



Cultural Resources Update

Department of Defense Cultural Resources Program Newsletter

Vol. 14, No. 2

Late Fall 2018

Deputy Assistant Secretary of Defense for Environment Issues Guidelines on Maintaining the Confidentiality of Indian Sacred Sites

Adapted from the memo, "Guidelines on Maintaining the Confidentiality of Information about Indian Sacred Sites"

Ms. Maureen Sullivan, Deputy Assistant Secretary of Defense for Environment (DASD (Env)) and DoD's Federal Preservation Officer (FPO), issued *Guidelines on Maintaining the Confidentiality of Information about Indian Sacred Sites (Guidelines)* on March 23, 2018. The *Guidelines* were developed to assist DoD Components in meeting the tenets of two documents: 1) the December 2012 "Memorandum of Understanding (MOU) Regarding Interagency Coordination and Collaboration for the Protection of Indian Sacred Sites," signed by the Departments of Defense, Interior, Agriculture, and Energy, and the Advisory Council on Historic Preservation; and 2) the November 2015 "Policy Statement on the Confidentiality of Information About Indian Sacred Sites," also issued by the signatories to the 2012 MOU. The Policy Statement directs Federal agencies to "respect tribal desires to keep information about [culturally sensitive] locations confidential to the extent legally possible."

DASD Sullivan emphasized the following three points in the *Guidelines* to help protect the confidentiality of sensitive information about the location, content, and character of Indian sacred sites:

- Never ask for information about sacred sites unless it is necessary;
- Never ask for discrete and specific locational information for sacred sites if more general locational information will enable an informed decision; and
- Never record discrete and specific locational information for sacred sites in writing unless absolutely required to support a critical decision.

By adhering to this guidance, DoD Cultural Resources Managers will reduce the amount of information collected concerning sacred sites, thus reducing the chances that confidential information about sacred sites will be inadvertently disclosed.

The *Guidelines* also provide direction for protecting confidential archaeological and sacred sites information from disclosure pursuant to the Archaeological Resources Protection Act and the National Historic Preservation Act. Please download, reference, and share the *Guidelines*: www.denix.osd.mil/na/policy/dod-policies/guidelines-on-maintaining-the-confidentiality-of-information-about-indian-sacred-sites/.



Photograph by Laurie Rush, Fort Drum, US Army.

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A Case of Not Properly Maintaining the Confidentiality of Indian Sacred Sites

Adapted from Reveal News article

Prior to a scheduled land lease auction, the Bureau of Land Management (BLM) mistakenly posted a 77-page report that contained confidential information about 900 ancient cliff dwellings, spiritual structures, rock art panels, and other Native American resources in Utah. The report was available online for an unknown number of days before BLM removed and reposted an updated report after redacting the confidential information. As with other Federal agencies, BLM is responsible for compliance with confidentiality provisions found in Section 304 of the National Historic Preservation Act (54 U.S.C. § 307103), which states that the head of a Federal agency “shall withhold from disclosure to the public information about the location, character, or ownership of a historic property.” Additionally, Section 9 of the Archaeological Resources Protection Act (16 U.S.C. § 470hh), directs that information regarding the nature and location of any archaeological resource for which excavation or removal requires a permit or other permission shall not be made available to the public. The report did not contain global positioning coordinates for the sites, but identified parcel numbers corresponding to maps published on BLM’s website.

This recent episode of the inadvertent but serious release of confidential information about Native American sacred sites is a stark example of what can go wrong when such information is not handled carefully. To ensure all DoD personnel, including contractors, follow protocol when collecting confidential information properly to avoid a situation similar to the BLM incident discussed above, DoD Cultural Resources Managers (CRMs) should follow the guidance provided in Deputy Assistant Secretary of Defense for Environment’s recent memo, *Guidelines on Maintaining the Confidentiality of Information About Sacred Indian Sites* (see article on page 1). The full BLM article may be accessed at www.revealnews.org/article/oops-federal-officials-divulge-secret-info-about-native-american-artifacts/.

DoD Publishes Update to DoD Instruction 4710.02: DoD Interactions With Federally Recognized Tribes

Written by Terri Kelly, Keres Consulting, Inc.

On September 24, 2018, the Under Secretary of Defense for Acquisition and Sustainment reissued the DoD Instruction (DoDI) 4710.02: *DoD Interactions With Federally Recognized Tribes*. First published in 2006, the updated issuance establishes policy, assigns responsibilities, and provides procedures for DoD interactions with Federally recognized tribes in the lower 48 states and Alaska. The DoDI requires the DoD Components to consult with tribes “whenever proposing an action that may have the potential to significantly affect protected tribal resources, tribal rights, or Indian lands.” The DoDI restates that interactions with tribes be conducted in full compliance with Federal law and policy and that consultation is timely, meaningful, and pre-decisional. The updated issuance provides additional clarity about what proposed actions and ongoing installation operations create requirements to consult, how to plan for an effective consultation, who to involve in consultation, considerations regarding tribal protocols, how to address culturally sensitive information, and how to record the results of a consultation.

“The Department has a trust responsibility to consult with tribes. The consultation process is pre-decisional, so in the planning stages, the installations need to talk with affiliated tribes prior to finalizing plans for conducting any construction, land-disturbing, or other similar activities.”

