

THE DEPARTMENT OF DEFENSE RESPONSE TO EXECUTIVE ORDER 13287, "PRESERVE AMERICA"



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Including information on the Army, Navy, Air Force



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1. INTRODUCTION

The mission of the Department of Defense (DoD) and the Military Departments is to provide military forces needed to deter war and protect the security of the United States. In addition, the United States Army Corps of Engineers (Corps) provides planning, design, construction and operation of water resources and other civil works projects and the design and construction of military facilities.

The history of DoD, and the Navy and War Departments before it, extends back to the foundation of our nation. The evidence of that rich heritage is embodied in military history and traditions and is most notably represented by DoD’s historic properties. These historic properties serve as housing for military families, headquarters offices, and numerous other military and civil works functions. They not only symbolize the Nation’s heritage, but are important assets supporting the current military and civil works missions.

It is DoD policy to display environmental leadership within its activities worldwide and support the national defense mission by integrating environmental factors into DoD decision-making processes that may have an impact on the environment and are given appropriate consideration along with other relevant factors. This includes conserving, and restoring where necessary, the cultural heritage represented on DoD installations within the United States.

Table 1 – Amounts and Percentages of DoD and Military Department Historic Buildings

Military Departments	Total Buildings	% Over 50 years old (2004)	% Over 50 years old (2014)	% Over 50 years old (2024)
Army	117,000	45%	67%	71%
Navy	101,000	21%	35%	49%
Air Force	86,000	12%	51%	64%
Other DoD	1,000	-	-	-
Total DoD	305,000	26% (avg.)	51% (avg.)	61% (avg.)

Of this vast and diverse group of properties, the DoD currently counts nearly 600 historic places listed on the National Register of Historic Places (National Register) which encompass more than 19,000 individual historic properties (including buildings, structures, objects, and sites) located on over 200 military installations. Additionally, DoD owns and manages approximately seventy-five National Historic Landmark (NHL) individual properties and districts.

DoD stewardship of this large inventory requires a balance between efficient use of historic properties in support of its missions and the preservation goals of the National Historic Preservation Act (NHPA) and Executive Order 13287 to sustain historic properties for the public benefit.

2. DoD CULTURAL RESOURCES PROGRAM

The DoD manages 30 million acres of land, making it the third-largest land management agency in the United States. Additionally, the Corps manages 11 million acres of water and related lands at over 500 water resources projects across the nation. Effective use of land and resources are critical to DoD in achieving its mission. To that end, the DoD established the following policy:

To continue to train and test military capabilities in a realistic and safe manner, DoD must maintain the resources upon which it depends. It also must comply with legislation and regulations designed to protect the nation’s natural and cultural resources. DoD’s challenge is to balance the use of air, land, and water resources for current military readiness with the need to protect and manage those resources for all desired long-term uses.

The goal of the conservation program is to support the military mission by (1) providing for sustained use of its land, sea, and air resources; (2) protecting valuable natural and cultural resources for future generations; (3) meeting all legal requirements; (4) promoting compatible multiple uses of those resources; and (5) achieving efficiencies and other savings by partnering with interested stakeholders.

DoD policies ensure that cultural resources management is consistent with existing Federal and State laws, regulations, and Executive Orders while remaining compatible with the military mission. Policy directives guide DoD management of cultural and historic resources on its real property. These DoD policies are the foundation of the cultural resources regulations and guidance written and disseminated by the Military Departments.

The basis for the DoD cultural resources management program lies within DoD Directive 4715.1, "Environmental Security" (February 24, 1996)¹. This Directive defines DoD policy is to conserve and protect the natural and cultural heritage represented on DoD installations within the United States.

DoD Instruction (DoDI) 4715.3, "Environmental Conservation Program" (May 3, 1996)², sets forth the policies, responsibilities and procedures for the integrated management of natural and cultural resources, including historic properties, on DoD-managed real property. It contains both general and specific management policies relating directly to conservation of all types of cultural resources.

2.1. POLICIES

Several of the general Conservation Management policies contained in DoDI 4715.3 address cultural and historic resource management as it relates to the requirements of the Section 3 reports identified in Executive Order 13287. These general policies provide direction on how installations should manage their natural and cultural resources. These policies also prescribe specific instructions on management activities to achieve conservation objectives and the mission of the DoD and its Components. The intent behind these policies is to link DoD practices and procedures with cultural resources' legal requirements. This ensures that the installations practice



The Home of the Commandants is the last surviving structure of the original establishment of the Marine Barracks in Washington, DC, and has been home to the Commandants of the Marine Corps since 1810. *Department of the Navy photo.*

effective resource management, and follow applicable laws and other requirements.

