. It introduces students to historic preservation principles and practice through work with preservation professionals and hands-on experiences at historic buildings at HBCUs, drawing on the rich heritage of these unique institutions, and provides networking and career building opportunities. In 2019, the ACHP's initiative was recognized by the White House Initiative with one of three Agency Innovator Awards.

The ACHP expanded PIP from two HBCUs in FY 2019 and FY 2022 to three in FY 2022, and the number of students participating almost doubled. (The pandemic forced deferral of the PIP program in FY 2021.) Building on this success, the ACHP collaborated with the U.S. Forest Service in FY 2022 to develop a new program, Cultural Heritage in the Forest. The program introduced HBCU students to the forestry, cultural heritage, and preservation fields, and made more students aware of career opportunities at the Forest Service. These programs support the Administration's desire to support colleges and universities that play unique and vital roles in their communities, and make students aware of careers in the federal government.

In 2021, the ACHP created a webinar series, "Preserve the Past, Build for the Future," for students of architecture, history, urban and regional planning, and other related fields. Many of the sessions are targeted to African American students, with topics concerning preservation of African American-related historic properties. The series focuses on engaging students, raising awareness of the intersection of historic preservation and their fields, and educating them on the wide range of job opportunities in the federal government.

The ACHP works in partnership with communities of color across the country and is guided by these partners. For example, the ACHP has helped raise awareness of the Abuelas Project of Latinos in Heritage Conservation in FY 2023. This project is a multi-year preservation initiative to collect, curate, and amplify stories about places that matter to Latino communities in the U.S. and Puerto Rico. As part of the agency's outreach and community engagement, the ACHP has shared partnership opportunities with organizations such as the National Association of Minority Architects, Latinos in Heritage Conservation, and the 1882 Foundation. Expanding community outreach and engagement are a priority in the work of the agency, as resources permit.

### ***Tribal college and university initiative***

The ACHP has committed to establishing strong, multi-faceted relationships with tribal youth and college students. It has initiated a formal partnership with SKC, the only tribal college or university with a degree program in tribal historic preservation. This partnership includes an internship program for SKC students, which brings a student to work with ACHP staff each summer. It has also included a workshop for Tribal Historic Preservation Officers, SKC students, and NPS, with additional workshops and webinars underway for FY 2023. The ACHP and SKC expect to renew this formal partnership through an updated MOU in FY 2023, extending through FY 2025. In FY 2024, the ACHP seeks funding to support additional workshops, expansion of federal agency involvement in related programming, and new programming to increase career development opportunities for SKC students and to engage Native professionals in the national program. Travel for activities to deepen this partnership, including in-person annual meetings and classroom lectures, would facilitate this initiative, resources permitting. In addition, the ACHP hosts and will continue to update a Native youth Facebook page, which connects Native youth (and those who work with youth) with information and opportunities related to historic and cultural preservation, and career and educational opportunities.

## **Management and Performance Enhancements**

### ***Online communication***

The ACHP's online efforts—including its website, social media platforms, and developing e106 system—provide many benefits for the public, federal partners, and the agency. Through this broad range of activities, the ACHP can improve transparency, increase its reach, reduce printing and distribution costs, and make the Section 106 review process more efficient and well-understood. Further investments in such systems will enhance these benefits.

The [ACHP's website](#) has continued to grow in its role to serve as the primary interface with the public and ACHP stakeholders. Completely overhauled in 2018, it is the platform for information about the ACHP's authorities, programs, and activities, providing a unique resource on the Section 106 process, a repository for essential guidance and best practices, a portal to the ACHP's e106 platform, and access to the ACHP's training and information products. ACHP.gov is viewed by users as the gateway to information on the national historic preservation program. Recent experience with providing agencies and stakeholders with pandemic-related updates and guidance regarding their Section 106 compliance responsibilities has underscored the importance of an up-to-date, user-friendly website and social media.

In addition to the ACHP's website, the agency continues to expand its social media presence, making information available via Facebook, Twitter, LinkedIn, Instagram, and YouTube, expanding its use of social media to connect with an increasingly diverse and technologically sophisticated constituency. As the communication forum of choice for millions of Americans, social media also is a particularly important vehicle for engaging a younger audience.

An effective web presence requires constant refinement and upgrading to employ the latest technologies and adapt to market trends. Sophisticated websites need contracting expertise to create new areas; meld or delete older, obsolete materials; add to the platform; and keep the website functioning at top capacity. Also, as use of the website grows, new areas of information and functionality are needed that the staff at the ACHP cannot create in-house.

Additional funding is needed in FY 2024 to adequately maintain and expand the ACHP's website and social media presence as an essential informational, public service, and public access vehicle to meet the increased need for online information and guidance. The agency website requires a dedicated maintenance and development contract for continued improvements for making critical website changes that cannot be made in-house and for securing against vulnerabilities. Finally, as noted above, there is a need to further improve the ACHP's e106 portal on the website for use by the public. Funding requested for FY 2024 will ensure this is possible.

### ***Internship program expansion***

The ACHP has had a formal internship program since 2013; prior to that date, the ACHP hosted interns on an ad hoc basis. Nearly all intern stipends previously have been provided by the ACHP Foundation, a nonprofit organization that was established to support the ACHP's mission. Internships in FY 2020 through FY 2022 were virtual and demonstrated that virtual internships are viable and valuable. To further explore the benefits of virtual internships, the ACHP is participating in FY 2022 and FY 2023 in the federal Virtual Student Federal Service program, which is managed by the Department of State.

While the ACHP Foundation has provided financial support for portions of the intern program, such support is not certain, and the Foundation's ability to raise funds for the program varies each year. This introduces vulnerabilities in the ACHP's ability to carry out the program. Likewise, the Foundation's ability to assist in



other areas is limited by the need to substantially support the ACHP's intern program. In FY 2023, the ACHP will seek support from the ACHP Foundation and other partners to continue its paid internship opportunities, in keeping with the requirements of EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce." However, to ensure consistency in the program and increase the number of interns, the ACHP will require budget funding for the program in FY 2024.

Recruitment for the ACHP's FY 2022 internships included outreach to the nonprofit organization Latinos in Heritage Conservation; HBCUs; the Federal Interagency Working Group of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs; and SKC. The result was the most diverse applicant pool in the ACHP's history. In FY 2023 and FY 2024, proactive efforts to recruit a diverse group of intern candidates will continue.

### ***Prioritizing information technology modernization and cybersecurity***

Information technology has assumed an increasingly prominent role in the ACHP's work and requires continued investment to meet modernization and cybersecurity challenges to provide the necessary tools to carry out program activities and serve its constituency securely and efficiently. Increased telework requires new and additional technologies to support the workforce and ensure their work between office and home is seamless. This requires utilizing cutting-edge technologies and replacing legacy infrastructure using modern cloud-based solutions where possible to enhance information technology service effectiveness and reduce cybersecurity risks.

The increase in cybersecurity threats, the corresponding spate of legislative and Administration directives, and the need for replacing legacy equipment have placed significant financial demands on the ACHP. In response, the ACHP has undertaken a multi-year program to address the issues. Continued investment in prior fiscal years has been essential to advance the effort to meet the challenges of the ever-changing threat environment and legal directives. FY 2023 funds will be allocated to meet existing requirements of the National Institute of Standards and Technology Cybersecurity Framework areas, EOs, and Office of Management and Budget policies.

Due to the investments made in cybersecurity improvements, ongoing improvements in the ACHP's Cybersecurity Risk Management have been made possible by prioritizing reduction of cybersecurity capability gaps. The ACHP will be able to sustain this momentum to maintain effective cybersecurity operations and advance zero trust security goals if sufficient resources are provided in FY 2024, which would allow increases in enterprise-wide cybersecurity posture maturity.

By the end of FY 2020, the end of systems life cycles for networking, storage, computing, and some cybersecurity equipment were reached. This is requiring a significant investment to complete a one-for-one replacement of all the end-of-life equipment. The ACHP has been distributing these expenses over a multi-year period. Replacement activity for FY 2022 and FY 2023 has been focused on supporting critical infrastructure and continuity of operations. However, additional network and cybersecurity systems equipment will reach end of support or end of life in FY 2024.

The ACHP's secure computer room and its climate control conditioned and backup power are vulnerable to electric power outages due to severe weather events, which could result in a disruption of agency operations. Currently, backup and conditioned power systems are in place to mitigate minor to moderate power disruption events. Most critical agency information technology services and applications are cloud-based, reducing the risk of disruption, and agency staff currently have secure connectivity to most services remotely. However, full redundancy and off-site backup of all agency critical data and services in the cloud is needed to address major electrical power and HVAC disruption scenarios. Likewise, redundant connectivity lines that can serve as automatic failover in case of connectivity disruption to the primary

communications service provider's infrastructure would ensure continued connectivity to critical information technology services.

