



Preserving America's Heritage

## **Six-Year Strategic Plan 2006-2012** **Adopted November 2006**

### MISSION STATEMENT

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

#### **I. ADVOCATE PRESERVATION POLICY**

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

- A. **Six-Year Strategic Goal:** Shape executive branch and congressional preservation policy to advance the goals of the National Historic Preservation Act and the Preserve America initiative.
1. Work with the National Conference of State Historic Preservation Officers, National Trust for Historic Preservation, Preservation Action, the National Association of Tribal Historic Preservation Officers (NATHPO), and the Congressional Historic Preservation Caucus to educate and update key congressional staff on National Historic Preservation Act (NHPA) and Preserve America efforts.
  2. Implement the congressional relations plan on both the ACHP council member and staff levels, including routine notification of congressional representatives regarding concluded Section 106 cases in their districts, notification and invitation of members of Congress when Preserve America events will take place in their districts, and distribution of ACHP publications.
  3. Advance the recommendations developed by the ACHP in response to the Preserve America Summit related to policy analysis and development. Identify key stakeholders in the historic preservation community or affected by historic preservation, and determine how to educate them and involve them in implementing the results of the Summit.

4. Use Preserve America Communities and Preserve America Presidential Award recipients to promote the value of and support for the Preserve America initiative with congressional and executive branch leaders.
5. Advocate and support the administration and funding for Save America's Treasures and Preserve America as sister federal programs whose goals and programs are complementary.

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

1. Administer and sustain the Preserve America initiative, including those components for which the ACHP is responsible.
2. Keep Preserve America Communities engaged through networking and improved communication.
3. Develop performance measures for measuring the success of Preserve America initiative components, and evaluate and report on the impact of the Preserve America initiative on a regular basis.
4. Enhance and improve Preserve America initiative components, including development of strategies for expanding participation in the Preserve America Communities and Preserve America Presidential Awards program.
5. Develop and offer a technical assistance toolkit for Preserve America Communities.
6. Develop a corporate outreach strategy for engaging business in the Preserve America initiative.
7. Implement Preserve America Summit outcomes, giving special attention to implementing heritage education and youth summit ideas emerging from the Summit.
8. Promote financial and other incentives for historic preservation such as Preserve America grants, Save America's Treasures grants, funding for heritage areas, transportation enhancement funding, and other innovative funding mechanisms.
9. Compile and disseminate best practices, especially related to heritage tourism, and assist with development of a national clearinghouse for such information.
10. Support needed research and development on the economic benefits of historic preservation at the national and state levels.
11. Strengthen U.S. cooperation and communication with the international community on issues of historic preservation and heritage tourism to improve U.S. program and share U.S. achievements.

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

1. Through the White House Office of Intergovernmental Affairs' Indian Affairs Executive

Working Group, develop and advance policies and directives regarding the participation of Indian tribes that will carry through subsequent administrations.

2. With the White House Office of Intergovernmental Affairs and the ACHP's Native American Advisory Group (NAAG), work with specific federal agencies at the policy level to modify or develop policies that improve their consultation with Indian tribes and Native Hawaiian organizations.
3. Assist NAAG in working with federal agencies to address the four overall concerns raised in the White House briefing in October 2006: (1) improve agency consultation with Indian tribes; (2) respect for traditional knowledge; (3) recruiting of Native peoples into federal service; and (4) Native peoples' access to traditional hunting and gathering areas on federal lands.
4. In cooperation with the National Congress of American Indians (NCAI), NATHPO, the United South and Eastern Tribes (USET), and other intertribal organizations, develop and distribute resource information for Indian tribes regarding the benefits of historic preservation and potential sources of federal assistance.
5. Develop and adopt an ACHP policy regarding its relationships with Native Hawaiian organizations.

