



ADVISORY COUNCIL ON HISTORIC PRESERVATION

2019 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.

TABLE OF CONTENTS

PLAN OVERVIEW	1
STRUCTURE OF THE ACHP	1
DUTIES AND AUTHORITIES	1
National Historic Preservation Act	1
Federal Permitting Improvement Steering Council	3
Executive Order 13287	3
PROGRAM AREAS	3
ACHP STRATEGIC PLAN	5
Mission Statement	5
Vision Statement	5
Cross-Cutting Objective	5
Strategic Goals and Objectives	5

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 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 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 expediting review of major 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 benefits the public.



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

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



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, 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 December 5, 2019

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 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, 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 and advance preservation outcomes, particularly with infrastructure projects.
- C. Collaborate with federal agencies 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 Native Hawaiian organizations and encourage early engagement with tribes and NHOs during project planning.
- 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 engage all stakeholders and the public 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 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, 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 and energy development while minimizing impacts on historic properties and meeting mission needs.

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.

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.
- 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.
- C. Encourage and advance federal policies and programs that support the engagement of Indian tribes and NHOs in the national historic preservation program.
- D. Promote and encourage assistance and incentive programs for preservation at all levels of government.

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 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 congressional communications.



ADVISORY COUNCIL ON HISTORIC PRESERVATION

401 F Street NW, Suite 308, Washington, DC 20001 • Phone: 202-517-0200 • Fax: 202-517-6381 • www.achp.gov