During FY 2023, the agency is completing the transition to the Enterprise Infrastructure Solutions telecommunications contract, requiring an increase in service and transition costs to improve agency connectivity, resiliency, and security. Having connection redundancy and failover systems is critical to address agency downtime experienced due to dependency on a single telecommunications line given that the ACHP's hybrid work environment relies on VPN connections. Installing a second telecommunications line will provide geographic diversity in connection paths, which will also enhance ACHP resiliency to climate impacts. A second line also provides the opportunity to add WI-FI capability, which will further facilitate the hybrid work environment. Completing this important project is dependent on sufficient funding in FY 2024.

Some of these recurring cost increases will carry over into FY 2025.

## **FY 2024 Budget Request**

The ACHP request for FY 2024 will permit the agency to hire a term employee to specialize in technical assistance regarding Section 106 review of permitting projects; maintain its FY 2023 level of operations; accommodate payroll and rent increases; enhance electronic Section 106 processing to improve and expedite project reviews; strengthen its intern program; continue previous efforts to enhance equity and inclusion in the national historic preservation program; address projected demands from federal agencies for Section 106 project reviews, program alternatives, and training and guidance, particularly in the area infrastructure development (including clean energy projects); enhance the ACHP's website; and meet many cybersecurity and information technology needs. The total request is \$9,494,000 and 40 FTE, an increase of \$909,000 and 1 FTE from FY 2023 levels.

Specific program enhancements would include the following:

- *Personnel. (+\$158,000)* A new one-year term position (GS-13), with potential to extend to three years if funds are available, to specialize in technical assistance regarding permitting projects. This position would greatly enhance the ACHP's ability to assist agencies that received funding under the IRA and facilitate timely and efficient Section 106 reviews for the expected influx of new infrastructure projects. The staff person would provide federal agency staff with expert guidance on the application of the Section 106 regulations to permitting scenarios through technical assistance and virtual or classroom training. They would develop additional tools and information on the NEPA-Section 106 integration process set forth at 36 CFR 800.8(c) to assist agencies with the use of this review coordination strategy. They also would serve as a primary point of contact for SHPOs and THPOs on the development and implementation of Section 106 program alternatives; monitor projects on the Permitting Dashboard; and work with other ACHP staff to advise proactively on review timetables and respond to questions or disputes.
- *Internship program (+\$100,000 )* Dedicated funding for the ACHP internship program would strengthen and permit expansion of the current program, which has been funded by the ACHP Foundation. Allocated funds will help to ensure consistency in the program, increase the number of paid interns who can participate, and create the potential to bring virtual interns to Washington, D.C., for portions of their internships.

- *Modernization of public facing websites and digital services (+\$210,000)*
  - Digitization of e106 submissions to the ACHP by integrating the agency’s PaaS cloud case management systems with a fillable form on the agency’s public website and content management system. Core agency applications for managing Section 106 cases would be modified to meet the requirements for web-based electronic form e106 submissions, thereby digitizing required Section 106 notifications and eliminating delays related to manual data entry while providing immediate confirmation to both the submitter and ACHP staff that information has been received.
  - Ongoing web maintenance, additional web development, integration, and delivery systems for developing new website capabilities, and ongoing web infrastructure support would be provided. Prior to FY 2022, limited funds were available for improving the agency’s web products and systems. While some deferred maintenance issues will be addressed in FY 2023, further funding is needed to address all maintenance issues and pursue website enhancements.
- *Technology modernization for hybrid work, continuity of operations, and cybersecurity (\$122,000)*
  - Improve infrastructure resiliency, connectivity, redundancy, and security: A multi-year effort to fully implement disaster recovery and improve continuity of operation capabilities is underway. Additional funds are required to complete connectivity infrastructure upgrades for redundancy, and for security and replacement of legacy end-of-life equipment.
  - Improve hybrid and on-premises infrastructure with zero-trust security model implementation: On-premises and telework infrastructure would be expanded, along with progressing implementation of zero-trust systems.
- *Potential rent increase (+\$29,000)* The proposed funding level would allow the ACHP to stay in its current office space in the historic Pension Building (National Building Museum).
- *Adjustments to base. (+\$290,000)* This increase for salaries and benefits is requested to cover an annualized government-wide pay increase of 5.2 percent for calendar year 2024 and scheduled within-grade step increases. This would maintain the current staffing levels of the ACHP. Any other adjustments to base would be absorbed.

## Budgetary History

**Figure 1. Budgetary History, FY 2021-2024**  
(in thousands of dollars)

|                    | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|--------------------|---------|---------|---------|---------|
| President’s Budget | 7,400   | 8,255   | 8,585   | 9,494   |
| Appropriation      | 7,400   | 8,255   | 8,585   |         |
| Budget Authority   | 7,400   | 8,255   | 8,585   |         |
| FTEs               | 37      | 38      | 39      | 40      |

## Budget Request

Figure 2. Appropriation and Authorization Language

|                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Appropriation Language</b></p> <p style="text-align: center;">ADVISORY COUNCIL ON HISTORIC PRESERVATION<br/>SALARIES AND EXPENSES</p> <p style="text-align: center;">For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665),<br/>[\$8,585,000*] \$9,494,000</p> <p style="text-align: center;">* Consolidated Appropriations Act, 2023 [Public Law 117-328]</p> |
| <p style="text-align: center;"><b>Authorization Language</b></p> <p style="text-align: center;">There are authorized to be such amounts as may be necessary to carry out this title.</p> <p style="text-align: center;"><i>National Historic Preservation Act Amendments Act of 2006</i><br/>[Public Law 109-453]</p>                                                                                                                  |

## Mission and Authorities

The ACHP was established by Title II of the NHPA (54 U.S.C. §300101 et seq.). The NHPA charges the ACHP with advising the President and the Congress on historic preservation matters and entrusts the ACHP with the unique mission of advancing historic preservation within the federal government and being a leader in the national historic preservation program. Since FY 2011, the ACHP has been guided by the following mission statement:

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

The ACHP's authority and responsibilities are principally derived from the NHPA. Under Section 106 of the NHPA, the ACHP reviews federal actions affecting historic properties to ensure historic preservation needs are balanced with federal project requirements. The ACHP achieves this balance through the Section 106 review process, which applies whenever a federal action has the potential to impact historic properties. Section 213 of the NHPA (54 U.S.C. §304110) authorizes the ACHP to issue government-wide regulations to implement Section 106. The regulations are found at 36 C.F.R. Part 800.

Other duties of the ACHP are detailed in Section 202 (54 U.S.C. §304102) and include the following:

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

The ACHP also derives authorities from other statutes and EOs. For example, Title 41 of the FAST Act named the ACHP a statutory member of the Permitting Council charged with improving the federal permitting process for infrastructure projects. Section 7302 of the Omnibus Public Land Management Act of 2009 charged the ACHP with carrying out the Preserve America program. EO 13287 directs the ACHP to assess the state of federal stewardship of its historic properties and report to the President on a triennial basis.

## ACHP Membership

The ACHP has 24 statutorily designated members, including the chairman who is a full-time Presidential appointee confirmed by the Senate. The ACHP also includes a number of observers who have been invited to participate in the work of the ACHP. (See Figure 5.)

Under the chairman’s leadership, the ACHP members address policy issues, direct program initiatives, and make recommendations regarding historic preservation to the President, Congress, and heads of other federal agencies. Members pursue ACHP activities both collectively and individually. The membership is organized into four program committees: Federal Agency Programs; Native American Affairs; Preservation Initiatives; and Communications, Education, and Outreach. Member task forces and work groups are also formed to pursue specific needs such as policy development or Section 106 improvements.

## ACHP Staff

ACHP staff carries out the day-to-day work of the ACHP and provides all support services for ACHP members. In addition to its permanent staff, the ACHP maintains interagency liaison positions funded by the Federal Highway Administration (FHWA), BLM, GSA, Department of Veterans Affairs (VA), NPS, Department of the Army, and Forest Service. The executive director supervises all staff components.