## II. IMPROVE FEDERAL PRESERVATION PROGRAMS

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

- A. **Six-Year Strategic Goal:** Improve the effectiveness, coordination, and consistency of the federal preservation program.
  1. Provide technical assistance and encouragement to federal agencies to develop for their staff and clients tailored training in meeting federal historic property requirements.
  2. Encourage and advise federal agencies to develop and implement tailored historic preservation planning and review systems and programmatic approaches that both advance preservation goals and promote efficient decision-making.
  3. Provide materials and assistance to federal agencies, Federal Preservation Officers, and Senior Policy Officials to assist them in carrying out their own outreach efforts in regard to Preserve America and the NHPA.
  4. Identify systemic federal agency compliance issues under Section 106 and develop plans for resolving them at the policy level.
  5. Pursue amendment or termination of older, nationwide Programmatic Agreements to conform them to current law, regulation, and policy.
  6. Work with federal agencies and others engaged in the programs for the preservation of objects, documents, artifacts, and the cultural heritage to identify areas for collaboration.
- B. **Six-Year Strategic Goal:** Collaborate with federal agencies and other stakeholders to highlight best practices and overcome obstacles to the preservation and productive use of historic properties.

1. Acknowledge and publicize outstanding federal achievement in historic preservation through ACHP recognition programs and public outreach activities.
2. Work with NATHPO to research and develop case studies of best practices to accompany NATHPO's "Tribal Consultation: Best Practices in Historic Preservation (2005)."
3. Develop and present the Chairman's Award for Federal Achievement in Historic Preservation and the ACHP Award for Federal Preserve America Accomplishment in conjunction with quarterly business meetings of the ACHP, including media outreach with the awarded federal agencies and local winning communities.
4. Participate in the monthly meetings of the National Park Service's Federal Training Work Group to update attendees on topics examined at recent council meetings, developments in the Preserve America initiative, discuss preservation issues with national implications, and give presentations regarding Chairman's Award winners.
5. Improve the ability of federal grant and technical assistance agencies to support historic preservation, and actively consult with such agencies on their assistance programs.
6. In partnership with preservation agencies and organizations as well as the travel and tourism industry, build on existing guidance for heritage tourism (including specialized guidance on archaeology) through electronic media.
7. In partnership with NATHPO, develop and implement a survey to evaluate the effectiveness of federal agency consultation with Indian tribes and Native Hawaiian organizations.

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

1. Carry out on schedule ACHP responsibilities under E.O. 13287 to assess, report, and follow up on the efforts of federal agencies to effectively manage and productively use their historic properties and to report to the president.
2. Offer a meeting annually for Senior Policy Officials to improve their understanding of agency responsibilities under E.O. 13287.
3. Assist Federal Preservation Officers in meeting their duties under the NHPA and E.O. 13287.
4. Evaluate federal agency reviews of their policies and regulations required by E.O. 13287, and advise them on making necessary revisions.

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

1. Pursue bilateral partnerships with federal agencies to improve the effectiveness and efficiency of their historic preservation programs.
2. Promote multi-agency efforts to address specific historic preservation issues and opportunities.
3. Develop and implement a plan to consult with non-federal stakeholders to identify appropriate

partnership measures in accordance with the Executive Order Section 3 report.

### III. IDENTIFY, PROTECT, AND ENHANCE HISTORIC PROPERTIES

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

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

1. Improve the efficiency of the operation of the Section 106 process.
2. Promote a comprehensive national inventory of historic properties on federal and non-federal land and encourage federal agencies to organize, record, disseminate, and digitize information on historic properties identified in meeting the requirements of Section 106.
3. Improve communication with SHPOs and THPOs by providing timely and useful information on federal programs and Section 106 issues.
4. Promote the development and implementation of tribal and Native Hawaiian consultation protocols by federal agencies.
5. Develop a “tool kit” for Section 106 consultation with Indian tribes and Native Hawaiian organizations that both equips key stakeholders to participate more effectively in consultation and serves as materials they can use for training their leadership and staff.
6. Distribute the quarterly “Case Digest” highlighting cases that have policy implications, unusual resources or issues.
7. Contribute to effective federal organizations and communication forums that address historic preservation needs and challenges.
8. Improve public outreach to make the public aware of Section 106 as a preservation tool and publicize successful cases and outcomes.
9. Develop and implement revised and expanded guidance for key stakeholders on the Section 106 process.

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

1. Develop and implement performance measures to assess the overall effectiveness and efficiency of the Section 106 process.
2. Develop training materials that include examples of how to use Section 106 to help promote heritage education, heritage tourism, and other preservation uses and benefits.
3. Monitor problems that SHPOs, THPOs, Indian tribes, and Native Hawaiian organizations confront in carrying out their responsibilities under Section 106, and develop solutions to be carried out jointly by the ACHP, SHPOs, and THPOs.

