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ORGANIZATION



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

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



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.

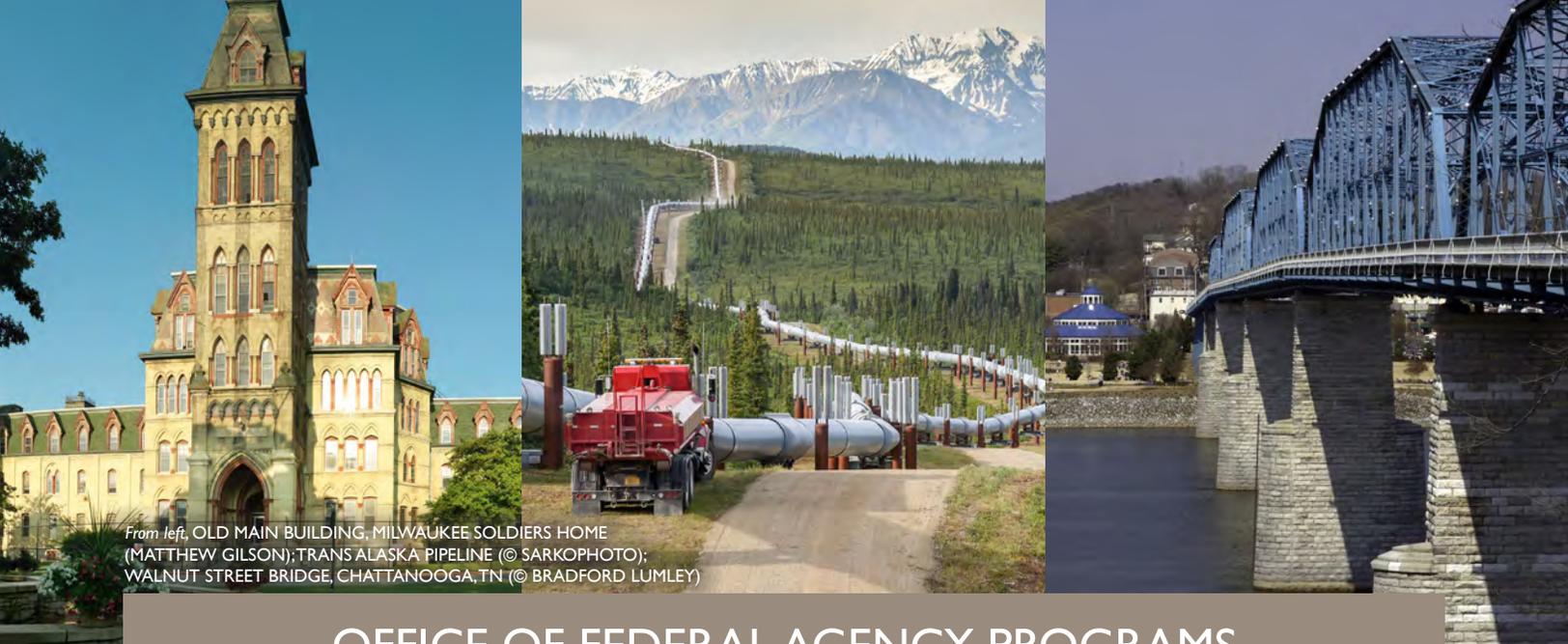
SECTION 106

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

401 F Street NW, Suite 308, Washington, DC 20001

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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



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. 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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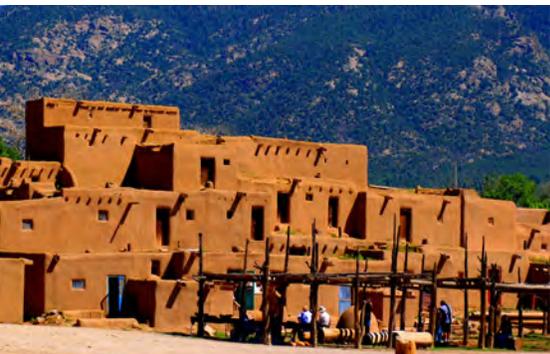




BIGHORN MEDICINE WHEEL, WY



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



ADVISORY COUNCIL ON HISTORIC PRESERVATION

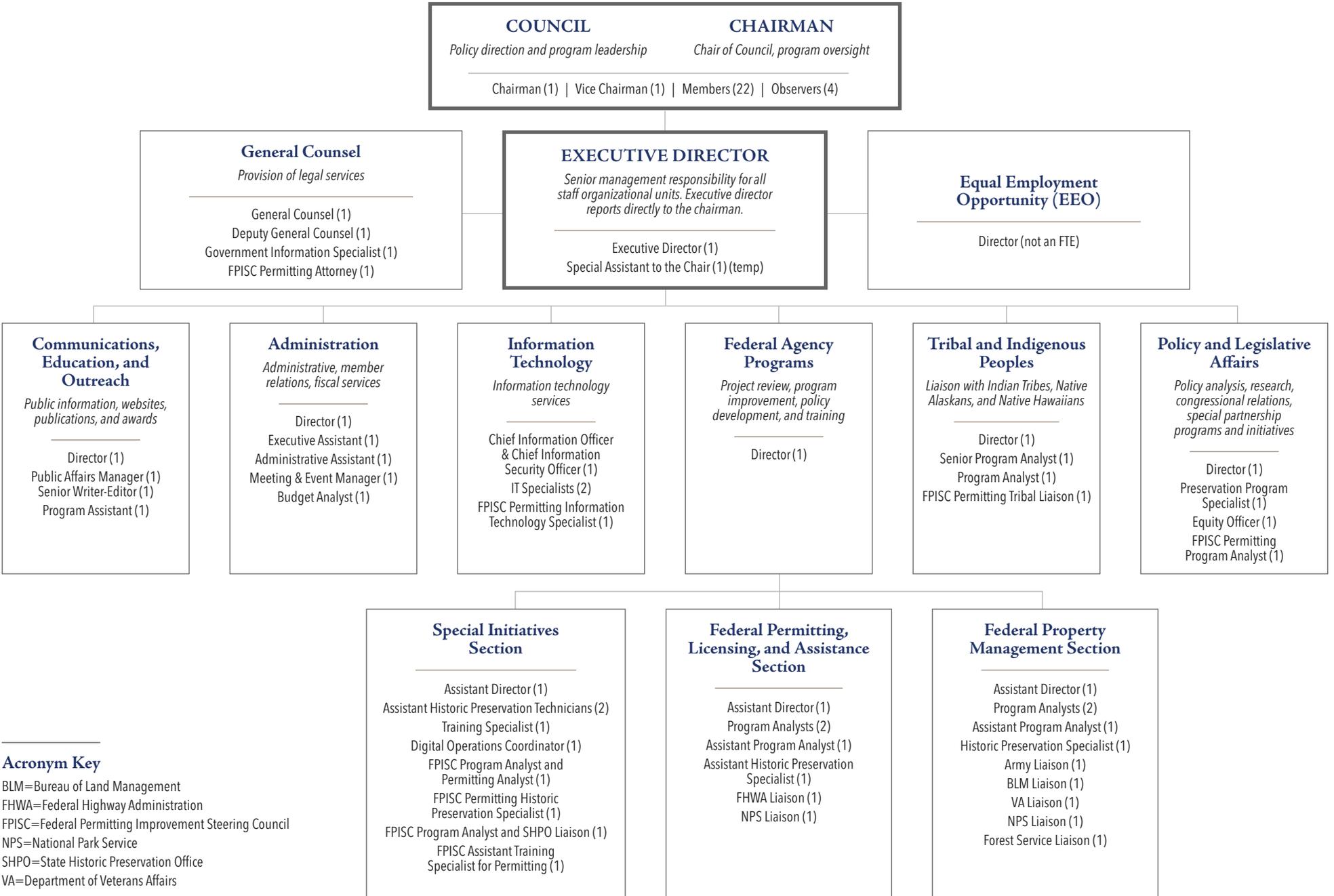
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ACHP Organizational Structure