**Figure 3. Staff Organization Actual and Proposed, FY 2021-2024**

| Function and FTEs                                 | FY 2021   | FY 2022   | FY 2023   | FY 2024   |
|---------------------------------------------------|-----------|-----------|-----------|-----------|
| Chairman                                          | 1         | 1         | 1         | 1         |
| Executive Director                                | 1         | 1         | 1         | 1         |
| Office of Native American Affairs                 | 3         | 3         | 3         | 3         |
| Office of General Counsel                         | 2         | 3         | 3         | 3         |
| Office of Administration                          | 4         | 4         | 4         | 4         |
| Office of Information Technology                  | 3         | 3         | 3         | 3         |
| Office of Preservation Initiatives                | 3         | 2         | 3         | 3         |
| Office of Federal Agency Programs                 | 16        | 17        | 17        | 18        |
| Office of Communications, Education, and Outreach | 4         | 4         | 4         | 4         |
| <b>TOTAL</b>                                      | <b>37</b> | <b>38</b> | <b>39</b> | <b>40</b> |



The **Chairman** is appointed by the President and confirmed by the Senate.

The **Executive Director** has senior management responsibility for all staff organizational units and reports to the chairman.

The **Office of General Counsel** provides legal advice and analyses, reviews and manages Freedom of Information Act requests, manages the agency ethics program, oversees the agency's records management, and initiates the ACHP's human resources actions.

The **Office of Native American Affairs** advises the ACHP leadership, members, and staff on policy and program matters related to Native American issues, and offers technical assistance and outreach for tribal and Native Hawaiian organization consultation under the Section 106 review process.

The **Office of Preservation Initiatives** analyzes legislation, develops policy recommendations, oversees special studies and reports, and implements programs related to national preservation benefits such as community development, economic impacts, sustainability, and tourism.

The **Office of Federal Agency Programs** represents the ACHP when it participates in Section 106 reviews, develops and implements program improvement initiatives, provides technical assistance and guidance for Section 106 users, and works to improve federal agency and stakeholder understanding of Section 106. It also oversees implementation of Section 3 of EO 13287, assists in carrying out the ACHP's responsibilities as a member of the Permitting Council, and manages the ACHP's training program, including delivery of onsite courses, webinars, and distance learning initiatives.

The **Office of Communications, Education, and Outreach** creates and conveys the ACHP's message to partners, stakeholders, and the general public via print and electronic media; manages the ACHP's website; meets information requests from citizens; handles media relations; takes the lead on engaging youth in historic preservation; and manages ACHP outreach, awards, and publications.

The **Office of Administration** oversees a full range of administrative, procurement, budget, and fiscal services and coordinates related services provided by the Department of the Interior and GSA on a reimbursable basis. The office also provides administrative and clerical support to ACHP leadership.

The **Office of Information Technology** manages the ACHP's information technology services, including infrastructure and cybersecurity operations. The office operates the agency data center, cloud infrastructure, network, telecommunications, and cybersecurity technologies.

**Figure 4. Expenditures by Object (in thousands of dollars)**

|       |                                                | FY 2022<br>Enacted | FY 2023<br>Enacted | FY 2024      | FY 2024<br>vs<br>FY 2023 |
|-------|------------------------------------------------|--------------------|--------------------|--------------|--------------------------|
| 11/12 | Salary/Benefits                                | 6,167              | 6,532              | 7,080        | +548                     |
| 21    | Travel                                         | 132                | 132                | 132          |                          |
| 22/23 | Freight, Rent,<br>Communications,<br>Utilities | 628                | 628                | 714          | +86                      |
| 24    | Printing                                       | 4                  | 4                  | 4            |                          |
| 25    | Contract Services                              | 1,189              | 1,219              | 1,458        | +239                     |
| 26    | Supplies                                       | 8                  | 8                  | 8            |                          |
| 31    | Equipment                                      | 127                | 62                 | 98           | +36                      |
|       | <b>TOTAL</b>                                   | <b>8,255</b>       | <b>8,585</b>       | <b>9,494</b> | <b>+909</b>              |
|       | FTEs                                           | 38                 | 39                 | 40           | +1                       |

**Figure 5. Members, Advisory Council on Historic Preservation (February 2023)**

**Chair**

Hon. Sara C. Bronin (Connecticut)

**Vice Chairman**

Jordan E. Tannenbaum (Virginia)

**Expert Members**

Rick Gonzalez, AIA (Florida)

Kristopher B. King (South Carolina)

Luke A. Nichter, PhD (Ohio)

Jay D. Vogt (South Dakota)

**General Public Members**

John G. Finley (New York)

John H. Frey (Connecticut)

**Indian Tribe/Native Hawaiian**

**Organization Member**

Hon. Reno Keoni Franklin (Kashia Band of Pomo Indians, California)

**Governor**

Vacant

**Mayor**

Hon. Robert Simison (Meridian, Idaho)

**Architect of the Capitol**

Chere Rexroat, RA, Acting

**Secretary of Agriculture**

Hon. Tom Vilsack

**Secretary of Defense**

Hon. Lloyd J. Austin III

**Secretary of Education**

Hon. Miguel Cardona

**Secretary of Homeland Security**

Hon. Alejandro Mayorkas

**Secretary of Housing and Urban Development**

Hon. Marcia Fudge

**Secretary of the Interior**

Hon. Deb Haaland

**Secretary of Transportation**

Hon. Pete Buttigieg

**Secretary of Veterans Affairs**

Hon. Denis McDonough

**Administrator, General Services Administration**

Hon. Robin Carnahan

**Chair, National Trust for Historic Preservation**

Jay C. Clemens (California)

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

Ramona Bartos (North Carolina)

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

Shasta C. Gaughen, PhD (Pala Band of Mission Indians, California)

**Observers:**

**Secretary of Energy**

Hon. Jennifer Granholm

**Chairman, Council on Environmental Quality**

Hon. Brenda Mallory

**Chair, National Alliance of Preservation Commissions**

Paula Mohr, PhD (Iowa)

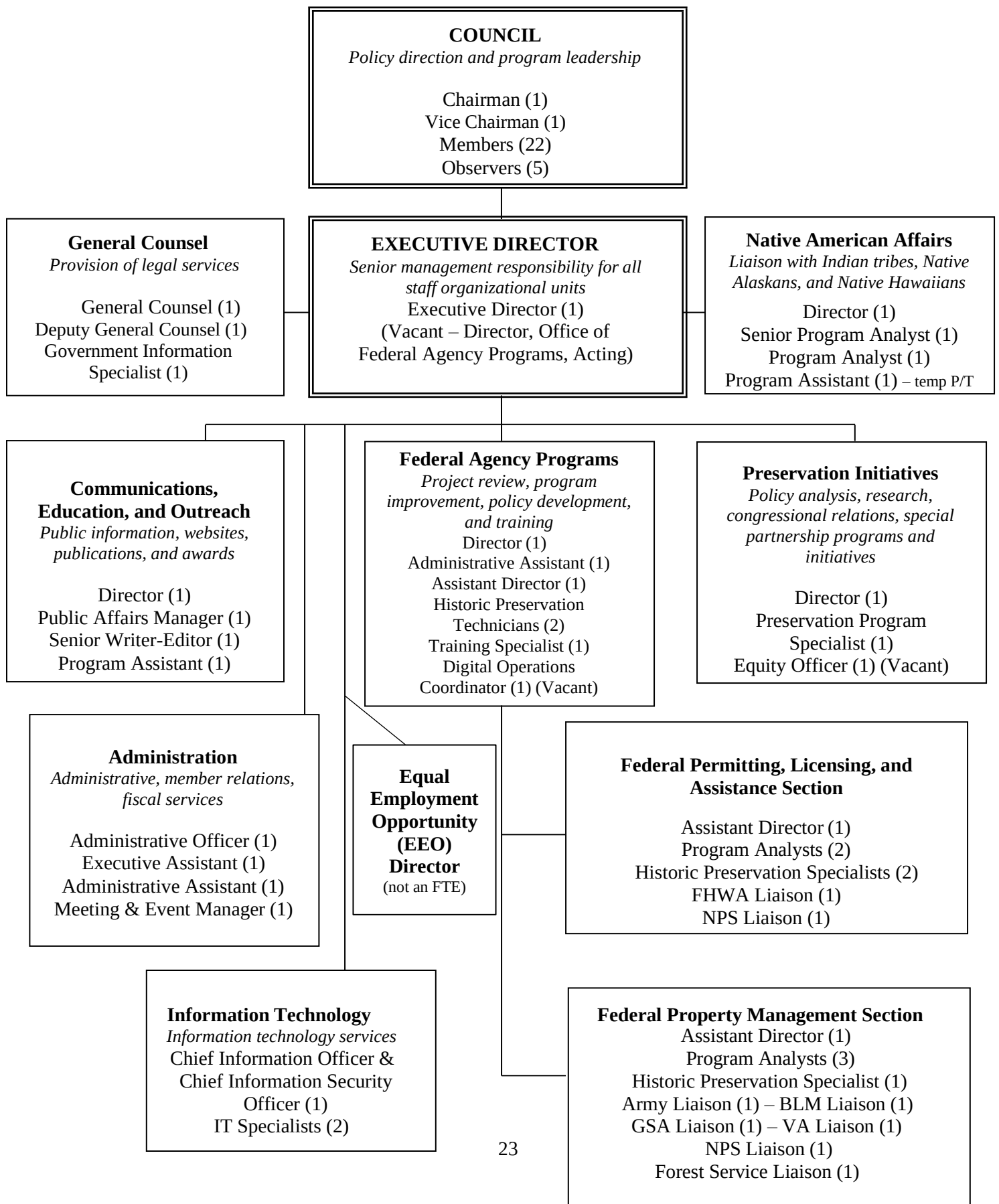
**Preserve America Youth Summit Director**