—Alicia Sylvester, Senior Advisor and Liaison for Native American Affairs, Office of the Assistant Secretary of Defense for Sustainment

Visit www.denix.osd.mil/na to download a copy of the updated issuance; to review other tribal consultation-related tools, DoD Component consultation policies, and other resources; and to learn more about upcoming sessions of DoD’s American Indian, Alaska Native, and Native Hawaiian Cultural Communications and Consultation Courses. For support regarding tribal consultation-related challenges and opportunities at your installation, please contact subject matter experts for your DoD Component. For more information about the DoDI, contact Ms. Alicia Sylvester, DoD Senior Advisor and Liaison for Native American Affairs via www.denix.osd.mil/na.

New Insights into Managing Historic Masonry Buildings

Written by Legacy project 14-735 team, including Patrick Sparks, Brian Leone, David Shiver, Ilene Tyler, and Cherilyn Widell; edited by Kelly Hallett, Booz Allen Hamilton

The Legacy Resource Management Program project 14-735, “Implementing Environmental & Economic Cost-Benefits of Reusing DoD’s Pre-World War II Buildings,” examined whether there are policy and guidance constraints to repurposing and modernizing pre-WWII masonry buildings in an efficient and sensible manner.¹ Masonry buildings constructed prior to 1941 represent approximately 9,000 assets in the DoD inventory.² This particular building type is important because many of these load-bearing masonry pre-1941 buildings are within the core footprint of active installations, have demonstrated durability in a range of physical environments, and have the potential to be highly adaptable. Also, the inventory of pre-WWII masonry buildings contains a high proportion of historically significant buildings, many located within districts that are listed in or eligible for listing in the National Register of Historic Places. Pursuant to the National Historic Preservation Act (NHPA) of 1966, DoD is required to consider its impacts to these historic properties, including seeking their reuse.



The pre-WWII Enlisted Men’s Barracks at F.E. Warren Air Force Base, WY, were constructed between 1905 and 1910. (Image from report)

Patrick Sparks, project team lead on Legacy project 14-735, directed an interdisciplinary team of engineers, architects, planners, economists, and historic preservation professionals who provided a comprehensive analysis of pre-WWII masonry building reuse limitations and developed corrective policy recommendations. This effort was undertaken based on the recommendations from a previous study and report, *Demonstrating the Environmental & Economic Cost Benefits of Reusing DoD’s pre-WWII Buildings*.³ This same study team completed the prior report under the DoD Environmental Security Technology Certification Program (ESTCP). In the ESTCP project, the team found that pre-WWII masonry buildings can possess qualities which, if recaptured through appropriate retention, repurposing, and modernization, can lower both military construction costs and carbon emissions at military installations. The team recommended further analysis to identify the constraints to reusing these historic masonry buildings.

Approach and Findings of the Study

The Legacy study analyzed DoD codes, policies, and data for constraints (triggers, prescriptions, or decision rules) that could prevent DoD from fully using pre-WWII historic masonry buildings. Interviews with the Military Service representatives at three different installations (one each from the Army, Navy, and Air Force) rounded out the collection of information. Based on these efforts, the study team found the following common constraints to the reuse of pre-WWII masonry buildings in actively supporting the military mission:

1. Too often, the plant replacement value (PRV) does not accurately represent the true replacement cost of a pre-WWII building. For example, the PRV is calculated based on cost per square foot for the replacement of a contemporary building but using calculations for contemporary construction does not account for the full value

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¹ The Legacy Program is an annual competitive grant program to improve cultural and natural resources management across DoD lands. The program assists the Military Departments in protecting and enhancing conservation resources while enabling military readiness. See <https://denix.osd.mil/legacy/home/> for more information.

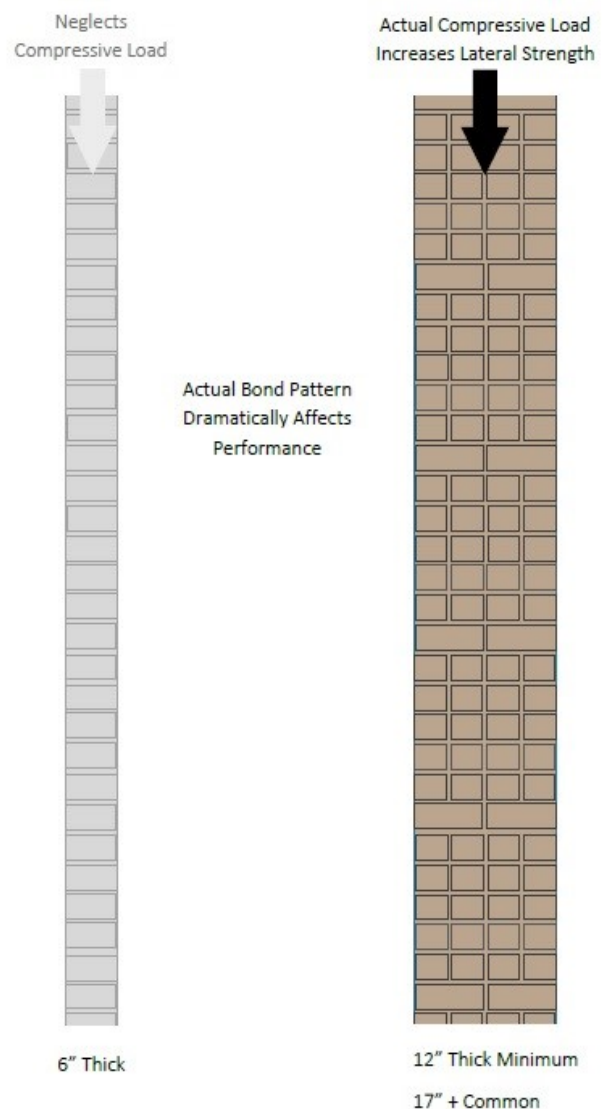
² DoD Real Property Assets Database Fiscal Year 2015.