4. Develop and deliver specialized training and resource materials for SHPOs and THPOs.
5. Work with NCSHPO and its board, staff, and members to foster overall improvement and efficiency in the operation of Section 106 at the state level.
6. Work with key administration officials to improve funding for THPOs and SHPOs.
7. Work with NAAG and NATHPO to identify and develop mechanisms to assist Indian tribes and Native Hawaiian organizations to more effectively participate in the Section 106 review process.
8. Working with EPA's American Indian Environmental Office and other agencies, develop a comprehensive training program for Indian tribes and federal agencies regarding consultation and coordination under NHPA and NEPA.
9. Publish a newsletter for Indian tribes and Native Hawaiian organizations that reports on federal agency programs, ACHP initiatives, and major historic preservation news.
10. Issue regular e-mail broadcasts to Indian tribes and Native Hawaiians regarding timely federal historic preservation information and work with BIA to expand the tribal contacts and Interior's Office of Hawaiian Affairs to expand Native Hawaiian contacts.
11. Through the Indian Affairs Executive Working Group, promote the implementation of a government-wide contact database for Indian tribes to facilitate federal agency consultation with Indian tribes.
12. Support the Department of the Interior, Office of Hawaiian Affairs' initiative to create and maintain a contact list of Native Hawaiian organizations that will facilitate federal agency consultation with Native Hawaiian organizations.
13. Provide or facilitate effective introductory instruction on the Section 106 process to Section 106 users.
14. Revise training materials and methods as needed to ensure high quality and effective training.
15. Work with other federal agencies to help them improve their training offerings.
16. Utilize bilateral partnerships and other opportunities to develop advanced training on the Section 106 process, dispute resolution, and promoting effective outcomes under Section 106.

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

1. Focus ACHP involvement on individual cases where the potential outcomes warrant the investment of ACHP resources as specified in Appendix A of the ACHP's regulations.
2. Assess and measure results of ACHP involvement in individual cases and focus future involvement to maximize outcomes.

3. Evaluate agency responses to ACHP opinions regarding determinations of effect when there is disagreement about effects, and take necessary corrective actions.
  4. Identify systemic issues of federal agencies excluding consulting parties from the Section 106 review process, and take necessary corrective actions.
- D. **Six-Year Strategic Goal:** Improve the coordination of Section 106 with Sections 110 and 111 of the National Historic Preservation Act, the Preserve America initiative, and related federal environmental and preservation processes to assist federal agencies in fulfilling their stewardship responsibilities.
1. Participate in interagency environmental streamlining and stewardship initiatives.
  2. Develop information and guidance addressed specifically to environmental streamlining and stewardship efforts and cross-cutting issues.
  3. Pursue implementation of recommendations in ACHP reports prepared under Section 3 of Executive Order 13287.
  4. Coordinate with Department of the Interior, the Federal Real Property Council, and other federal agencies to advance policies of Sections 110 and 111 in agency real property management policies and procedures.
  5. Work with federal agencies to improve coordination of Section 106 and National Environmental Policy Act implementation and promote utilization of Section 800.8, which provides for agencies to utilize NEPA to meet the Section 106 requirements.

#### IV. COMMUNICATE THE ACHP'S MESSAGE

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

- A. **Six-Year Strategic Goal:** Advance understanding of the roles of the ACHP and of the federal partners in the national historic preservation program.
1. Participate in a broad range of conferences and meetings to promote a better understanding of the ACHP and the national preservation program, to include exhibits, handouts, panel participation, and media presentations.
  2. Ensure the broad distribution of the Newspaper In Education insert that marks the 40th anniversary of the National Historic Preservation Act and engage council members in this outreach effort.
  3. Upgrade and expand the ACHP, Preserve America, and other ACHP Web sites and introduce a content management system to facilitate timely uploading of materials.
  4. As necessary and appropriate, research, develop, design, and print material pertaining to the ACHP mission and accomplishments for broad distribution to the public.
  5. Develop success metrics to gauge effectiveness of communication and outreach efforts.