Ann Walker (Colorado)

**President, ACHP Foundation**

Katherine Slick (Washington, DC)

**Figure 6. ACHP Organizational Structure**  
(February 2023)





ADVISORY COUNCIL ON HISTORIC PRESERVATION

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# ACHP STRATEGIC PLAN



# ADVISORY COUNCIL ON HISTORIC PRESERVATION

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## 2022 STRATEGIC PLAN

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The **Advisory Council on Historic Preservation** (ACHP), an independent federal agency, is charged with the mission to promote the preservation of the nation’s diverse historic resources. The ACHP advises the President and Congress on national historic preservation policy and also provides a public forum for stakeholders and the public to influence federal agency decisions regarding federal projects and programs that affect historic properties.

The ACHP promotes the importance of historic preservation to foster an understanding of the nation’s heritage and the contribution that historic preservation can make to contemporary communities, along with their economic and social well-being. This Strategic Plan sets forth how and why the ACHP undertakes these activities by highlighting the agency’s duties and authorities, its mission and vision, and its strategic goals and objectives.

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## PLAN OVERVIEW

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The ACHP's mission statement and vision statement guide the agency's work under this plan, as does the following cross-cutting objective:

*While encouraging efficiencies, collaboration, and consultation, strive to ensure that the national historic preservation program reflects the full American story, engages all constituencies and ethnic communities, promotes equity, and benefits the public.*

This commitment to both efficiency and inclusion is central to each of the plan's five "pillars."

- I. Foster the Preservation of Historic Properties Through Effective Review of Federal Undertakings
- II. Promote Federal Preservation Programs

III. Promote the Importance of Historic Preservation

IV. Advance Historic Preservation Policy and Programs

V. Enable the ACHP's Mission Through Organizational Excellence

As the premier federal preservation agency, the ACHP is committed to furthering stewardship of historic properties for all Americans. Through this commitment, the ACHP strives to promote effective consideration of historic preservation in federal agency projects and programs.

## STRUCTURE OF THE ACHP

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The ACHP, led by a Senate-confirmed chairman and served by a professional staff, comprises 24 members who meet throughout the year to oversee its work.

Members include the following Presidential appointees, Cabinet Secretaries and agency heads, and other organizations' leadership:

- Chairman (general public)
- Three members of the general public
- Four expert members
- Member of an Indian tribe or Native Hawaiian organization
- Municipal mayor
- State governor
- Department of the Interior
- Department of Agriculture
- Department of Defense
- Department of Education
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- Architect of the Capitol
- National Trust for Historic Preservation
- National Association of Tribal Historic Preservation Officers
- National Conference of State Historic Preservation Officers

## DUTIES AND AUTHORITIES

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### National Historic Preservation Act

The ACHP was created by the National Historic Preservation Act (NHPA) of 1966, which sets forth most of the ACHP's duties and authorities. Passage of the NHPA was a watershed event that launched a transformation of the federal government from an

agent of indifference—frequently responsible for needless loss of historic resources—to a facilitator, an agent of thoughtful change, and a responsible steward of historic properties for future generations.

The ACHP, created by the NHPA, is the only federal agency whose sole mission is promoting the

preservation of the nation's diverse historic resources. ACHP members and partners enhance this charge.

The NHPA includes a series of congressional findings setting forth why historic preservation is important to the nation. Of these, the following are particularly important foundational concepts for the work of the ACHP. (Sec. 1 PL 89-665, amended PL 96-515)

*The spirit and direction of the Nation are founded upon and reflected in its historic heritage.*

*The historical and cultural foundations of the Nation should be preserved as a living part of our community life and development in order to give a sense of orientation to the American people.*

*The preservation of this irreplaceable heritage is in the public interest so that its vital legacy of cultural, educational, aesthetic, inspirational, economic, and energy benefits will be maintained and enriched for future generations of Americans.*

*The increased knowledge of our historic resources, the establishment of better means of identifying and administering them, and the encouragement of their preservation will improve the planning and execution of federal and federally assisted projects and will assist economic growth and development.*

In keeping with these concepts, the ACHP is responsible for overseeing the federal historic preservation review process established by Section 106 of the NHPA (now codified as 54 U.S.C. 306108). Section 106 requires federal agencies to consider the effects of federal projects on historic properties and to provide the ACHP an opportunity to weigh in on project impacts. Section 106 states:

*The head of any Federal agency having direct or indirect jurisdiction over a proposed Federal or federally assisted undertaking in any State and the head of any Federal department or independent agency having authority to license any undertaking, prior to the approval of the expenditure of any Federal funds on the undertaking or prior to the issuance of any license, shall take into account the effect of the undertaking on any historic property. The head of the Federal agency shall afford the [ACHP] a reasonable opportunity to comment with regard to the undertaking.*

Based on authority granted by the NHPA, the ACHP has issued regulations (36 CFR Part 800) that spell

out how agencies should meet their Section 106 responsibilities efficiently and effectively while giving due consideration to the historic places that communities value. Administering application of the Section 106 review process is a major ACHP responsibility and, as such, is the focus of one of the ACHP's Strategic Goals.

More duties of the ACHP as spelled out in the NHPA are outlined below. This plan's Strategic Goals and Strategic Objectives specifically address many of the following (54 U.S.C. 304102):

*Advise the President and Congress on matters relating to historic preservation, recommend measures to coordinate activities of federal, state, and local agencies and private institutions and individuals related to historic preservation, and advise on the dissemination of information pertaining to those activities.*

*Encourage (with partners) public interest and participation in historic preservation.*

*Recommend the conduct of studies in such areas as:*

*(a) the adequacy of legislative and administrative statutes and regulations pertaining to historic preservation activities of state and local governments, and*

*(b) the effects of tax policies at all levels of government on historic preservation.*

*Advise as to guidelines for the assistance of state and local governments in drafting legislation relating to historic preservation.*

*Encourage (in cooperation with public and private agencies and institutions) training and education in the field of historic preservation.*

*Review the policies and programs of federal agencies and recommend to federal agencies methods to improve the effectiveness, coordination, and consistency of those policies and programs with the policies and programs carried out under this division.*

*Inform and educate federal agencies, state and local governments, Indian tribes, other national and international organizations and private groups and individuals to the ACHP's authorized activities.*

## Federal Permitting Improvement Steering Council

The Fixing America's Surface Transportation Act of 2015 created the Federal Permitting Improvement Steering Council (Permitting Council) to promote more efficient and effective federal permitting for infrastructure projects. The Permitting Council was made a permanent federal agency in 2021 by the Infrastructure Investment and Jobs Act. The ACHP is a member of the Permitting Council and fulfills its duty to advance Permitting Council goals by developing and promoting efficiencies in the Section 106 review process and collaborating with other member agencies to improve federal permitting processes for infrastructure projects. The importance of addressing infrastructure needs is referenced at several points in this plan's Strategic Objectives.

## Executive Order 13287

Executive Order (EO) 13287, "Preserve America," directs federal agencies to manage federal historic properties as valuable assets that can support agency missions and also stimulate local economic development. Section 3 of EO 13287 requires that agencies with real property management responsibilities report every three years on progress in their identification, protection, and use of historic properties. The EO requires the ACHP to incorporate the data from these reports into a triennial report to the President on the state of the federal government's historic properties and their contribution to local economic development.

## PROGRAM AREAS

---

The ACHP's major program areas are reflected in its organizational structure:

The **Federal Agency Programs** office administers the NHPA's Section 106 review process to promote efficient federal project planning that gives due consideration to the historic places that communities value. It works with federal agencies to improve how they incorporate historic preservation considerations into their programs and procedures and their responsibilities under the NHPA. The office manages the ACHP's extensive training program to instruct a diverse range of participants in the Section 106 review process, reaching both federal and non-federal stakeholders.