September 2024



Acronym Key

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

BUDGET JUSTIFICATION
FY 2025



**ADVISORY COUNCIL ON HISTORIC PRESERVATION
BUDGET JUSTIFICATION
FY 2025**

January 2024

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 (X) 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 2025

FY 2025 Request

The Advisory Council on Historic Preservation requests
\$9,544,000 and 40 FTE.

SUMMARY

FY 2025 Summary

As Americans look to the government to meet the nation’s economic challenges and support improvements to its infrastructure, the work of the Advisory Council on Historic Preservation (ACHP) is more vital than ever. Supporting timely and efficient environmental review of federal projects is critically important, and the ACHP continues to play a crucial role in that effort through its oversight of the Section 106 process and by advising the President and Congress on historic preservation policy. The Section 106 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 projects carried out or funded by federal agencies, as well as some private projects that are licensed or permitted by a federal agency. In FY 2025, 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 all stakeholders and the public—including those in disadvantaged and underserved communities, as well as communities with environmental justice concerns—to find creative solutions that accommodate both federal project needs and stewardship of the nation’s historic properties, especially in the area of infrastructure permitting and renewable energy;
- 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 recordkeeping;
- Meet the substantially increased demand from federal agencies and stakeholders for training on Section 106;
- Implement and advance the principles of the ACHP’s Climate Change and Historic Preservation Policy Statement to encourage preservation of historic properties as part of climate resilience and adaptation initiatives; promote consideration of impacts to historic properties as an integral part of disaster preparedness and response; and work to ensure Section 106 reviews proceed in an effective and efficient manner for climate-related projects and programs;
- 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);

- Implement and advance the principles of the ACHP’s Policy Statement on Burial Sites, Human Remains, and Funerary Objects to help ensure these resources are treated with dignity and respect, and are provided the consideration and protection they deserve;
- Implement and advance the principles of the ACHP’s Housing and Historic Preservation Policy Statement to encourage rehabilitation of historic buildings for housing; accelerate permitting and environmental reviews for housing projects (including Section 106 reviews); promote relevant research, education, and collaboration; and assist in harmonizing historic preservation and housing goals.
- 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;
- 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;
- Advise the Congress on proposed legislation relating to historic properties and advise state and local governments (upon request) on legislation where there is substantial or precedent-setting impacts to historic properties or issues of concern related to federal preservation law and policy;
- Develop recommendations on managing historic federal properties in a 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;
- 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, Latinos in Heritage Conservation, and federal agencies to build awareness about and help students and emerging professionals prepare for careers in historic preservation, related fields, and in the federal government;
- Implement a research agenda to inform evidence-based policymaking on historic preservation issues;
- Empower and strengthen the ACHP workforce by expanding the ACHP internship program;
- 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; and
- Implement information technology modernization and cybersecurity initiatives.

For FY 2025, the ACHP requests funding comparable to the President’s Budget for FY 2024 (\$9,494,000). Depending upon the FY 2024 funding level enacted by Congress, this level of funding is needed in FY 2025 either to continue critical activities and build upon them or to continue critical activities and address needs postponed in FY 2024 due to insufficient funds. The requested level of funding will permit the agency to

maintain its FY 2024 level of operations; accommodate payroll and rent increases; address projected demands from federal agencies for Section 106 project and program reviews, training, and guidance, particularly in the area of infrastructure development (including clean energy projects); enhance electronic Section 106 procedures to improve and expedite project reviews; implement its research agenda; expand its intern program; continue previous efforts to enhance equity and inclusion in the national historic preservation program; continue to improve the usability of the ACHP's website; and meet many cybersecurity and information technology needs.

FY 2025 Direction and Request

Efficient Section 106 Review

Strengthening and accelerating environmental reviews of infrastructure projects

The ACHP is uniquely positioned to advance the Administration's infrastructure initiatives, including the projects and programs funded by the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act), the Inflation Reduction Act (IRA), and the CHIPS and Science Act. The agency can build efficiencies in the [Section 106 review of federal and federally assisted infrastructure projects](#) and work to improve environmental reviews for infrastructure projects through better [coordination among the Section 106 process and the National Environmental Policy Act \(NEPA\)](#), as well as 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 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. While the ACHP did not receive funding under the IRA, in FY 2023 the Permitting Council agreed to fund eight permitting-related two-year term positions at the ACHP. These positions will be in place during FY 2025, which will enhance ACHP attention to projects utilizing the FAST-41 interagency review coordination process and support longer-term permitting review efficiency improvements.

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, disadvantaged and underserved communities, and communities with environmental justice concerns; 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 also will 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 will continue ongoing discussions with

the Permitting Council and relevant agencies about 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 also is 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.