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

1. In partnership with NAAG, NATHPO, and other inter-tribal groups, develop and implement a strategy to enhance the participation of Indian tribes in the Preserve America initiative.
2. Participate in planning and develop content for promotion of Preserve America goals and components.
3. Work with all Preserve America Steering Committee media and communication staff to develop pooled database of contacts and distribution to ensure complete and timely development and coverage of Preserve America events.
4. Coordinate with the White House to annually present Preserve America Presidential Awards given by the President and First Lady.
5. Support Preserve America community events through creation of informational packets and press kits to communities, event attendees, and the media, including detailed information of the benefit of historic preservation and heritage tourism to communities.
6. As necessary and appropriate, research, develop, and print materials pertaining to the Preserve America initiative and its multiple components.

**C. Six-Year Strategic Goal:** Educate the Congress and policy officials in the executive branch about the economic, educational, and social benefits of historic preservation.

1. Working with the Preserve America Steering Committee and PI, create and coordinate frequent Preserve America events to ensure that policymakers have broad exposure to, and understanding of, the Preserve America initiative and its many components and goals.
2. Produce and distribute targeted Preserve America and ACHP information packets for delivery to congressional representatives and staff, departmental policy makers, and others.

## V. SUPPORT AND ENHANCE ACHP ORGANIZATIONAL PERFORMANCE

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

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

1. Advise chairman and council members on budget request and presentation of budget estimate and justification. Ensure that budget projections are consistent with OMB guidance and are developed in a timely manner.
2. Secure the support of the ACHP Alumni Foundation, corporations, foundations, private individuals, or other entities to provide resources for discrete projects or programs.
3. Effectively manage resources and regularly report to the chairman and council members on the status of ACHP obligations and the availability of resources to carry out the ACHP's mission.



- B. Six-Year Strategic Goal:** Maintain and expand partnerships with federal agencies, tribal, state, and local governments, Native Hawaiian organizations, and private parties to advance the ACHP's mission and goals.
1. With NATHPO, develop internships for students to work with the Native American Program, encouraging applications from tribal and Native American students.
  2. Work in partnership with USET, NATHPO, and other inter-tribal organizations to identify challenges in and solutions to tribal participation in federal agency historic preservation activities.
  3. Work with NATHPO and USET and develop a relationship with NCAI to improve the ACHP's communication with Indian tribes and to identify other mutually beneficial initiatives.
  4. Identify federal agencies that might benefit from partnership with the ACHP and pursue one additional liaison agreement annually.
- C. Six-Year Strategic Goal:** Develop and implement a human capital strategy that recognizes and responds to the demographics of the ACHP's existing workforce and provides opportunities for the ACHP to recruit and retain employees who reflect the diversity of America and that will best serve the ACHP's mission.
1. Implement a performance management system for SES employees that is consistent with OPM guidelines and that provides opportunities to take advantage of regulatory flexibilities in such areas as hiring, promotion, and compensation.
  2. Ensure adequate annual funding for the performance recognition program and training opportunities for ACHP staff, and utilize the available funding for these programs.
  3. Seek opportunities for internships and job rotations to utilize the skills of those interested in the work of the ACHP and to provide exposure to existing ACHP staff to the issues faced by other federal agencies in carrying out their responsibilities pursuant to NHPA and the Preserve America initiative.
  4. Develop a detailed succession plan for senior management and key staff positions that ensures leadership continuity through identification, development, and retention of talent inside and outside of the ACHP.
- D. Six-Year Strategic Goal:** Enhance internal operational performance and efficiency by improving teamwork, communication, information technology resources, professional development, and work processes.
1. Document business process cycles covering all agency activities, identify areas for improvement, and re-engineer business processes as needed.
  2. Improve collaboration and access to agency knowledge across the ACHP by actively engaging staff in designing agency enterprise architecture.
  3. Develop and implement information technology capital plan and integrate information technology investments with agency operation and the needs of work processes.

4. Complete the migration to the Microsoft environment with secure remote access for e-mail and electronic files.
5. Develop a business continuity and disaster recovery plan for the agency's hardware, software, and data files.

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

1. Complete development and implementation of a Web-based Section 106 course registration system that automates the registration process, reducing paperwork and processing time, and facilitates credit card payment processing.
2. Regularly obtain feedback from ACHP Section 106 customers to identify and implement operational changes to improve customer service.
3. Annually review and update as needed ACHP customer service standards.
4. Monitor partnership agreements to ensure that ACHP and partner agency objectives and expectations are being met.