The **Preservation Initiatives** office undertakes research and development of policies to promote the benefits of historic preservation for advancing economic development, community revitalization, climate resilience, and other public goals. The office analyzes congressional legislation and government policies and programs to support the efforts of the ACHP membership to further the purposes of the NHPA. It also manages the ACHP's intern program.

The **Communications, Education, and Outreach** office conveys the ACHP's vision and message to constituents and the general public through information and education programs, as well as public recognition programs for historic preservation achievement. The office has lead responsibility for ACHP efforts to expand public appreciation for historic preservation, promote the engagement of youth and diverse communities in the national preservation program, and advance education and training in preservation crafts and skills.

The **Native American Affairs** office addresses program and policy matters related to issues of concern to Indian tribes and Native Hawaiian organizations (NHOs). It provides a wide range of guidance, information, training, and technical assistance to federal agencies and other participants to promote early and effective consultation and engagement with Indian tribes and NHOs in the Section 106 review process.

The ACHP's strategic plan will guide the work of these offices as they carry out the ACHP's mission in the coming years, enabling it to fulfill its role as a leader in the national historic preservation program.





# Advisory Council on Historic Preservation STRATEGIC PLAN

## MISSION STATEMENT

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

## VISION STATEMENT

A nation in which all Americans understand and appreciate their history, and public policy supports the preservation of historic resources.

## CROSS-CUTTING OBJECTIVE

While encouraging efficiencies, collaboration, and consultation, strive to ensure that the national historic preservation program reflects the full American story, engages all constituencies and ethnic communities, promotes equity, and benefits the public.



### FOSTER THE PRESERVATION OF HISTORIC PROPERTIES THROUGH EFFECTIVE REVIEW OF FEDERAL UNDERTAKINGS

Foster the identification, evaluation, protection, and enhancement of historic properties through the Section 106 process to advance the purposes of the National Historic Preservation Act (NHPA).



### PROMOTE FEDERAL PRESERVATION PROGRAMS

Assist federal agency preservation program initiatives to enhance the identification, preservation, and stewardship of all types of historic properties, and encourage contributions to tribal, Native Hawaiian, state, local, and private preservation efforts.



### PROMOTE THE IMPORTANCE OF HISTORIC PRESERVATION

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 preserving historic resources.



### ADVANCE HISTORIC PRESERVATION POLICY AND PROGRAMS

Formulate and advance effective public policies and programs that support and encourage historic preservation activities carried out by the federal government, Indian tribes, states, local governments, Native Hawaiian organizations, and private organizations and individuals.



### ENABLE THE ACHP'S MISSION THROUGH ORGANIZATIONAL EXCELLENCE

Obtain and effectively manage the ACHP's resources to ensure its mission is accomplished while meeting high standards of service.

# ADVISORY COUNCIL ON HISTORIC PRESERVATION STRATEGIC PLAN

Adopted March 30, 2022

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## Mission Statement

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

## Vision Statement

A nation in which all Americans understand and appreciate their history, and public policy supports the preservation of historic resources.

## Cross-Cutting Objective

While encouraging efficiencies, collaboration, and consultation, strive to ensure that the national historic preservation program reflects the full American story, engages all constituencies and ethnic communities, promotes equity, and benefits the public.

## Strategic Goals And Objectives

### I. Foster the Preservation of Historic Properties Through Effective Review of Federal Undertakings

#### Strategic Goal

Foster the identification, evaluation, protection, and enhancement of historic properties through the Section 106 process to advance the purposes of the National Historic Preservation Act (NHPA).

#### Four-Year Strategic Objectives

- A. Enhance the awareness, knowledge, and capabilities of participants in Section 106 reviews to better carry out their roles in the process, and to improve communication among these parties.
- B. Focus ACHP involvement in individual Section 106 cases to serve the public interest, address the interests of Indian tribes and Native Hawaiian organizations (NHOs), and advance preservation outcomes, particularly with infrastructure projects.
- C. Collaborate with federal agencies, State and Tribal Historic Preservation Officers, and other stakeholders to tailor the Section 106 process to meet specific agency needs, with the goal of improving the efficiency and effectiveness of the Section 106 process in the context of agency missions, project schedules, and budgets.
- D. Assist federal agencies in meeting their Section 106 consultation responsibilities with Indian tribes and NHOs and encourage early engagement with tribes and NHOs during project planning, with particular attention to the meaningful incorporation of Traditional Knowledge (TK) and the identification and evaluation of historic properties of religious and cultural significance to them.
- E. Improve coordination of the Section 106 process with other provisions of the NHPA, related federal environmental and preservation processes, and federal regulatory accountability requirements and initiatives, with particular attention to infrastructure project reviews.
- F. Assist agencies in meeting their responsibilities in the Section 106 process and encourage agencies to identify and engage all stakeholders and the public – particularly in historically underserved communities – early in project planning and Section 106 review.

- G. Promote availability of accurate and accessible digital and geospatial information about historic properties in order to inform project planning and assist agencies in avoiding and minimizing adverse effects of their projects on historic properties and in expediting project delivery.

## **II. Promote Federal Preservation Programs**

### **Strategic Goal**

Assist federal agency preservation program initiatives to enhance the identification, preservation, and stewardship of all types of historic properties, and encourage contributions to tribal, Native Hawaiian, state, local, and private preservation efforts.

### **Four-Year Strategic Objectives**

- A. Assess and advise on the effectiveness of the federal preservation program established by the NHPA with particular attention to collaboration with federal agencies and other stakeholders to make the federal preservation program more effective and meaningful.
- B. Collaborate with federal agencies and other stakeholders to publicize (and assist in implementing, where appropriate) federal agency program initiatives and achievements that demonstrate the successful preservation and productive use of historic properties.
- C. Assist federal agencies in meeting the goals and requirements for stewardship of historic properties set forth in the NHPA and Executive Order 13287, "Preserve America," as they carry out agency missions.
- D. Facilitate collaboration and partnerships among federal agencies and other parties to help agencies meet their preservation program needs and goals, with particular attention to the challenges of underutilized federal historic properties.
- E. Promote consideration of historic preservation concerns and techniques in agency efforts to address issues of sustainability, resilience, and adapting to a changing climate.
- F. Assist agencies in developing federal policies and programs that address infrastructure, energy development, and affordable housing while minimizing impacts on historic properties and meeting mission priorities.

## **III. Promote the Importance of Historic Preservation**

### **Strategic 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 preserving historic resources.

### **Four-Year Strategic Objectives**

- A. Raise the level of understanding of the value of the nation's historic preservation program and of a preservation ethic, particularly among youth.
- B. Increase awareness of and participation in ACHP programs and activities nationally and internationally.
- C. Advise executive and legislative branch officials and staff regarding the benefits of historic preservation and the federal historic preservation program.
- D. Recognize federal agency historic preservation achievements and encourage agency engagement with underserved communities and diverse audiences through ACHP awards and recognition programs.

## **IV. Advance Historic Preservation Policy and Programs**

### **Strategic Goal**

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

### **Four-Year Strategic Objectives**

- A. Advise and assist the executive branch and the Congress in formulating policies, budgets, and programs that support the goals of the NHPA and provide sufficient and stable funding for State and Tribal Historic Preservation Offices.
- B. Collaborate on, develop, and advance policies and initiatives that promote the economic, environmental, educational, and social benefits of historic preservation and the national preservation program, including the U.S. Semiquincentennial celebration (America250).
- C. Encourage and advance federal policies and programs that support the involvement of Indian tribes, NHOs, and other indigenous peoples in the national historic preservation program, including through participation in the White House Council on Native American Affairs and other initiatives.
- D. Promote and encourage assistance and incentive programs for preservation at all levels of government.
- E. Collaborate on, develop, and advance policies and initiatives that address the impact of climate change on historic properties and how historic properties can play a role in tackling the climate crisis.

## **V. Enable the ACHP'S Mission Through Organizational Excellence**

### **Strategic Goal**

Obtain and effectively manage the ACHP's resources to ensure its mission is accomplished while meeting high standards of service.