The ACHP's recently adopted [Climate Change and Historic Preservation Policy Statement](#) addresses accelerating the deployment of clean energy projects. The statement's policy principles include the following: "Development of clean energy projects and climate-friendly transportation infrastructure projects should be expedited through efficient and effective permitting processes and environmental reviews (including Section 106 reviews), while still ensuring full consideration of potential impacts to historic properties." As discussed further below, the ACHP is encouraging federal agencies to explore use of Section 106 program alternatives to tailor and expedite the review process for climate-related infrastructure projects while still ensuring accessible, meaningful, and transparent consultation.

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.

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.

Requests for program alternatives increased dramatically starting 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 IRA, with its funding for some agencies to accelerate environmental reviews for their infrastructure projects, is increasing the demand for program alternatives. They are particularly important tools for ensuring review of infrastructure, clean energy, and climate resilience projects can proceed expeditiously while still addressing stakeholder concerns about impacts to historic properties.

Three 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 doing so, 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, also in 2023, the ACHP adopted a Program Comment for a category of Department of the Army (Army) historic housing inventory constructed from 1963-1975, generally referred to as Army Vietnam War-Era Historic Housing. The Program Comment provides the Army with programmatic Section 106 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.

Interest among federal agencies in developing program alternatives is anticipated to continue in FY 2025 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 2024 and FY 2025 include the following:

- Expanding the scope of the current Program Comment for Communications Projects on Federal Lands and Property;
- Developing a nationwide Programmatic Agreement for management of highly technical and scientific facilities for the National Aeronautics and Space Administration;
- Developing a Program Comment for regular maintenance, capital projects, and leasing of National Park Service (NPS) Mission 66-Era facilities;
- Developing a nationwide Programmatic Agreement for NPS Cultural Resources Assistance Programs;
- Developing a nationwide Programmatic Agreement for the Department of Homeland Security to manage facilities and improve climate change resiliency and use of renewable energy at historic properties;
- Developing a nationwide Programmatic Agreement for all Coast Guard vessels;
- Updating the Bureau of Land Management (BLM) National Programmatic Agreement to extend its efficiencies;
- Updating the Forest Service's nationwide Programmatic Agreement for phasing Section 106 review for large-scale, multi-year projects;
- Developing a Program Comment for management of pre-1919 historic Army housing and associated buildings and landscapes; and
- Developing a Programmatic Agreement among the Western Area Power Administration, Bonneville Power Administration, Tennessee Valley Authority, and Southwestern Power Administration for operations and maintenance activities associated with transmission lines.

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 a strong interest in developing regional- and state-based agreements will continue as well, particularly in the areas of transmission and renewable energy projects. In addition, the ACHP will be exploring opportunities to use program alternatives at all levels of government to further expedite housing development, building upon those already in use for a variety of housing-related projects and programs.

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 2025, 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 also will continue its efforts to advise the Congress and Administration where opportunities to make such investments may be prudent. The ACHP will also continue its work as a member of the Permitting Council to improve the availability of and access to geospatial information necessary to inform Section 106 reviews for infrastructure projects, consistent with appropriate confidentiality standards.

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 Digital Operations Coordinator. To further implement *e106* and expand the impact of the Digital Operations Coordinator, the ACHP needs investments in technology that can expedite the Section 106 process and make it more transparent and accessible to participants. The ACHP currently is also 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. Additional funding was requested in FY 2024 as critical to advancing this initiative and accelerating digitization of the ACHP's extensive paper records. Depending on the FY 2024 enacted funding level for the ACHP, funds will be needed in FY 2025 in order for *e106* improvements to proceed.

Training

Training—for federal agency staff, SHPO and THPO 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.

The ACHP's training program reached more than 4,000 participants in all formats during FY 2023. On-demand e-learning courses were accessed more than 2,500 times in FY 2023. 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 is

updating its e-learning platform 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 in FY 2024 and after.

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 2025—including new courses specifically tailored and marketed to disadvantaged and underserved communities, as well as communities with environmental justice concerns—will occur to the extent that resources permit.

Policy Advice

Consistent with its statutory mandate under the NHPA, 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 federal agencies 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.

In FY 2024 and beyond, the ACHP will continue to seek opportunities to advise Congress on legislation related to the issues discussed below as well as other legislation with the potential to impact the preservation and productive use of historic properties. In addition, in accordance with a mandate in the NHPA, the ACHP will advise upon state and local legislation affecting historic properties. In FY 2023, the ACHP adopted internal guidance to ensure such advice is offered only upon request and in situations where there are substantial or precedent-setting impacts to historic properties or issues of concern related to federal preservation law and policy.

Policy statement on housing and historic preservation

To address the nation's housing shortage, existing buildings—including historic buildings—must be rehabilitated and reused for housing; the housing shortage is not a problem America can build its way out of through new construction. In December 2023, the ACHP adopted its [Policy Statement on Housing and Historic Preservation](#) to encourage and accelerate rehabilitation of historic buildings for housing and to assist in harmonizing historic preservation and housing goals. The policy statement's principles seek to promote informed federal policy making, decision making, and responsible stewardship of historic properties while also advising Tribal, state, and local governments, community groups, nonprofit organizations, developers, and others in the private sector.

The policy statement addresses incentivizing and removing barriers to reusing historic buildings for housing, including conversion of historic nonresidential buildings; accelerating project permitting and environmental review; gathering and sharing information on key research topics; education; and collaboration. 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. On a related note, the ACHP will continue its dialogue with the Department of Housing and Urban Development regarding its implementation of the White House's Housing Supply Action Plan and the role historic buildings can play in meeting the goals of that plan.

Policy statement on climate change and historic preservation

Historic properties are experiencing escalating climate impacts that are increasingly leading to their damage and destruction. In June 2023, the ACHP adopted its [Climate Change and Historic Preservation 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. The policy addresses the importance of making historic properties more resilient, of considering such properties during disaster preparedness and response, and of reusing historic buildings to help contribute to decarbonization. Effects to sacred sites and other properties significant to Indian Tribes and Native Hawaiian organizations are highlighted in the policy statement, as are the disproportionate impacts of climate change on historic places in disadvantaged and underserved communities. 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.