³ The ESTCP report “Demonstrating the Environmental & Economic Cost Benefits of Reusing DoD’s pre-WWII Buildings can be found at <http://www.dtic.mil/dtic/tr/fulltext/u2/a602645.pdf>.

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inherent in the materials and construction of a historic building. If the renovation or modernization costs are 50% or more of the PRV, then a Level 3 Code compliance is required under the International Existing Building Code, which then also triggers Anti-Terrorism/Force Protection (ATFP) and Progressive Collapse compliance. This substantially increases the cost of the modernization project, making it less desirable when compared to new construction and thus, more difficult to fund. Future economic analysis guidance documents should include updated, project-specific replacement cost estimates as part of project planning.⁴

2. DoD often renovates, improves, and rehabilitates its historic buildings, including those built before WWII in a piecemeal manner. For example, DoD may initiate one project to repair or replace the roof, and then years later begin another project to repair windows or upgrade HVAC systems using Sustainment, Restoration, and Modernization (SRM) funds. As a result, DoD's historic buildings may not undergo comprehensive improvements to all primary systems and building components as a cohesive rehabilitation effort, which would make the building more attractive for alternative and continued use. DoD should consider using a more holistic approach to the rehabilitation of pre-WWII buildings. Furthermore, substantial rehabilitation projects should be considered a valued approach to meeting mission need. To improve this process, DoD's economic analysis documents should provide better guidance to planners and policy makers concerning how to properly plan, scope, and fund appropriate projects using the best guidance and practice for historic properties to ensure the pre-WWII buildings are maintained and modernized for continued use.
3. Progressive Collapse and ATFP requirements within the Unified Facilities Criteria (UFC) do not consider the inherent structural strengths of pre-WWII masonry buildings.⁵ The structural behavior of thick-walled masonry buildings is distinct from the non-structural



This diagram illustrates the difference between types of masonry walls. The image on the left is a masonry wall that is a secondary structural component, effectively only 6" thick and without axial compressive loads. The image on the right is a typical pre-WWII masonry wall of historic construction with primary structural components that directly support other structural members such as floors. The blast resistance of brickwork is increased for brick bonds having a larger percentage of header courses. (Image from report)

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⁴ The authors use the term 'economic analysis guidance documents' in the report to apply generic findings across the Military Services. This includes P-442 "Economic Analysis Handbook" 2013, published by Naval Facilities Engineering Command (NAVFAC). Over the years there have been similar economic analysis manuals or guidebooks prepared by the Military Services, including the Army Corps of Engineers ECONPAK software package. The authors focused on the NAVFAC handbook since it is publicly available and the most common economic analysis guidance document available on the Whole Building Design Guide website.

⁵ In General Services Administration guidelines "Alternate Path Analysis & Design Guidelines For Progressive Collapse Resistance," progressive collapse resistance is required for buildings with four stories or more, and the number of stories is measured from the lowest point of exterior grade to the highest point of elevation, thus excluding below-grade stories. Basement walls are likely to be more robust than the walls of above grade stories as they may be laterally braced by earth pressure on one side. This policy applies for buildings belonging to Facility Security Levels (FSL) of III and IV; FSL level V requires the implementation of the guidelines regardless of the number of stories.