### **Four-Year Strategic Objectives**

- A. Develop and implement a financial and human capital strategy that does the following: recognizes and responds to the ACHP's mission; maximizes expertise and effectiveness among members and staff; and reflects the diversity of America in a discrimination-free workplace dedicated to equal opportunity.
- B. Maximize effective collaboration with current and new preservation partners and explore ways to more fully utilize the ACHP's authority to receive assistance to carry out its duties.
- C. Maximize internal operational performance through analysis of work processes, enhancements to Information Technology resources, changes to administrative procedures, implementation of effective records management, and the refinement of fiscal controls.
- D. Identify and provide enhanced services to all parties that interact with the ACHP, leading to measurable results.
- E. Engage members of stakeholder groups and the public to share their expertise with the ACHP through working groups, advisory groups, and other collaborations.
- F. Institute policies and internal processes to guide interaction and communication among the chairman, members, and staff, particularly regarding controversial Section 106 cases, development of Section 106 program alternatives, preservation policy development, and White House and congressional communications.



## ADVISORY COUNCIL ON HISTORIC PRESERVATION

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# ACHP PERFORMANCE GOALS





## ACHP STRATEGIC PLAN

March 2022

### MISSION STATEMENT

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

### VISION STATEMENT

A nation in which all Americans understand and appreciate their history, and public policy supports the preservation of historic resources.

### CROSS-CUTTING OBJECTIVE

While encouraging efficiencies, collaboration, and consultation, strive to ensure that the national historic preservation program reflects the full American story, engages all constituencies and ethnic communities, promotes equity, and benefits the public.

### STRATEGIC GOALS AND OBJECTIVES

#### I. FOSTER THE PRESERVATION OF HISTORIC PROPERTIES THROUGH EFFECTIVE REVIEW OF FEDERAL UNDERTAKINGS

**Strategic Goal:** Foster the identification, evaluation, protection, and enhancement of historic properties, through the Section 106 process to advance the purposes of the National Historic Preservation Act (NHPA).

##### Four-Year Strategic Objectives

- A. Enhance the awareness, knowledge, and capabilities of participants in Section 106 reviews to better carry out their roles in the process, and to improve communication among these parties.
  1. *Develop Section 106 advice and guidance on priority topics and issue periodic Section 106 newsletters*
  2. *Utilize the ACHP website, social media, and informational materials to expand stakeholder and public awareness of the Section 106 process*
  3. *Refine existing training courses, add new webinars, and convert existing webinars to new formats*

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4. *Conduct periodic meetings with Federal Preservation Officers (FPOs) to address issues of mutual concern*
  5. *Communicate with State Historic Preservation Officers (SHPOs), Tribal Historic Preservation Officers (THPOs), Indian tribes, and Native Hawaiian organizations (NHOs) on Section 106 matters through targeted newsletters, teleconferences, webinars, and workgroups*
  6. *Develop and deliver online and in-person Section 106 training for Indian tribes and NHOs*
  7. *Work with federal and tribal stakeholders to support the development of a reliable tribal contact database system*
- B. Focus ACHP involvement in individual Section 106 cases to serve the public interest, address the interests of Indian tribes and NHOs, and advance preservation outcomes, particularly with infrastructure projects.
1. *Engage the ACHP in those individual cases where potential outcomes warrant the investment of ACHP resources as specified in Appendix A of the ACHP's regulations and where opportunities exist to improve agency compliance procedures and preservation outcomes*
  2. *Engage ACHP members in complex or controversial cases that raise policy-level issues warranting attention in order to successfully conclude Section 106 reviews*
- C. Collaborate with federal agencies, SHPO and THPOs, and other stakeholders to tailor the Section 106 process to meet specific agency needs, with the goal of improving the efficiency and effectiveness of the Section 106 process in the context of agency missions, project schedules, and budgets.
1. *Encourage, educate, and assist agencies in developing flexible approaches to Section 106 compliance that support project delivery and agency preservation program strategies within reasonable timelines and budgetary constraints*
  2. *Assist those agencies and Indian tribes that are interested in program alternatives or alternate procedures in developing them within reasonable timeframes and with appropriate stakeholder involvement*
  3. *Establish and maintain a communication platform for ACHP members regarding the status of and need for member input on the development of nationwide program alternatives*
  4. *Develop further best practices and sample stipulations to assist agencies in developing more consistent and timely Section 106 agreement documents*
- D. Assist federal agencies in meeting their Section 106 consultation responsibilities with Indian tribes and NHOs and encourage early engagement with tribes and NHOs during project planning, with particular attention to the meaningful incorporation of Traditional Knowledge (TK) and the identification and evaluation of historic properties of religious and cultural significance to them.
1. *Develop guidance and information papers regarding federal agency consultation with Indian tribes and NHOs*
  2. *Promote tools for better coordination and consultation with Indian tribes and NHOs in Section 106 reviews*

3. *Promote the early coordination handbook and training and seek additional opportunities for outreach about early coordination*
  4. *Assist federal agencies to develop or enhance their consultation plans and capabilities*
- E. Improve coordination of the Section 106 process with other provisions of the NHPA, related federal environmental and preservation processes, and federal regulatory accountability requirements and initiatives, with particular attention to infrastructure project reviews.
1. *Support program improvements as a member of the Federal Permitting Improvement Steering Council (Permitting Council)*
  2. *Collaborate with the Council on Environmental Quality to advance coordination of the National Environmental Policy Act and Section 106 reviews*
  3. *Engage federal ACHP members, the National Conference of State Historic Preservation Officers, and the National Association of Tribal Historic Preservation Officers on developing guidance and best practices*
  4. *Participate in the Unified Federal Review process to support disaster preparedness and responses*
- F. Assist agencies in meeting their responsibilities in the Section 106 process and encourage agencies to identify and engage all stakeholders and the public—particularly in historically underserved communities—early in project planning and Section 106 review.
1. *Work with FPOs and the Permitting Council to provide information and guidance on facilitating early engagement of stakeholders and the public*
  2. *In accordance with the ACHP Equity Action Plan, develop training about Section 106 to foster greater and more effective participation of nontribal, underserved communities in the review process to advocate for the preservation of historic properties of significance to them.*
- G. Promote availability of accurate and accessible digital and geospatial information about historic properties in order to inform project planning and assist agencies in avoiding and minimizing adverse effects of their projects on historic properties and in expediting project delivery.
1. *Implement recommendations of the Digital Information Task Force*
  2. *Assist SHPOs, THPOs, Indian tribes, and NHOs in managing workloads and building organizational capacity through technology and digital information that supports Section 106 reviews*

## II. PROMOTE FEDERAL PRESERVATION PROGRAMS

**Strategic Goal:** Assist federal agency preservation program initiatives to enhance the identification, preservation, and stewardship of all types of historic properties, and encourage contributions to tribal, Native Hawaiian, state, local, and private preservation efforts.

## Four-Year Strategic Objectives

- A. Assess and advise on the effectiveness of the federal preservation program established by the NHPA with particular attention to collaboration with federal agencies and other stakeholders to make the federal preservation program more effective and meaningful.
  - 1. *Monitor the development of federal agency program and policy priorities that may have implications for historic properties and encourage the consideration of historic preservation goals*
- B. Collaborate with federal agencies and other stakeholders to publicize, and assist in implementing, where appropriate, federal agency program initiatives and achievements that demonstrate the successful preservation and productive use of historic properties.
  - 1. *Recognize federal agency historic preservation achievements through the ACHP's awards and recognition programs*
  - 2. *Identify and collaborate with new partners to publicize the preservation work of the federal government*
- C. Assist federal agencies in meeting the goals and requirements for stewardship of historic properties set forth in the NHPA and Executive Order 13287, "Preserve America," as they carry out agency missions.
  - 1. *Implement recommendations from the ACHP's 2021 Report to the President on the stewardship of historic properties under federal agency ownership or control and work collaboratively with agencies to identify and implement better tools and processes to promote stewardship*
  - 2. *Assist federal agencies in developing progress reports on the status of their efforts to identify, use, and protect historic properties in the triennial reporting period ending in 2023 and prepare recommendations for federal historic property stewardship in the 2024 report*
- D. Facilitate collaboration and partnerships among federal agencies and other parties to help agencies meet their preservation program needs and goals, with particular attention to the challenges of underutilized federal historic properties.
  - 1. *Implement recommendations to expand outleasing of federal historic buildings from the report of the Leveraging Federal Historic Buildings Working Group*
- E. Promote consideration of historic preservation concerns and techniques in agency efforts to address issues of sustainability, resilience, and adapting to a changing climate.
  - 1. *Seek opportunities to provide a preservation voice in federal discussions of climate resilience and adaptation, including through engaging federal agencies as members of the ACHP Climate Change and Historic Preservation Task Force*
  - 2. *Actively participate in the America the Beautiful Interagency Working Group*