Policy statement on burial sites, human remains, and funerary objects

Human remains, burial sites, and funerary objects are significant to all peoples. The ACHP is addressing increasing concerns related to their treatment and working to ensure they receive appropriate consideration in federal decision making. In March 2023, the ACHP unanimously adopted its [Policy Statement on Burial Sites, Human Remains, and Funerary Objects](#). Compared to an earlier policy statement that addressed some of the same issues, the new policy statement better accounts for the views of Indian Tribes, Native Hawaiians, the African American community, and Indigenous Peoples; includes actionable tasks; utilizes more inclusive language; and aligns the policy with current Administration priorities, including the Federal Indian Boarding School initiative. The policy statement formally recognizes that the places most often disturbed are those associated with Indian Tribes, Native Hawaiians, Indigenous People, racial and ethnic minorities, and low-income communities. It also acknowledges the impact of climate change on sites, cemeteries, and associated cultural practices, which further threatens their identification and protection.

In April 2023, the ACHP released template language that assists federal agencies with incorporating the policy into their Section 106 agreement documents. The ACHP also presented on the policy statement alongside Indian Tribes and the National Congress of American Indians at the United Nations Permanent Forum on Indigenous Issues. In June 2023, the ACHP issued a [companion guidance document](#) advising on interpretation and implementation of the policy statement. Further ACHP implementation of the 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 long identified the need to integrate Indigenous Knowledge into the federal historic preservation framework. Indigenous Knowledge is a body of observations, oral and written knowledge, innovations, practices, and beliefs developed by Indian 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 and should be integrated into and accounted for during federal decision making.

The ACHP has a legal responsibility to ensure Indian Tribes and Native Hawaiian organizations are both afforded an opportunity to consult during the Section 106 process and that their Indigenous Knowledge and expertise are fully considered. To advance understanding of Indigenous Knowledge, the ACHP developed an [information paper on Traditional Knowledge and the Section 106 process](#) in FY 2021 and serves as a co-

chair on the White House Council on Native American Affairs Indigenous Knowledge Subcommittee's Reporting and Implementation Subgroup.

In FY 2024, the ACHP plans to issue a policy statement that establishes a series of standards and guidelines, and further interprets how Indigenous Knowledge should be accounted for in the Section 106 process. This policy also will advise federal agencies on ways to effectively incorporate Indigenous Knowledge into other historic preservation activities, including compliance with EO 13007, "Indian Sacred Sites," and carrying out the broad historic preservation responsibilities agencies have under Section 110 of the NHPA. Implementation of the policy statement will take place in FY 2024 and beyond and is expected to require the development of training and guidance resources.

Managing historic federal properties

Section 3 of EO 13287 requires the ACHP to submit a triennial report to the President describing federal agency progress in identifying, using, and protecting historic properties, and offering findings and recommendations for further enhancement of preservation efforts in relationship to properties owned or managed by the federal government. The report is based upon reports from federal agencies on progress in the identification, protection, and use of historic properties. The next [Section 3 report](#) is due for submittal to the President in February 2024. The ACHP has provided advisory guidelines to agencies to assist in development of their progress reports and has encouraged agencies to address the themes of infrastructure, job creation, equity, and climate change. Following issuance of the report, the ACHP will work with federal agencies to implement the report's recommendations in FY 2024 and beyond.

In 2021, the ACHP published [Leveraging Federal Historic Buildings](#), which was developed through the input 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. Under-utilization of federal buildings remains a challenge, and the situation has been further complicated by increased agency use of telework and remote work compared to pre-pandemic levels. The ACHP will continue to implement the recommendations of the report and raise awareness of leasing best practices in FY 2024 and beyond. The report is referenced in the ACHP Policy Statement on Housing and Historic Preservation, which advises federal, state, Tribal, and local governments to lead by example through disposition or outleasing of excess or underutilized historic government buildings for housing development.

Mining on public lands

In FY 2023, the ACHP served on the Department of the Interior Interagency Working Group (IWG) charged with reviewing laws, regulations, policies, and permitting processes pertaining to hardrock mineral development. The IWG issued its [final report and recommendations](#) in September 2023. As part of the IWG, the ACHP advocated for addressing all aspects of hardrock mining impacts on historic properties and increasing Section 106 review capacity for SHPOs and THPOs. The ACHP also suggested ways to protect Tribal interests and resources from the impacts of mining. Many of the ACHP's recommendations are reflected in the report. As the Administration takes actions in response to the report during FY 2024 and FY 2025, the ACHP will pursue opportunities to support the report's policy and Section 106 recommendations.

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 2020, the U.S. Semiquincentennial Commission asked the ACHP to serve on the America250 Parks,

Preservation & Public Spaces Advisory Council. In 2021, the ACHP became a signatory to a multi-agency cooperative agreement with the Commission. The ACHP collaborates with the America250 Foundation, the nonprofit supporting organization to the Commission, including as a member of its communications team. A particular goal of the ACHP as planning for the commemoration proceeds is to seek improvements to the public-private partnership that undergirds the national historic preservation program. Engagement with the America250 Foundation and the Commission is anticipated to continue in FY 2024 and intensify during FY 2025.

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 true 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 Historically Black Colleges and Universities,” 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. The ACHP’s Equity Officer will provide expert advice on equity matters and recommend and assist with the establishment of new initiatives, in addition to working to support the diversity of ACHP staff.

Indian Tribe and Native Hawaiian organization participation

The ACHP has the important statutory responsibility of ensuring 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. Implementation of the plan is expected to continue through FY 2025 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.

In FY 2023, the ACHP made significant progress aimed at implementing this plan, particularly through its participation in the White House Council on Native American Affairs, which is discussed in detail below. The ACHP also partnered with the Council on Environmental Quality to review the *2023 Instructions for the Federal Climate Adaptation Plan* to incorporate consideration of Indian Tribes. In addition, the ACHP

is developing an information paper, *Tribal Perspectives on Climate Change Planning and Response: Historic Properties and Sacred Sites*, that addresses Tribal and Native Hawaiian perceptions of the impacts of climate change planning and response on cultural resources and sacred sites. This draft document is expected to be completed in FY 2024 and is intended to help federal agencies become familiar with the concerns and needs of Indian Tribes and Native Hawaiians relating to climate change and historic preservation.

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 2025, the ACHP will continue implementation of the FY 2023 ACHP policy statement on burial sites, human remains, and funerary objects, and the policy statement on Indigenous Knowledge and historic preservation currently under development. 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 committees¹ and subcommittees² to advance both the Administration's and the ACHP's Tribal and Native Hawaiian program goals.