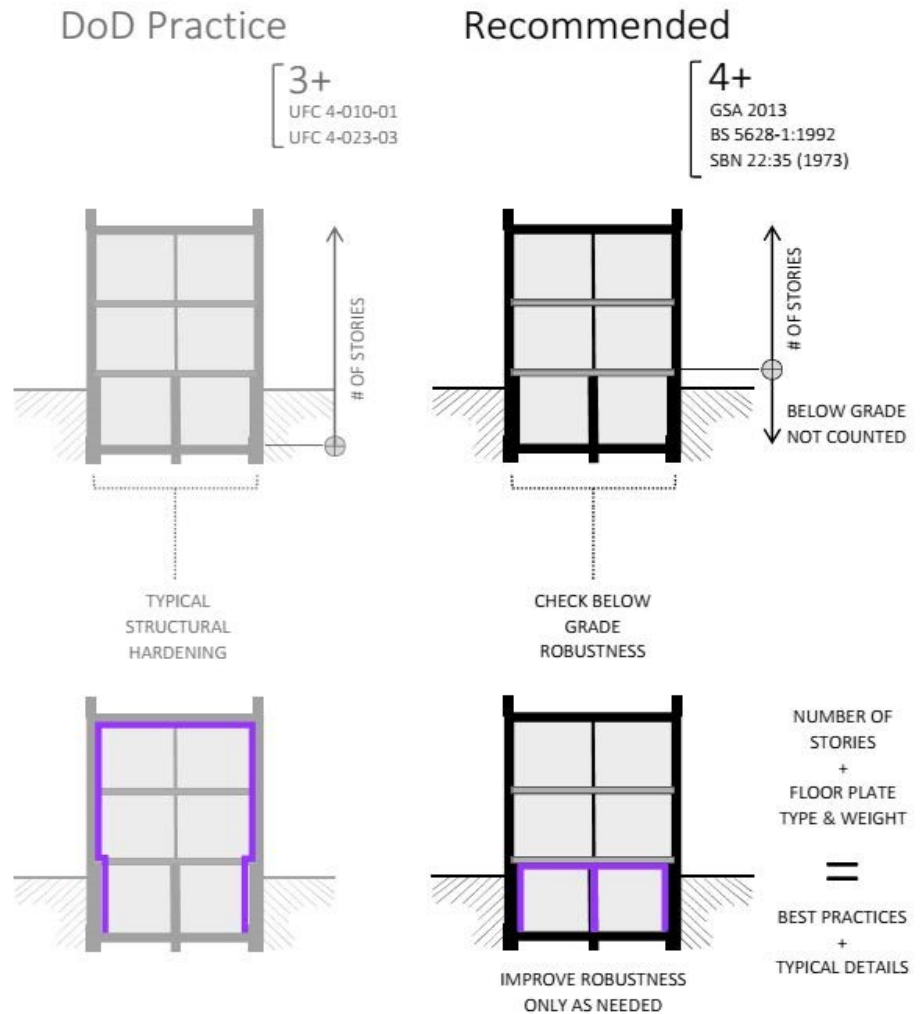
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veneer masonry on which the rules are based. Mandatory progressive collapse intervention for two-story buildings with basements may not be necessary for safety concerns with pre-WWII masonry buildings. Adapting a prescriptive policy and providing guidance for more accurate analysis can reduce costs without compromising safety or security.

4. Pre-WWII masonry buildings can often have a low Mission Dependency Index (MDI), which may reflect low potential for new or critical mission uses. The MDI is not a function of construction material or type, but may influence varied installation management and planning. Information used to determine which buildings should be sustained, restored or modernized, is based on the MDI, condition rating, configuration rating, and capacity rating. The configuration ratings and capacity ratings indicate if a building can meet the mission or support command through functionality. Condition ratings are based on the physical condition of the building. Since pre-WWII masonry buildings do not sustain substantial modernization as

frequently as other historic and non-historic buildings do, they are not used as often by installations to support critical mission functions. Then, DoD tends not to substantially modernize these pre-WWII buildings because they do not support critical mission functions. This creates a negative cycle that perpetuates DoD's inability to adequately capture and make efficient use of these building's inherent energy and construction value, ideal proximate locations, and planning and MILCON savings.

5. The DoD's Installation Master Planning guidance is oriented primarily towards new construction and does not give adequate weight to the reuse of historic buildings to meet mission requirements. For example, the Installation Master Planning principles in UFC 2-100-01 do not include any measures specifically related to historic structures. The role of the Cultural Resources Manager in installation master planning is advisory and cannot mandate historic buildings are always adequately considered for reuse in installation master plans. The DoD's economic analysis guidance documents and Installation Master Plans should require meaningful consideration of project alternatives that include the reuse of historic buildings.
6. The DoD's economic analysis guidance documents use the terms 'repair,' 'reuse,' 'renovation,' 'modernization,' and 'conversion' in a confusing and often inconsistent manner. Guidance documents should set forth clear and uniform terminology that is generally consistent with how the same terms are defined in DoD funding programs.
7. Some of DoD's economic analysis guidance documents may influence presumptions that new construction is preferable to restoration or modernization of existing historic buildings. DoD should revise its guidance documents to include narrative examples of how both new construction and restoration or modernization can both meet



This diagram illustrates the recommendation to account for the inherent strength in pre-WWII masonry buildings. (Image from report)

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mission requirements and in what circumstances one approach could be a better fit over the other, as well as improve guidance on estimating the residual value of restoration or modernization project alternatives.

8. The National Fire Protection Association (NFPA) 914 Code for Fire Protection of Historic Structures should be implemented for the reuse of pre-WWII masonry buildings.⁵ The NFPA provides compliance requirements for fire safety and the 914 Code is an alternative compliance option to meet fire code requirements in the modernization of existing buildings, which takes into account historic building materials and construction methods. The NFPA 914 Code uses a prescriptive approach as well as a performance-based approach to find solutions to the life and fire safety challenges in existing (historic) building modernization.

The Legacy project report details the process used to arrive at these findings, provides specific commentary on several DoD policy and guidance documents, and makes recommendations on approaches to rectify certain perceived deficiencies.

Key Recommendation

The Study Team recommends DoD develop a new UFC for the modernization of specific types of pre-WWII masonry buildings rather than revise each piece of technical guidance in existing DoD economic analysis guidance documents that do not support modernization. The new UFC should follow the UFC 1-300-01 format to provide guidance in planning, design, construction, sustainment, restoration, and modernization of pre-WWII masonry buildings at all installations. The development and implementation of a pre-WWII masonry buildings UFC would support the continued use of these buildings, improve cultural resources management capabilities, and streamline historic preservation compliance. Under Section 106 of the NHPA, treatment standards for the modernization and rehabilitation of pre-WWII masonry buildings could be adopted by DoD, which could save significant administrative and procedural time for installation personnel.