- F. Assist agencies in developing federal policies and programs that address infrastructure, energy development, and affordable housing while minimizing impacts on historic properties and meeting mission priorities.
  - 1. *Work to improve the efficiency and effectiveness of Section 106 reviews, including the development of program alternatives, to ensure the effective consideration of historic properties in the development of infrastructure and energy development*
  - 2. *As a member of the Permitting Council, advance measures to improve environmental reviews for infrastructure projects.*
  - 3. *Communicate the important role that historic properties can play in meeting affordable housing goals and address perceived barriers to their consideration*

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

**Strategic 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 preserving historic resources.

#### **Four-Year Strategic Objectives**

- A. Raise the level of understanding of the value of the nation's historic preservation program and of a preservation ethic, particularly among youth.
  - 1. *Expand content on the ACHP website to convey the importance and impact of the national historic preservation program*
  - 2. *Expand programs such as Preservation in Practice and Cultural Heritage in the Forest to promote greater diversity in the national historic preservation program, engage member agencies, and lead young people into careers in preservation and related fields*
  - 3. *Implement the Memorandum of Understanding with Salish Kootenai College and the ACHP Foundation to advance educational programs for tribal historic preservation professionals*
  - 4. *Pursue opportunities to promote historic preservation through speakers and other forms of ACHP participation at events, conferences, and other venues*
  - 5. *Sustain and enhance the ACHP Internship Program, seeking additional partnerships and resources to support and expand year-round opportunities for college and graduate students exploring careers related to historic preservation, and consider development of a fellowship program for historic preservation early career professionals*
  - 6. *Continue to strengthen existing partnerships and create new ones in order to raise awareness of the ACHP and to be able to work collaboratively with organizations and agencies to achieve like-minded goals*
- B. Increase awareness of and participation in ACHP programs and activities nationally and internationally.

- 1. Seek opportunities to participate in events and explore new venues via ACHP members and staff*
  - 2. Expand the use of the ACHP's social media channels to strengthen existing outreach and connect with new audiences*
  - 3. Participate as a member of the Federal Interagency Panel for World Heritage to promote U.S. engagement in the World Heritage program*
  - 4. Collaborate with US/ICOMOS to advance U.S. goals in international preservation*
  - 5. Work with the Department of State and other organizations on issues regarding the heritage of indigenous peoples*
- C. Advise executive and legislative branch officials and staff regarding the benefits of historic preservation and the federal historic preservation program.
- 1. Develop an ACHP congressional communications and outreach strategy as part of the agency legislative agenda*
  - 2. Convey to Members of Congress examples of successful Section 106 cases and other work of direct interest to them relevant to their states and districts*
  - 3. Disseminate information on the economic and job-creation benefits of historic preservation to key policy makers in the executive and legislative branches*
  - 4. Pursue opportunities to promote historic preservation and educate key decision makers through special events, briefing materials, testimonials, and other means*
- D. Recognize federal agency historic preservation achievements and encourage agency engagement with underserved communities and diverse audiences through ACHP awards and recognition programs.
- 1. Continue to offer preservation awards with an eye toward recognizing achievements that have been made in underserved communities and within diverse audiences*
  - 2. Continue to work with the White House Initiative on Historically Black Colleges and Universities to raise awareness of the benefits and necessity of historic preservation*

#### **IV. ADVANCE HISTORIC PRESERVATION POLICY AND PROGRAMS**

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

##### **Four-Year Strategic Objectives**

- A. Advise and assist the executive branch and the Congress in formulating policies, budgets, and programs that support the goals of the NHPA and provide sufficient and stable funding for SHPOs and THPOs.



1. *Manage an ACHP legislative agenda and engage on proposed legislation that advance historic preservation interests and programs*
  2. *Support congressional action on full, permanent, and increased funding for the Historic Preservation Fund and enhancement of historic tax incentives.*
  3. *Complete the work plan for the partnership with the American Battle Monuments Commission to develop preservation procedures*
- B. Collaborate on, develop, and advance policies and initiatives that promote the economic, environmental, educational, and social benefits of historic preservation and the national preservation program, including the U.S. Semiquincentennial celebration (America250).
1. *Utilize the opportunity of the upcoming U.S. Semiquincentennial celebration to increase support for the national preservation program and its value in understanding our shared history*
  2. *Collaborate with federal agencies and other stakeholders to address the growing need for skilled preservation craft workers and trained professionals in preservation academic disciplines*
  3. *Engage with federal agencies to encourage reuse of historic buildings for affordable housing*
- C. Encourage and advance federal policies and programs that support the involvement of Indian tribes, NHOs, and other Indigenous peoples in the national historic preservation program, including through participation in the White House Council on Native American Affairs and other initiatives.
1. *Seek opportunities with appointed leadership in federal agencies and departments to promote the participation and consideration of Indian tribes, Native Hawaiians, and Indigenous Peoples in historic preservation*
  2. *Coordinate with White House staff regarding opportunities to advance Indian tribes, Native Hawaiians, and Indigenous Peoples' involvement in historic preservation and the consideration of historic preservation in other committees and subcommittees*
  3. *Support legislative initiatives that further the engagement of Indian tribes and NHOs in the national preservation program*
  4. *Assist federal agencies in communicating federally funded opportunities for Indian tribes and Native Hawaiians, including Native language preservation, climate change, sacred sites, and economic development*
- D. Promote and encourage assistance and incentive programs for preservation at all levels of government.
1. *Seek opportunities to promote preservation through new partnerships with groups such as the National Governors Association, National Conference of State Legislatures, U.S. Conference of Mayors, National League of Cities, and National Association of Counties*
  2. *Encourage federal support of historic preservation trades training, particularly with the Departments of Labor and Education and the National Park Service*

- E. Collaborate on, develop, and advance policies and initiatives that address the impact of climate change on historic properties and how historic properties can play a role in tackling the climate crisis.
  - 1. *Use outreach, training, and guidance initiatives to raise awareness regarding the impact of climate change on historic properties*
  - 2. *Share research and best practices with federal agencies, SHPOs, THPOs, Indian tribes, Native Hawaiians, and the public*

## **V. ENABLE THE ACHP'S MISSION THROUGH ORGANIZATIONAL EXCELLENCE**

**Strategic Goal:** Obtain and effectively manage the ACHP's resources to ensure its mission is accomplished while meeting high standards of service.

### **Four-Year Strategic Objectives**

- A. Develop and implement a financial and human capital strategy that does the following: recognizes and responds to the ACHP's mission; maximizes expertise and effectiveness among members and staff; and reflects the diversity of America in a discrimination-free workplace dedicated to equal opportunity.
  - 1. *Seek adequate resources through the annual budget formulation and appropriations process to support ACHP programs and initiatives, including the need to obtain expert advice and assistance regarding equity issues*
  - 2. *Analyze current financial management platform and processes to identify opportunities for improved efficiency and responsiveness*
  - 3. *Expand efforts to recruit and support staff and interns from a variety of backgrounds*
- B. Maximize effective collaboration with current and new preservation partners and explore ways to more fully utilize the ACHP's authority to receive assistance to carry out its duties.
  - 1. *Support and, where possible, expand current partnerships between the ACHP and other agencies*
  - 2. *Collaborate with the ACHP Foundation to obtain financial resources and expertise to support ACHP activities*
- C. Maximize internal operational performance through analysis of work processes, enhancements to Information Technology resources, changes to administrative procedures, implementation of effective records management, and the refinement of fiscal controls.
  - 1. *Improve Information Technology and cybersecurity operational levels to meet federal standards, ensuring compliance to mandated executive orders, operational directives, and National Institute of Standards and Technology guidance*

*2. Identify and streamline operational processes to improve the pursuit of mission outcomes and increase the effectiveness and efficiency of agency operations*

- D. Identify and provide enhanced services to all parties that interact with the ACHP, leading to measurable results.

*1. Review and update as needed the ACHP Customer Service Standards*

*2. Utilize updated website and other Internet-based tools to improve customer access to ACHP information and to communicate with the ACHP*

- E. Engage members of stakeholder groups and the public to share their expertise with the ACHP through working groups, advisory groups, and other collaborations.

*1. Build relationships with intergovernmental organizations and professional and industry associations*

*2. Employ advisory groups to help the ACHP address issues such as digital information, affordable housing, and climate change*

- F. Institute policies and internal processes to guide interaction and communication among the chairman, members, and staff, particularly regarding controversial Section 106 cases, development of Section 106 program alternatives, preservation policy development, and White House and congressional communications.

*1. Use contemporary communications technologies to promote information sharing among ACHP members and staff*

*2. Review Operating Procedures to determine changes needed to better facilitate communication and effective ACHP meetings*

*3. Implement communication system to inform and engage members in ACHP actions to develop Section 106 program alternatives*

# MEMBERSHIP

**MEMBERS**  
**Advisory Council on Historic Preservation**  
**(January 2024)**

*(more information about the members can be found at <https://www.achp.gov/about/council-members>)*

**Chair**

Hon. Sara C. Bronin (Washington, D.C.)