In FY 2023, the ACHP advanced several efforts related to implementing 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. Notably, the ACHP collaborated on development of the White House Council on Native American Affairs' [Best Practices Guide for Federal Agencies Regarding Tribal and Native Hawaiian Sacred Sites](#) that was released during the Tribal Nations Summit in November 2023.

The ACHP is actively participating in interagency working group meetings; submitted an agency progress report identifying agency-specific actions; continued development of an interagency sacred sites case studies resource guide; hosted a workshop regarding sacred sites with Indian Tribes and Department of Energy personnel; integrated consideration of sacred sites into the ACHP's burial sites policy statement and its associated guidance document; and integrated consideration of sacred sites into the ACHP's draft policy statement on Indigenous Knowledge. As part of the sacred sites interagency working group, the ACHP participated in a listening session with Indian Tribes at the 2023 National Association of Tribal Historic Preservation Officers annual conference. In August 2023, the ACHP participated in White House Council on Native American Affairs-led consultation events with Indian Tribes and Native Hawaiians regarding further implementation of the 2021 Treaty Rights MOU and development of the sacred sites best practices guide. Implementation of the MOUs will continue through FY 2024 and FY 2025.

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. The *Guidance for Federal Departments and Agencies on Indigenous Knowledge* guidance document was released in November 2022.

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

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

In FY 2023, the workgroup transitioned to become the Subcommittee on Indigenous Knowledge under the National Science and Technology Council (NTSC) Committee on the Environment. The ACHP assisted with development of an NTSC subcommittee charter and, as co-chair of the Reporting and Implementation subgroup, developed a 180-day reporting template to support agency integration of the Indigenous Knowledge guidance document. In FY 2023, the ACHP received and reviewed agency 180-day progress reports and input relevant information into an interagency spreadsheet intended to inform future reporting guidelines. To advance understanding and awareness of the guidance document, the ACHP presented on implementation opportunities at the 2023 Southeast Regional SHPO/THPO conference and co-presented with the Council on Environmental Quality at the California THPO/SHPO Summit. These outreach efforts will continue in FY 2024 and FY 2025 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 as a member of NTSC's Subcommittee on Indigenous Knowledge.

In FY 2023, as a member of the White House Council on Native American Affairs Climate Adaptation Subcommittee, the ACHP is jointly facilitating implementation of a monthly interagency speaker series led by Indigenous representatives. The series is meant to educate federal personnel on various topics of interest, including historic preservation, sacred sites, and Indigenous Knowledge. As of July 2023, six sessions were completed, including an ACHP-led webinar in February 2023 that featured speakers from the Confederated Salish and Kootenai Tribes and the Pala Band of Mission Indians. Additionally, the ACHP presented the draft ACHP information paper on climate change planning and sacred sites to the Climate Adaptation Subcommittee.

In September 2022, the ACHP signed the Native Languages Memorandum of Agreement (MOA) at the request of the White House Council on Native American Affairs. Participation in this MOA will require developing an implementation plan targeting the ACHP's efforts to advance Native language preservation and perpetuation that will extend beyond FY 2025. In FY 2023, the ACHP participated in the development of the 10-year implementation plan meant to advance comments and requests made by Indian Tribes and to further align agency actions under this MOA. In FY 2024, the ACHP intends to host listening sessions with Indian Tribes and Native Hawaiians to identify opportunities to advance Native language preservation through historic preservation.

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. The ACHP's Equity Officer will be assisting in the development of new training materials in FY 2024 geared toward increasing participation from disadvantaged and underserved communities, as well as communities with environmental justice concerns, in the Section 106 review process. Staff also will work with federal agencies to provide technical assistance aimed at encouraging the engagement of diverse communities—including those that are disadvantaged, underserved, and/or have environmental justice concerns—in consultation and public outreach. New outreach and partnership efforts are planned, including translating critical parts of the ACHP website into Spanish as well as continuing to translate ACHP publications into Spanish.

Other programs and initiatives for HBCUs and Minority Serving Institutions

In 2018, the ACHP launched Preservation in Practice (PIP) in conjunction with NPS and the National Trust for Historic Preservation. PIP, which grew to 18 students in 2022, brought students from three HBCUs into

an awareness of historic preservation principles. Beginning in 2022, the ACHP has been actively engaged in a second summer program, titled [Cultural Heritage in the Forest \(CHIF\)](#). This program is a partnership between the ACHP, the Forest Service, and the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs. Like the PIP program, CHIF strives to bring more young African American professionals into careers in historic preservation and related fields.

With its concentration on historic preservation and conservation in the 193 million acres of National Forests, CHIF introduces HBCU students to the forestry, cultural heritage, and historic preservation work of the Forest Service and makes more students aware of career stewardship opportunities in the federal government in general and the Forest Service and the ACHP specifically. As well, CHIF supports the goal in EO 14041 to strengthen “the capacity of HBCUs to participate in Federal programs, access Federal resources, including grants and procurement opportunities, and partner with Federal agencies.”

Students in CHIF, like PIP, meet with leadership at federal agencies and mentors, network with professionals, and (in this year’s case) will be moving at least one student into an internship at the Forest Service in firefighting. The ACHP looks forward to growing the CHIF program in FY 2025, in keeping with 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. This type of workforce development program is especially important now, as preservation and related fields in Cultural Resources Management (CRM) are facing a steep workforce shortage.

In 2023, when it became clear that federal agencies were having trouble filling positions in their CRM work, the ACHP initiated a Workforce Development Initiative. Staff expanded outreach greatly to inform school leadership, faculty, other organizations, and students across the nation of the hundreds of CRM job openings that exist at this time. The ACHP also added a [section to its website](#) about the opportunities available, and, for the first time, the agency began outreach to students in high school to introduce historic preservation to that younger audience. As resources and funding allows, the ACHP plans to continue to support this expanded outreach.

In 2020, the ACHP created a webinar series, “[Preserve the Past, Build for the Future](#),” for students of architecture, archaeology, history, urban and regional planning, and other fields. Many sessions are targeted to African American students, as well as students at Minority Serving Institutions, with topics concerning preservation of marginalized communities’ historic properties and environmental justice issues. 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. Continuing this ongoing webinar series in FY 2024 and FY 2025 is planned. This series, as well as other educational programs in the ACHP’s portfolio, are critical to the future of the federal preservation program, as every field in CRM is struggling to find qualified staff.