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The final report is available at: <https://denix.osd.mil/cr/lrmp/factsheets/reports-and-other-products/implementing-environmental-economic-cost-benefits-of-reusing-dods-pre-world-war-ii-buildings-legacy-14-735/>.

⁵ National Fire Protection Association 914 Code for Fire Protection of Historic Structures (last updated 2015) <http://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards?mode=code&code=914>.

Department of Housing and Urban Development's Tribal Directory Assessment Tool

Written by Booz Allen Hamilton staff; contributions from Nancy Boone, Federal Preservation Officer, HUD

The Department of Housing and Urban Development (HUD) developed and recently updated the Tribal Directory Assessment Tool (TDAT) to help cultural resources staff conducting Section 106 consultations identify Federally recognized tribes who may have an interest in the location of a proposed project. The tool links tribes' geographic areas of current and ancestral interest at the county level to locations of proposed undertakings across the US. Users can query street addresses, counties, states, and/or tribes to find the appropriate tribal leader or Tribal Historic Preservation Officer and associated contact information to help facilitate Section 106 consultation communications.

HUD developed the tool for use across the Federal government and by State Historic Preservation Officers. The tool is publicly available on HUD's website (<https://egis.hud.gov/TDAT/>), and users can generate and export information in spreadsheet format for use in other programs. TDAT also includes links to tribal websites with information on tribal leadership, heritage, and culture. HUD contacted all Federally recognized tribes concerning their counties of interest and tribal contact information when developing the TDAT in 2015-2016. Subsequent updates to TDAT are at the prerogative and initiative of each tribe. Feedback and corrections can be accessed from the menu dropdown on the TDAT homepage, or they can be emailed to EnvReview@HUD.gov. The database does not include information about specific archaeological site locations. The TDAT Users Guide can be accessed at <https://egis.hud.gov/tDAT/docs/TDATUserManualV3.0.pdf>.

The Story of the SOTIM

Written by Bill Godby, Archaeologist, Environmental Division, White Sands Missile Range

My job as an archaeologist at White Sands Missile Range (WSMR) includes an ongoing investigation of the Army's rich Cold War history and the physical remains from the many incredible tasks accomplished during that time. As part of my routine research methodology, but particularly when physical field evidence is scant, I turn to sources that catalog Cold War-era achievements at the WSMR: museum archives, old issues of the range's newspaper, *Wind and Sand*, and the best resource – old timers who have spent their careers here. These resources allow archaeologists to make sense of the physical remnants of history at WSMR. Woven into the fabric of these elements, and often all that remains, are the fragments of history and odd acronyms that no one fully remembers. As anyone who works for the military knows, acronyms are a way of life. At a military test facility such as WSMR, the creation of acronyms feels like an everyday occurrence. For this story, our acronyms include the SMSA (Signal Missile Support Agency), the WSSA (White Sands Signal Agency), and the ERDA (Electronic Research and Development Agency), and the star acronym of the discussion, SOTIM (Sonic Observation of Trajectory and Impact of Missiles).



Extant metal building used to house SOTIM data collection equipment on WSMR. (Photo by author)

The life of an acronym in the military can be short and more than likely will be superseded by another. The SOTIM is an exception as it has become a site name on the WSMR range. There are 6 SOTIM sites still listed on our range map. Environmental Division staff regularly use the SOTIM sites as reference points or landmarks in the field. However, no one in our office could tell you what a SOTIM site was until recently. The SOTIM was described in a 1962 *WSMR Capability Summary* as follows:

The pressure disturbances generated by a missile as it passes through the atmosphere at velocities in excess of sound are detected by ground-based stations and translated into data which are used to determine trajectory and impact of the missile. The system is passive, has a high order of reliability, and is able to provide impact information on supersonic objects. The system is of particular value on small research rockets which ascend to great altitudes, and which, because of size, are unable to carry beacons and reflectors to aid in tracking.



One extant grate with microphone and hole assembly (bottom left) at a SOTIM station on WSMR. (Photo by author)

The U.S. Army used SOTIM for missile tests that include Athena, Aerobee, Arcas, Loki, and Nike, as well as other high altitude and upper atmospheric rockets. The system supported missile testing. It solved the problem of determining the impact points of missiles prior to the development and use of GPS. As the quote above notes, DoD used the SOTIM system to track missiles by detecting shock waves generated by the missiles as they broke the sound barrier.

The SOTIM station was quite simple. It consisted of four holes in the ground, spaced about 1,000 feet apart, to accommodate four microphones. Each microphone was suspended from a circular steel grate placed over the hole (picture to the left). Later refinements occurred with raised mounds and cement

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lining for the device, probably to combat moisture and pests.