Once a DoD installation identifies the presence of cultural resources, it prepares management plans to ensure proper treatment of these resources. This plan, Integrated Cultural Resources Management Plan (ICRMP) provides the management direction for these resources. These management plans document identification, protection and interpretation of resources and they describe how this will be achieved through a comprehensive program that is consistent with legal requirements. These programs use cost-effective methods to preserve the historic character and function of military properties while protecting the health and safety of personnel on these installations. Part of the resource identification process includes identifying those historic resources that are eligible for nomination to the National Register. Installations use eligible

properties to support the installation mission to the maximum extent possible before an installation can acquire, construct or lease other buildings. ICRMPs are one of the primary tools used by installations to manage cultural and historic resources in accordance with laws, regulations, Executive Orders, and policies.

DoDI 4715.3 provides additional general policies designed to achieve legally compliant resource management while ensuring the mission of installations. These general policies address the following specific areas:

Planning, Programming, Budgeting and Executing: DoD facilities are responsible for ensuring compliance with all laws, regulations, and Executive Orders that apply to natural and cultural resources. To achieve this, DoDI 4715.3 directs all DoD facilities and installations to appropriately plan, program and budget to achieve compliance with all applicable laws, regulations, Executive Orders and policies concerning natural and cultural resources management.

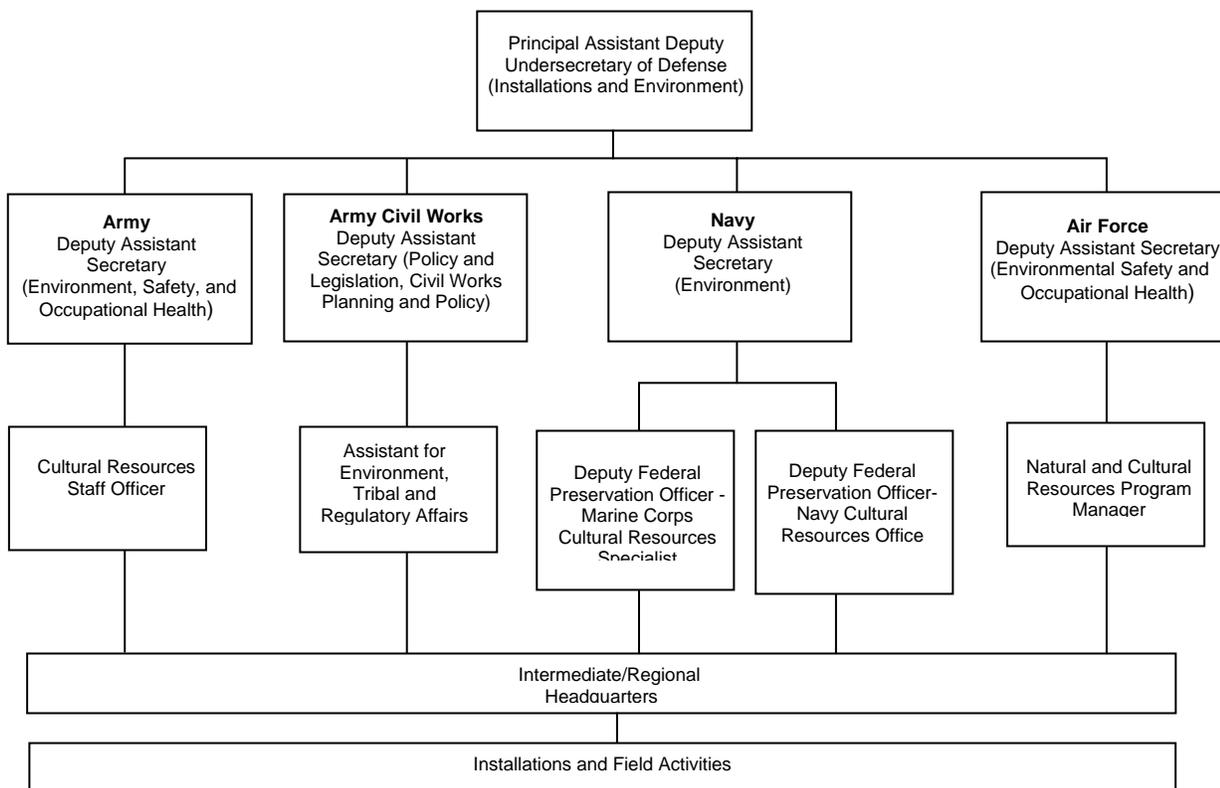
Assessments: Installations conduct internal conservation self-assessments annually and external conservation self-assessments at least once every three years. Each major installation must have an external conservation self-assessments as part of the process to prepare natural and cultural resources management plans.