The ACHP works in partnership with communities of color across the country and is guided by these partners. The ACHP continues to help raise awareness of the work of Latinos in Heritage Conservation (LHC). LHC supports preservation of Latino historic sites and in 2023, the ACHP not only sponsored two students to attend their annual conference, but partnered with LHC to bring in a paid intern to work toward further engagement between the two organizations. 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 and the 1882 Foundation. Expanding community outreach and engagement are a priority in the work of the ACHP, 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 also has included a workshop for THPOs, SKC students, and NPS, with additional workshops and webinars underway for FY 2024. The ACHP and SKC expect to renew this formal partnership through an updated MOU in FY 2024, extending through FY 2027. In FY 2025, 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 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.

In addition to the ACHP's website, the agency continues to expand its social media presence, making information available via [Facebook](#), [Twitter \(X\)](#), [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 and introducing them to historic preservation.

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 was requested in FY 2024 to modernize 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 staff are unable to make 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.

Research to inform evidence-based policymaking

The ACHP has systems in place to gather, analyze, and manage data regarding the ACHP's participation in and oversight of Section 106 reviews; use this data to identify opportunities to improve the efficiency, timeliness, and effectiveness of these reviews; and identify additional data needs to support agency operations related to Section 106. Regarding broad issue-specific policy concerns relating to the preservation of historic properties, the ACHP's research apparatus is much more ad hoc. The small size of the agency complicates devoting significant staff resources to such research. However, in FY 2023, the ACHP began development of an agency research agenda that will be finalized in FY 2024.

The ACHP anticipates that initial implementation of its research agenda in FY 2024 and FY 2025 will be facilitated through partnering with the ACHP Foundation, a nonprofit organization that was established to support the ACHP's mission, and possible detailing of nonfederal employees to the ACHP in accordance with the Intergovernmental Personnel Act. In addition, FY 2025 funds would be used to fund a Special Assistant to the Chair to help coordinate research agenda implementation, among other duties as further described below. Also, dedicated federal funding to expand the ACHP's internship program is requested. Details on expansion of the internship program are presented below.

Internship program expansion

While the ACHP has had a formal [internship program](#) since 2013, funding for that program has necessarily come from external sources given the lack of appropriated funds to support interns. Internships are an important avenue for pursuing various projects and research topics for the ACHP as well as for developing the next generation of preservation professionals working in the federal historic preservation program. Internships in FY 2020 through FY 2022 were virtual and demonstrated that such internships are viable and valuable. In FY 2023, internships were a combination of virtual, hybrid, and in-office.

While the ACHP Foundation has provided financial support for most stipends to date in 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 ACHP 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 received support from the ACHP Foundation to continue its paid internship program but also expanded the number of students who could benefit from ACHP internships by offering internships to students receiving financial support from their academic institutions or other sources and students who receive course credit for internships as part of academic programs in which they cannot be paid. However, to ensure consistency in the program and increase the number of paid interns, in keeping with the requirements of EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," the ACHP will require dedicated funding moving forward. Depending on the FY 2024 enacted funding level for the ACHP, funds will be needed in FY 2025 either to maintain expanded paid internships or to initiate expansion of the internship program. The provision of such funding is necessary to remove the uncertainty and unpredictability of the ACHP's capacity to support interns given its current dependence on external funding.

Recruitment for the ACHP's FY 2023 internships included outreach to the nonprofit organization LHC; HBCUs; the Federal Interagency Working Group of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs; and SKC. In FY 2024 and FY 2025, 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. The agency does not currently use Artificial Intelligence (AI) and does not anticipate doing so in FY 2025. However, other new technologies are required to support the workforce and ensure their work, both in the office and via telework, is productive and seamlessly integrated. 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 2024 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 (OMB) 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 2025, which would allow increases in enterprise-wide cybersecurity posture maturity.

In the past few years, 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 2023 has 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. Additional funds will be needed in FY 2025 to continue to replace legacy equipment.

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. Additional funds will be needed in FY 2025 to replace end-of-life legacy backup power and conditioning systems and disaster recovery infrastructure.

During FY 2024, the agency completed 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 enhance the work environment and provide secure network segmentation capabilities. Continuing to support these capabilities is dependent on sufficient funding in FY 2025.

FY 2025 Budget Request

For FY 2025, the ACHP requests funding comparable to the President's Budget for FY 2024. Depending on the FY 2024 funding level enacted by Congress, this level of funding is needed in FY 2025 either to continue critical activities and build upon them, or to continue critical activities and address needs postponed in FY 2024 due to insufficient funds. The requested level of funding will permit the agency to maintain its FY 2024 level of operations; accommodate payroll and rent increases; address projected demands from federal agencies for Section 106 project reviews, program alternatives, and training and guidance, particularly in the area of infrastructure development (including clean energy projects); enhance electronic Section 106 processing to improve and expedite project reviews; implement its research agenda; strengthen its intern program; continue previous efforts to enhance equity and inclusion in the national historic preservation program; enhance the ACHP's website; and meet many cybersecurity and information technology needs. The total request is \$9,544,000 and 40 FTE.

Specific program enhancements would include the following. Dollar amounts reflect proposed spending in relation to the FY 2023 enacted level.

- *Personnel (+\$154,000)* Previously requested FY 2024 funding for a new one-year term position (GS-13) to specialize in technical assistance regarding permitting projects is no longer needed given the permitting-related two-year term positions at the ACHP now being funded by the Permitting Council. This funding would be reprogrammed to support hiring of a full-time Special Assistant to the Chair (GG-12). Duties of this position would include supporting the chair in developing and researching draft policy initiatives; assisting the chair with special research projects and publications; and assisting the chair in coordinating research assistance from and information exchange among interns, external organizations, academic partners, ACHP members, and ACHP staff. This position would enhance the ACHP's ability to implement its research agenda.
- *Internship program (+\$125,000)* Depending on the FY 2024 enacted funding level for the ACHP, funds will be needed in FY 2025 either to maintain expanded paid internships or to initiate expansion of the internship program. Allocated funds will help to ensure consistency in the program, increase the number of paid interns who can participate, and create the potential to subsidize bringing virtual interns to Washington, D.C., for portions of their internships.
- *Modernization of public facing websites and digital services (+\$115,000)*
 - 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 is proposed. 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 2024, further funding is needed to address all maintenance issues and pursue website enhancements.