**Vice Chairman**

Jordan E. Tannenbaum (Virginia)

**Expert Members**

Kristopher B. King (South Carolina)

Frank G. Matero (Delaware)

Monica Rhodes (Texas)

Charles L. Ward III (California)

**General Public Members**

Carmen Jordan-Cox, PhD (Delaware)

John H. Frey (Connecticut)

**Indian Tribe/Native Hawaiian**

**Organization Member**

Hon. Reno Keoni Franklin (Kashia Band of Pomo Indians, California)

**Governor**

Hon. John C. Carney (Delaware)

**Mayor**

Hon. Randall Woodfin (Birmingham, Alabama)

**Architect of the Capitol**

Joseph DiPietro, Acting

**Secretary of Agriculture**

Hon. Tom Vilsack

**Secretary of Defense**

Hon. Lloyd J. Austin III

**Secretary of Homeland Security**

Hon. Alejandro Mayorkas

**Secretary of Housing and Urban  
Development**

Hon. Marcia Fudge

**Secretary of the Interior**

Hon. Deb Haaland

**Secretary of Transportation**

Hon. Pete Buttigieg

**Secretary of Veterans Affairs**

Hon. Denis McDonough

**Chairman, Council on Environmental Quality**

Hon. Brenda Mallory

**Administrator, General  
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Hon. Robin Carnahan

**Chair, National Trust for  
Historic Preservation**

Martha Nelson (New York)

**President, National Conference of  
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Officers**

Ramona Bartos (North Carolina)

**Board Chair, National Association  
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Officers**

Shasta C. Gaughen, PhD (Pala Band of Mission Indians, California)

**Observers:**

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Samantha Bosshart (New York)

**Chair, National Alliance of  
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Abigail Christman (Colorado)

**Preserve America Youth Summit Director**

Ann Walker (Colorado)

**Chair, ACHP Foundation**

Susan S. Barnes, Interim (Texas)

# MEMBERS CONTACT LIST



# **Directory of Council Members and Designees**

## **February 2024**

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Please contact Patricia Knoll at [pknoll@achp.gov](mailto:pknoll@achp.gov) with any updates.

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## Directory of Council Members and Designees, February 2024

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# ACHP COMMITTEES



## **Advisory Council on Historic Preservation Subgroup List and Roster**

The Chair of the Advisory Council on Historic Preservation hereby appoints the following members and non-members to the following subgroups:

### **Policy and Legislative Affairs Committee**

The Policy and Legislative Affairs Committee is tasked with advising on the development of public-facing agency policies; and advising on and evaluating external policy matters, including legislation proposed at the local/state/federal levels, and federal agency and Executive Branch policy initiatives; as such advising may be consistent with the agency's statutory scope.

|                      |                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chair:               | Charles “Sonny” Ward                                                                                                                                                                                                                                                                                                                                             |
| Vice Chair:          | National Conference of State Historic Preservation Officers                                                                                                                                                                                                                                                                                                      |
| Member Participants: | Mayor Randall Woodfin<br>Jordan Tannenbaum<br>Council on Environmental Quality<br>Department of Agriculture<br>Department of Defense<br>Department of Housing and Urban Development<br>Department of the Interior<br>Department of Veterans Affairs<br>National Association of Tribal Historic Preservation Officers<br>National Trust for Historic Preservation |

|                             |                                                                                                                                                                                                                                                    |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Member<br>Participants: | Susan Barnes, Chair, ACHP Foundation<br>Samantha Bosshart, Chair, National Preservation Partners Network<br>Abigail Christman, Chair, National Alliance of Preservation Commissions<br>Ann Walker, Program Director, Preserve America Youth Summit |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### **Regulations and Governance Committee**

The Regulations and Governance Committee is tasked with advising on the ACHP’s oversight of the Section 106 regulations; reviewing and identifying areas for improvement in Section 106 processes, guidance, and (periodically) regulations; advising on program alternatives proposals, at appropriate points; and reviewing internal agency processes and procedures.

|                      |                                                             |
|----------------------|-------------------------------------------------------------|
| Chair:               | Jordan Tannenbaum                                           |
| Vice Chair:          | National Trust for Historic Preservation                    |
| Member Participants: | Governor John Carney<br>Reno Keoni Franklin<br>John H. Frey |

ADVISORY COUNCIL ON HISTORIC PRESERVATION

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 Council on Environmental Quality  
 Department of Agriculture  
 Department of Defense  
 Department of Homeland Security  
 Department of Housing and Urban Development  
 Department of the Interior  
 Department of Transportation  
 Department of Veterans Affairs  
 General Services Administration  
 National Association of Tribal Historic Preservation Officers  
 National Conference of State Historic Preservation Officers

### **Tribal and Indigenous Peoples Committee**

The Tribal and Indigenous Peoples Committee is tasked with advising on the generation, development, and publicity for policy, research, and administrative initiatives involving issues relevant to Indian Tribes, Native Hawaiians, and Indigenous Peoples; identifying issues of concern to Indian Tribes, Native Hawaiians, and Indigenous Peoples; advising on the rights and roles that Indian Tribes, Native Hawaiians, and Indigenous Peoples have in the Section 106 process; advising on appropriate Tribal consultation, in accordance with the requirements of the National Historic Preservation Act and other applicable statutes and Executive Orders, with the chair playing a lead role in facilitating government-to-government consultation; ensuring the ACHP meets its trust responsibility to Indian Tribes; and advising on strategies to integrate issues relevant to Indian Tribes, Native Hawaiians, and Indigenous Peoples into internal agency processes and decision-making.

|                      |                                                                                                                                                                                                                                                                  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chair:               | Reno Keoni Franklin                                                                                                                                                                                                                                              |
| Vice Chair:          | National Association of Tribal Historic Preservation Officers                                                                                                                                                                                                    |
| Member Participants: | Carmen Jordan-Cox<br>Jordan Tannenbaum<br>Council on Environmental Quality<br>Department of Agriculture<br>Department of Defense<br>Department of Homeland Security<br>Department of the Interior<br>National Conference of State Historic Preservation Officers |

### **Committee Chairs Steering Committee**

The Committee Chairs Steering Committee (consisting of the chairs of the three standing committees and the Vice Chair, if not also a committee chair, as well as the Chief Advisor on Communications, Education, and Outreach) is tasked with advising upon committee and business meeting agendas, discussing time-sensitive issues, advising the Chair on ACHP Foundation activities and priorities, and advising the Chair on the Chair's public engagement activities.

|                      |                                                              |
|----------------------|--------------------------------------------------------------|
| Chair:               | Sara Bronin                                                  |
| Vice Chair:          | Jordan Tannenbaum                                            |
| Member Participants: | Reno Keoni Franklin<br>Monica Rhodes<br>Charles "Sonny" Ward |



**Experts Advisory Committee**

The Experts Advisory Committee is tasked with providing the ACHP Chair with academic and legal perspectives that will enhance the ACHP's understanding of research impacting preservation, development of a historic preservation research agenda, and contribution to data-driven policy solutions.

Co-Chairs: Erica Avrami, Sara Bronin

Member Participants: Frank Matero  
Monica Rhodes  
Jordan Tannenbaum

Participants: Fallon Aidoo  
Leila Amineddoleh  
William Dupont  
Charles Galbraith  
Tad Heuer  
Merrill Hoopengardner  
Michelle Magalong  
Jenni Minner  
Andrew Potts  
Raymond Rast  
Andrea Roberts

Any prior appointments to the contrary are superseded.




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Sara Bronin  
Chair

January 1, 2024

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Date

# ACHP POLICY STATEMENTS



## ACHP POLICY STATEMENTS

According to the ACHP's operating procedures, "*policy and positions on legislative proposals shall be established by action of the Membership.*" From time to time the ACHP prepares and issues policy statements based on identified needs to help guide its own work, the actions of federal agencies, and others in meeting historic preservation requirements and the policy and program goals laid out in the National Historic Preservation Act and related authorities. Such policy statements are usually developed through a task force or other working group of ACHP members, in cooperation with the ACHP staff. They are often informed by specific historic preservation cases, as well as site visits and other information gathering. Other federal and non-federal partners will be invited to consult with the members and staff, and such policy statements are usually published in the *Federal Register* or otherwise made available for public review and comment before being finalized. Policy statements are available at: <https://www.achp.gov/preservation-policy>.