The SOTIM concept and design appear to be an outgrowth of research carried out by Schellenger Research Laboratories with funding and direction from the SMSA. Schellenger Labs was significantly involved in developing acoustic sensing equipment and was founded at Texas Western College in 1953 (later renamed the University of Texas at El Paso). Their research included critical military components such as rocketry, environmental acoustical testing, and telemetry systems. It was the acoustical testing that led to the development of the SOTIM. It was difficult to discover who was responsible for the SOTIM program. The WSSA lives under the big umbrella of SMSA, and under WSSA is the Missile Geophysics Division (which later became the Meteorological Division). The Missile Geophysics Division operated the SOTIM system, collecting and analyzing the data. The ERDA appears to have been largely involved in tweaking the SOTIM system, fixing the parts, adding new parts - largely hardware modifications. In 1955 there were eight SOTIM stations at WSMR. As a result of their success and accuracy, another nine stations were constructed by 1962, totaling 17 SOTIM sites covering the entire range.



Operators reading data at central laboratory on WSMR. Date unknown. (Image courtesy of author)



Technician performing maintenance of SOTIM grate and microphone assembly on WSMR. (Date unknown; image courtesy of author)

In the early stages of operation, two operators collected data from the individual SOTIM sites, involving a great deal of effort and, of course, labor cost. Two operators went to each station for a few minutes of operation during a shoot. Some stations were as many as 80 miles apart, spread over the 4,000-square mile range. However, in 1956, when only eight stations were operational, PFC William Howard developed a method to remotely control all stations, eliminating the need to physically go to each site. Howard's system allowed one operator to turn on the stations from the laboratory, and the data generated at the stations was transmitted back to the laboratory (*Wind and Sand*, June 7, 1957). As a result, small metal buildings were added to the SOTIM sites to house data collection equipment (picture above).

Further research on Schellenger Labs and the refinement of the SOTIM system revealed that winds played a significant role in accurate data collection. Data collected from each of the microphones had to be modified to account for the effects of wind drift on sound. Additionally, multiple electronic modifications were made to the data collection device module over a period of

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about five years. During my research, I was reminded that, as with most of the technologies developed at WSMR, the SOTIM was a moving target, constantly improved and tweaked to become state-of-the-art. I have not been able to ascertain when the SOTIM system became obsolete. Its life cycle started in the mid-1950s and lasted at least until 1965 or later. References to the system's use as late as 1983 have been found. This was a long lifecycle for the SOTIM as other technologies in this era were typically rapidly superseded. It is likely that the SOTIM became outmoded with the development of satellite triangulation.

As is the case with ongoing research to identify and evaluate the built environment reflecting the rich Cold War history at WSMR, many insights and new resources are discovered along the way. The continual evolution of defense agencies, the creation of more acronyms, and a lack of consistent documentation and retention make it difficult to analyze historically. With regard to the SOTIM itself, I now have enough information to adequately document and interpret what is left of these facilities and provide a reasonable historic context to accompany evaluations and reports. We now have a more complete record to inform and guide installation planning and environmental compliance. Fortunately, at one site a microphone and the circular grate was recovered and bestowed to the museum, along with background information on its use. The SOTIM resources and their story will not be forgotten at WSMR.

The Advisory Council on Historic Preservation Adopts Policy Statement Regarding Controversial Commemorative Works

*Adapted from the Advisory Council on Historic Preservation press release
"ACHP Adopts Policy Statement on Controversial Commemorative Works"*

The Advisory Council on Historic Preservation (ACHP) adopted a Policy Statement on Controversial Commemorative Works at its meeting on March 22, 2018. Specifically, the ACHP policy states that it is essential for decision-makers to "directly confront history's difficult chapters; consult broadly with the public to ascertain contemporary community views; consider a range of management alternatives; and promote public education regarding all aspects (positive and negative) of the nation's history."

The ACHP developed the policy statement to assist decision-makers in addressing the concerns and objections of an increasing number of Americans "regarding the display of various commemorative works in public spaces in their communities," including works commemorating the Confederacy, early European explorers, and various religious leaders. The policy statement contains principles intended to "promote informed decision making and responsible stewardship of potentially controversial, but nevertheless historically significant commemorative works."

An electronic copy of the statement may be accessed at www.achp.gov/sites/default/files/policies/2018-06/controversial-commemorative-works-policy%20%281%29.pdf.

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The Advisory Council on Historic Preservation Submits Fifth Triennial Section 3 Report to the President

Adapted from "In a Spirit of Stewardship: A Report on Federal Historic Property Management 2018"

The Advisory Council on Historic Preservation (ACHP) submitted *In a Spirit of Stewardship: A Report on Federal Historic Property Management 2018*, to the President on February 15, 2018. This is the fifth triennial report pursuant to Section 3 of Executive Order (EO) 13287, *Preserve America*. The report documents how Federal agencies manage their historic properties. The EO 13287 requires Federal agencies to advance the identification, protection, and productive use of historic properties under their control.