- In FY 2024, the ACHP is implementing a new data integration system to integrate data from the Section 106 case management system (e106 program) and the training program into agency contact management systems. FY 2025 funds will be needed to continue to support this capability and make iterative improvements and fixes as needed.
- *Technology modernization continuity of operations, and cybersecurity (\$260,000)*
 - 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 modernized, along with continued implementation of zero-trust systems.
 - Increase capability to respond to OMB/CISA report submissions, data calls, and binding operational directives: Additional funding is needed to hire contract support to effectively perform data collection for reporting and perform remediation quickly per cyber directives.
- *Adjustments to base (+\$305,000)* This increase for salaries and benefits is requested to cover an annualized government-wide pay increase of 5 percent for calendar year 2025 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 2022-2025
(in thousands of dollars)

	FY 2022	FY 2023	FY 2024	FY 2025
President’s Budget	8,255	8,585	9,494	9,544
Appropriation	8,255	8,585		
Budget Authority	8,255	8,585		
FTEs	38	39	40	40

Budget Request

Figure 2. Appropriation and Authorization Language

<p>Appropriation Language</p> <p>ADVISORY COUNCIL ON HISTORIC PRESERVATION SALARIES AND EXPENSES</p> <p>For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89-665), [\$8,585,000*] \$9,544,000</p> <p><i>* Consolidated Appropriations Act, 2023 [Public Law 117-328] (Budget legislation for FY 2024 not yet enacted.)</i></p>
<p>Authorization Language</p> <p>There are authorized to be such amounts as may be necessary to carry out this title.</p> <p><i>National Historic Preservation Act Amendments Act of 2006 [Public Law 109-453]</i></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 chair 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 chair’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: Regulations and Governance; Tribal and Indigenous Peoples; Policy and Legislative Affairs; and Communications, Education, and Outreach. Member task forces and work groups may also be formed to pursue specific issues.

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 that are term appointments funded by the Federal Highway Administration (FHWA), BLM, GSA, Department of Veterans Affairs (VA), NPS, Army, and the Forest Service. Also, in addition to permanent staff, eight new two-year term positions funded by the Permitting Council will be filled in FY 2024. The executive director supervises all staff components.

Figure 3. Staff Organization Actual and Proposed, FY 2022-2025

ACHP-Funded FTEs*	FY 2022	FY 2023	FY 2024 Budget Justification	FY 2025 Requested
Chair	1	1	1	1
Executive Director	1	2	1	2
Office of Tribal and Indigenous Peoples	3	3	3	3
Office of General Counsel	3	3	3	3
Office of Administration	4	4	4	5
Office of Information Technology	3	3	3	3
Office of Policy and Legislative Affairs	2	3	3	3
Office of Federal Agency Programs	17	16	18	16
Office of Communications, Education, and Outreach	4	4	4	4
TOTAL	38	39	40	40

* In addition, the ACHP currently has FTE positions that are term appointments funded by the Permitting Council, FHWA, BLM, GSA, VA, NPS, Army, and the Forest Service.

The **Chair** 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 chair.

The **Office of General Counsel** provides legal advice and analyzes, 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 Tribal and Indigenous Peoples** advises the ACHP leadership, members, and staff on policy and program matters related to issues significant to Indian Tribes, Native Hawaiian organizations, and other Indigenous Peoples including representing the agency on the White House Council of Native American Affairs. The office also develops training resources and offers technical assistance and outreach regarding the rights and roles that Indian Tribes, Native Hawaiian organizations, and Indigenous Peoples have in the Section 106 review process and other related historic preservation statutes and executive orders.

The **Office of Policy and Legislative Affairs** develops preservation policy recommendations, analyzes legislation proposed at the federal/state/local levels and executive branch policy initiatives, and participates in ACHP programs and research related to major national preservation issues.

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 2023 Enacted	FY 2024 Requested	FY 2025	FY 2025 vs FY 2024
11/12	Salary/Benefits	6,532	7,080	7,116	+36
21	Travel	132	132	132	+/-0
22/23	Freight, Rent, Communications, Utilities	628	714	685	-29*
24	Printing	4	4	4	+/-0
25	Contract Services	1,219	1,458	1,501	+43
26	Supplies	8	8	8	+/-0
31	Equipment	62	98	98	+/-0
	TOTAL	8,585	9,494	9,544	+50
	FTEs	39	40	40	+/-0

** Rent increase anticipated to start in FY 2024 will not occur.*

Figure 5. Members, Advisory Council on Historic Preservation (January 2024)

Chair

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

Vice Chairman

Jordan E. Tannenbaum (Virginia)

Expert Members

Charles L. Ward III (California)
Kristopher B. King (South Carolina)
Monica Rhodes (Texas)
Frank G. Matero (Delaware)

General Public Members

Carmen A. 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 L. Woodfin (Birmingham, Alabama)

Architect of the Capitol

Chere Rexroat, RA, 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

Chair, Council on Environmental Quality

Hon. Brenda Mallory

Administrator, General Services Administration

Hon. Robin Carnahan

Chair, National Trust for Historic Preservation

Martha Nelson (New York)

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:

Chair, National Preservation Partners Network

Samantha Bosshart (New York)

Chair, National Alliance of Preservation Commissions

Abigail Christman (Colorado)

Preserve America Youth Summit Director

Ann Walker (Colorado)

Chairman, ACHP Foundation

Susan S. Barnes, Interim (Texas)



ACHP Organizational Structure | January 2024

COUNCIL **CHAIRMAN**
Policy direction and program leadership *Chair of Council, program oversight*

Chairman (1) | Vice Chairman (1) | Members (22) | Observers (4)

General Counsel
Provision of legal services

General Counsel (1)
 Deputy General Counsel (1)
 Government Information Specialist (1)
 FPISC Permitting Attorney (1)

EXECUTIVE DIRECTOR
Senior management responsibility for all staff organizational units. Executive director reports directly to the chairman.