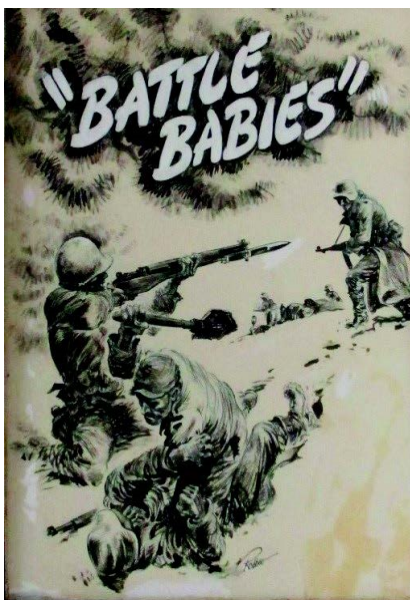
Information in the report is derived from the 23 Federal agency progress reports submitted to the ACHP and the Secretary of the Interior. The agency reports focused on progress made in identifying, protecting, and using historic properties in Federal ownership and contain examples of successful consultation and preservation outcomes in adaptive use. The ACHP made several findings based on the submitted progress reports, including the following:

- Agencies that have already used Section 106 program alternatives were able to improve the efficiency and cost effectiveness of project reviews.
- Stakeholders should improve digital information sharing for historic property identification and evaluation information. This can inform and improve real property management and Federal and non-Federal planning.
- Agencies would benefit from more effective mechanisms to ensure timely involvement of Indian tribes and Native Hawaiian organizations in property management activities and infrastructure planning.
- Further development of policies and procedures to assist Federal agencies in considering historic properties as part of their efforts to comply with "Reduce the Footprint" requirements would improve preservation outcomes without delaying compliance with these requirements.

The electronic report may be accessed at <https://www.achp.gov/digital-library-section-106-landing/spirit-stewardship-report-federal-historic-property-management>.

Battle Babies Art Exhibit: the Story of the 99th Infantry Division during World War II

Adapted from the United States Army Heritage and Education Center press release



One of Robinson's drawings for the *Checkerboard* Newspaper on display.

The story of the 99th Infantry Division in World War II is represented in a new art exhibit, "Battle Babies," on display at the United States Army Heritage and Education Center (USAHEC) in Carlisle, Pennsylvania. The exhibit features the artwork and story of Robert (Robbie) S. Robison who enlisted in the Army on November 21, 1942 and served in Europe with the 99th Infantry Division as a writer and artist for the division newspaper, the *Checkerboard*. The *Checkerboard* referenced the division's distinctive checkerboard shoulder patch, which represented the 99th's lineage in Western Pennsylvania. The patch consisted of a black shield, the black representing Pittsburgh's iron industry, with nine blue and nine white squares. The blue and white squares reflected William Pitt's coat of arms, after whom Pittsburgh was named.

Robison's cartoons running in the *Checkerboard* and featuring Private Van Dorn ("Dornie"), illustrated what it was like to be a Soldier in the United States Army while using gentle sarcasm and a keen sense of observation. Private Van Dorn and his exploits resonated with the 99th Infantry Division. Representing the commonplace happenings of Soldier life during training and war, Robinson was able to use the cartoon to lift the morale of American troops. The exhibit is free and open to the public and runs until April 5, 2019. For more information on the exhibit, USAHEC or other exhibits, please visit www.usahec.org.

Recap: The Sustaining Military Readiness Conference

Written by Michelle Volkema, DoD Deputy Federal Preservation Officer

On behalf of the Office of the Deputy Assistant Secretary of Defense for Environment (ODASD(Env)), I would like to thank the DoD civilian, military, and contractor support personnel who planned and participated in the Sustaining Military Readiness (SMR) Conference (August 13-16, 2018) in St. Louis, Missouri. Specifically, I would like to thank colleagues from across the Department who presented and led discussions in the cultural resources and tribal consultation workshops and sessions. The conference theme, “Restoring Readiness Through Planning and Partnerships,” was woven into the environment and range management plenary and session agendas throughout the week. The sessions reviewed and analyzed best practices in environmental planning and range management and identified potential partnerships both within and outside DoD. Participants also had productive networking opportunities among the plenary sessions, workshops, and deep-dive sessions. The conference provided a timely opportunity to connect with colleagues and share developments across a wide arc of program and policy subjects relevant to the conservation and range communities.

DoD leadership hosted three plenary sessions each morning: “Shaping the Future of Military Readiness,” “Leveraging Partnerships to Address Challenges in Military Readiness,” and “Where Do We Go From Here? Working Together to Address the Future of Military Readiness.” Keynote speakers and invited guests included Missouri Governor Michael Parson, Department of Interior political leadership, OSD and Military Service political and military leadership, and relevant non-governmental organization (NGO) executives. Keynotes outlined recent legislative and executive actions and examined how to adjust strategic priorities for the future of military readiness, environmental conservation, land use planning, and installation/range operation. Leadership emphasized efficient program integration across the Federal government and DoD Components, and partnership development with other agencies, NGOs, and local, state, and tribal governments to ensure that installation commanders have the tools they need to meet the Secretary of Defense’s strategic plan.

I was encouraged by the number of conference registrants and by attendance in all four of the cultural resources and tribal consultation sessions. The strong attendance numbers reflected a broad desire for improving technical knowledge, sharing examples in management efficiencies and consultation practices, and a renewed need for networking opportunities. The SMR conference provided an important opportunity to develop cross-functional partnerships with installation management programs and the range community. An important theme was the call for reform and improvements: asking probative questions of ourselves as public stewards and trust practitioners. Do we meet challenges with creativity and efficiency, or do we stay in our comfortable habits and known quantities?

Takeaways from this context included the exploration of best practices and tools to improve consultation that can help increase range function and operability. As leadership reminded us, DoD has a legal responsibility to consult with Federally recognized American Indian and Alaska Native tribes and Native Hawaiians, and it is critical to share tools and best practices that improve cultural resources management and our ability to avoid adverse effects to historic properties. These efforts lead to improved readiness capabilities and assist commanders in meeting the Secretary’s strategic readiness and lethality goals.

The DoD Cultural Resources and Native American Affairs Programs co-hosted two



The Deputy Assistant Secretary of Defense for Environment, Ms. Maureen Sullivan, offers opening remarks during the “Tribal Consultation and Cultural Resources Management Practitioner’s Panel” Deep Dive Session.

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workshops and two deep-dive sessions during the conference. These sessions echoed themes of the larger conference: maintaining and developing partnerships, seeking program and process efficiencies, and reforming business practices. Sessions brought together cultural resource management subject matter experts and their installation partners to encourage discussion and comradery, as well as solution identification.

Workshops:

- “Training Resources and Needs in Cultural Resources Management and Native American Affairs”
 - The goal of the session was to identify training opportunities for range and installation personnel. Participants also identified and discussed current gaps in training.
 - Training enhances readiness and saves time by allowing compliance requirements to be handled efficiently.
- “How Tribal Consultation Training Supports the Mission of My Range”
 - This workshop was an abbreviated version of the traditional 3-day cultural communications and consultation course offered by the DoD Native American Affairs Program (for more information on the regular course, see the program website: <https://www.denix.osd.mil/na/training/>).
 - Speakers focused on consultation requirements and best practices, using knowledge of tribes’ history and cultural practices.



The ACHP Program Analyst, Ms. Kate Kerr, provides insight into the Section 106 process.

Deep Dive Sessions:

- “Cultural Resources Management & Tribal Consultation Tools that Build Range Operational Capacity”
 - Session focused on the tools necessary for an installation planner/manager to engage in tribal and Section 106 consultation.
- “Tribal Consultation and Cultural Resources Management Practitioner’s Panel”
 - This session provided a platform for experienced practitioners to share best practices and lessons learned from recent consultation examples.
 - Panelists recommended tools necessary to streamline processes.

Session briefings are available for download until December 31, 2018, on the conference website at: www.smrconference.org. Session content and notes are available on DENIX at www.denix.osd.mil/cr.

My sincere gratitude to the following panelists, facilitators, and organizers:

- Alicia Sylvester, Senior Advisor and Liaison for Native American Affairs, Office of the Assistant Secretary of Defense for Sustainment (OASD(S))
- John McDonagh, Associate General Counsel, DoD Office of General Counsel for Environment, Energy, and Installations
- Kristen Thomasgard-Spence and Jaime Simon, Readiness and Environmental Protection Integration Program, OASD(S)
- Justin Buller, Associate Deputy General Counsel, Department of the Army
- Kathleen McLaughlin, Deputy Federal Preservation Officer, U.S. Army
- Adrienne Velasquez, Cultural Resource Specialist, Air Force Civil Engineer Center
- Eric West, Conservation Director, Civil Engineer Corps Officer School
- Kate Kerr, Program Analyst, Advisory Council on Historic Preservation
- Jere Gibber, National Preservation Institute
- Terri Kelly, Program Manager, Keres Consulting, Inc.
- Kelly Hallett, Booz Allen Hamilton
- Derrick Golla, Booz Allen Hamilton

**Office of the Assistant Secretary of Defense
for Sustainment**

**Deputy Assistant Secretary of Defense
for Environment**

Cultural Resources Program

The Department of Defense (DoD) maintains thousands of historic and cultural resources that form an integral part of mission support and readiness. The Department's cultural resources are the Nation's heritage and the Department holds these assets in trust for all Americans. As stewards of the Nation's largest inventory of Federally-owned historic properties, DoD strives to maintain and interpret those resources it manages to support the Defense mission and to preserve military and cultural heritage for future generations. Cultural resources are mission enhancing assets, connecting our fighting men and women with their proud history and traditions. The Department continues to use and maintain some of the Nation's most treasured cultural resources as an integral part of mission support and readiness.

The DoD historic property portfolio includes 45 individual National Historic Landmarks, 2,686 National Historic Landmark contributing properties, 2,422 individual and contributing historic structures listed in the National Register of Historic Places, and over 46,000 historic properties, including more than 31,000 archaeological sites and 16,000 historic structures that are considered eligible for inclusion in the National Register of Historic Places.

These cultural resources are managed at the installation level by the Military Services and other DoD Components, who work closely with public stakeholders, including American Indian and Alaska Native tribes, Native Hawaiian Organizations, State Historic Preservation Officers, and the Advisory Council on Historic Preservation. Sound cultural resources stewardship ensures DoD's compliance with applicable historic preservation Federal laws, Executive Orders, and regulations in support of the Defense mission.

Visit the Cultural Resources Program website www.denix.osd.mil/cr/ for more information.



The *DoD Cultural Resources Update* newsletter is sponsored by the DoD Cultural Resources Program, OASD(S).

Michelle Volkema, Deputy Federal Preservation Officer and Senior Editor

Kelly Hallett, Editor and Booz Allen Hamilton support to OASD(S)

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