Executive Director (1)
 Special Assistant to the Chair (1) (temp)

Equal Employment Opportunity (EEO)

Director (not an FTE)

Communications, Education, and Outreach
Public information, websites, publications, and awards

Director (1)
 Public Affairs Manager (1)
 Senior Writer-Editor (1)
 Program Assistant (1)

Administration
Administrative, member relations, fiscal services

Director (1)
 Executive Assistant (1)
 Administrative Assistant (1)
 Meeting & Event Manager (1)

Information Technology
Information technology services

Chief Information Officer & Chief Information Security Officer (1)
 IT Specialists (2)
 FPISC Permitting Information Technology Specialist (1)

Federal Agency Programs
Project review, program improvement, policy development, and training

Director (1)

Tribal and Indigenous Peoples
Liaison with Indian Tribes, Native Alaskans, and Native Hawaiians

Director (1)
 Senior Program Analyst (1)
 Program Analyst (1)
 Program Assistant (1) – temp P/T
 FPISC Permitting Tribal Liaison (1)

Policy and Legislative Affairs
Policy analysis, research, congressional relations, special partnership programs and initiatives

Director (1)
 Preservation Program Specialist (1)
 Equity Officer (1)
 FPISC Permitting Program Analyst (1)

Special Initiatives Section

Assistant Director (1)
 Historic Preservation Technicians (2)
 Training Specialist (1)
 Digital Operations Coordinator (1)
 FPISC Program Analyst and Permitting Analyst (1)
 FPISC Permitting Historic Preservation Specialist (1)
 FPISC Program Analyst and SHPO Liaison (1)
 FPISC Assistant Training Specialist for Permitting (1)

Federal Permitting, Licensing, and Assistance Section

Assistant Director (1)
 Program Analysts (2)
 Historic Preservation Specialist (1)
 Assistant Historic Preservation Specialist (1)
 FHWA Liaison (1)
 NPS Liaison (1)

Federal Property Management Section

Assistant Director (1)
 Program Analysts (2)
 Assistant Program Analyst (1)
 Historic Preservation Specialist (1)
 Army Liaison (1)
 BLM Liaison (1)
 GSA Liaison (1)
 VA Liaison (1)
 NPS Liaison (1)
 Forest Service Liaisons (2)

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



ADVISORY COUNCIL ON HISTORIC PRESERVATION

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ACHP STRATEGIC PLAN



ADVISORY COUNCIL ON HISTORIC PRESERVATION

2022 STRATEGIC PLAN

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

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

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

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.

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.

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.

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

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

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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
(October 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

Erica C. Avrami (New Jersey)

Frank G. Matero (Delaware)

Monica Rhodes (Texas)

Charles L. Ward III (California)

General Public Members

Carmen Jordan-Cox, PhD (Delaware)

Jane D. Woodfin (Virginia)

Indian Tribe/Native Hawaiian

Organization Member

Amelia AM Marchand (Confederated Tribes of the Colville Reservation, Hawaii)

Governor

Hon. John C. Carney (Delaware)

Mayor

Hon. Randall Woodfin (Birmingham, Alabama)

Architect of the Capitol

Thomas E. Austin

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. Adrienne Todman (Acting)

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 Services Administration

Hon. Robin Carnahan

Chair, National Trust for Historic Preservation

Martha Nelson (New York)

President, National Conference of State Historic Preservation Officers

Ramona Bartos (North Carolina)

Board Chair, National Association of Tribal Historic Preservation Officers

Lakota Hobia (Gun Lake Tribe, Michigan)

Observers:

Chair, National Preservation Partners Network

Samantha Bosshart (New York)

Chair, National Alliance of Preservation Commissions

Abigail Christman (Colorado)

Executive Director, Permitting Council

Eric B. Beightel (Washington, D.C.)

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

October 2024

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Please contact Patricia Knoll at pknoll@achp.gov with any updates.

Revised October 10, 2024

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Directory of Council Members and Designees, October 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 ACHP's statutory scope.

Chair:	Erica Avrami
Vice Chair:	Ramona Bartos, President, National Conference of State Historic Preservation Officers
Member Participants:	Mayor Randall Woodfin Monica Rhodes Jordan Tannenbaum Charles "Sonny" Ward Jane Woodfin Council on Environmental Quality Department of Agriculture Department of Defense Department of Housing and Urban Development Department of the Interior Department of Veterans Affairs Lakota Hobia, Chair, National Association of Tribal Historic Preservation Officers Martha Nelson, Chair, National Trust for Historic Preservation
Non-Member Participants:	Susan Barnes, Chair, ACHP Foundation Samantha Bosshart, Chair, National Preservation Partners Network Abigail Christman, Chair, National Alliance of Preservation Commissions 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: Martha Nelson, Chair, National Trust for Historic Preservation
 Member Participants: Governor John Carney
 Carmen Jordan-Cox
 Architect of the Capitol
 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
 Lakota Hobia, Chair, National Association of Tribal Historic Preservation
 Officers
 Ramona Bartos, President, National Conference of State Historic Preservation
 Officers

Non-Member
 Participant: Eric Beightel, Executive Director, Permitting Council

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: Amelia AM Marchand
 Vice Chair: Lakota Hobia, Chair, National Association of Tribal Historic Preservation
 Officers

Member Participants: Carmen Jordan-Cox
 Frank Matero
 Jordan Tannenbaum
 Council on Environmental Quality
 Department of Agriculture
 Department of Defense
 Department of Homeland Security
 Department of the Interior
 Ramona Bartos, President, 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 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: Erica Avrami
 Amelia AM Marchand
 Monica Rhodes

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

Data and Digital Information Committee

The Data and Digital Information Committee is tasked with advising on projects undertaken by the ACHP to improve the availability of digital and geospatial information about historic properties to inform federal project planning.

Chair: Sara Bronin
 Member Participants: All members of the ACHP
 Non-Member
 Participants: All non-member observers of the ACHP

Ad Hoc ACHP-Initiated Program Alternatives Forum Committee

The Ad Hoc ACHP-Initiated Program Alternatives Forum Committee is tasked with providing a forum for members' education and discussion on ACHP-initiated program alternatives.

Chair: Sara Bronin

Member Participants: Jordan Tannenbaum
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 Carmen Jordan-Cox
 Amelia AM Marchand
 Frank Matero
 Monica Rhodes
 Charles "Sonny" Ward
 Jane Woodfin
 Architect of the Capitol
 Council on Environmental Quality
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 Department of Veterans Affairs
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 Abigail Christman, Chair, National Alliance of Preservation Commissions
 Ann Walker, Program Director, Preserve America Youth Summit
 Eric Beightel, Executive Director, Permitting Council

Any prior appointments to the contrary are superseded.



Sara Bronin
 Chair

October 8, 2024

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>.