Access: DoDI 4715.3 also directs installations to provide for Federal or State cultural conservation officials access to cultural resources on installations. The intent behind this policy is to allow resource managers the access they need as part of their management responsibilities. The policy underscores, however, that resource managers are to access these areas and manage the resources in a manner that is consistent with existing laws, regulations, and policies and is consistent with the installations' operational, security, and safety policies and procedures.

Disposal: When the DoD proposes a particular installation for disposal, the installation will address any known natural and cultural resources during the disposal and reuse planning processes. This policy acknowledges the value of these resources and underscores the DoD's intent to ensure they are properly considered in the process. DoD ensures proper mitigation of any adverse affects that result from disposal or reuse. Moreover, installations, in accordance with DoDI 4715.3, consider providing excess property to conservation agencies or organizations during the disposal process. National Register-eligible historic properties identified for disposal undergo an economic analysis to better-inform the disposal decision-making process.

2.2. RESPONSIBILITIES

DoDI 4715.3 describes the roles and responsibilities of internal agencies and offices for disseminating and enforcing the policy. The highest level of responsibility lies within the Under Secretary of Defense for Acquisition and Technology, through the Deputy Under Secretary of Defense for Installations and Environment (DUSD [I&E]). Responsibility for policy generation and program oversight lies within the Secretariats of each Military Department; department headquarters level personnel execute of programs. Furthermore, technical and subject matter experts in the cultural resources field at or below the headquarters level generally assist in implementing their respective program. Overall, responsibility for the management of cultural resources follows a chain of command. The chain of command is shown in the following chart:



Ultimately, conservation of DoD cultural resources is the responsibility of every individual in every chain-of-command, military and civilian, regardless of branch of Military Department or job function.

2.3. PROCEDURES

Similar to its policies, DoDI 4715.3 identifies both general Conservation Management and program-specific procedures concerning cultural resources management. DoD conducts conservation management by using a typical planning, implementation and monitoring process, recognizing that this process is itself iterative and therefore dynamic. DoDI 4715.3 puts forth a general conservation management process for all Military Departments to ensure a consistent approach.

In addition to the General Management Procedures, DoDI 4715.3 also contains four specific Cultural Resources Management procedures that apply to Executive Order 13287:

- *Routine management of DoD historic buildings, districts, sites, ships, aircraft, objects, structures and other cultural resources will utilize sound and cost-effective preservation techniques.* This procedure recognizes that there are limited resources to conduct day-to-day historic preservation. Techniques that are not cost-effective may undermine the mission of the DoD at a particular installation. Nevertheless, routine management of these historic resources is important to the DoD mission and should be carried out.
- *DoD conducts interagency consultation procedures at the earliest planning stages of any undertaking that may affect cultural resources. DoD utilizes interagency consultation to explain the undertaking, describe the area of potential affect, and prepare a preliminary determination on the potential affect on resources.* This procedure intends to underscore the open and collaborative environment in which stakeholders and Federal and State agencies collectively strive to ensure that cultural and historic resources are properly identified and managed. It is DoD's intent to accomplish interagency cooperation through an open and collaborative setting with other stakeholder agencies.
- *DoD only considers replacement construction for historic properties when the cost to revitalize these properties would exceed seventy percent of the replacement cost.* The seventy percent threshold can be exceeded in cases where the significance of a specific historic structure warrants special consideration, or if long-term life-cycle cost comparisons warrant it. The DoD established this procedure to recognize the balance that must be struck between managing historic properties, which is important to the DoD mission, and ensuring that available financial resources are allocated appropriately in a manner that meets DoD mission objectives. DoD will conduct a careful analysis of all replacement construction for historic properties and only replace these resources when DoD determines that it is appropriate to do so.

2.4. NATIVE AMERICAN POLICIES AND PROCEDURES

DoD Directives and Instructions discussed in the previous section have separate, but related policies and procedures for addressing Native American historic and archeological issues.

- DoD manages and repatriates Native American human remains and cultural items to their culturally-affiliated or lineally-descended Native American organizations in accordance with 25 U.S.C. 3001 and 43 CFR 10.
- DoD consults with Federally-recognized tribal governments and other Native American organizations in accordance with Sections 1996 and 4341 of 42 U.S.C., 36 CFR 800, 25 U.S.C. 3001, 43 CFR 10, 32 CFR 22, and Section 470 aa-II of 16 U.S.C.
- The DoD recognizes that many of the cultural and historic resources found on its installations are significant and/or have special religious or cultural importance for Indian tribes and peoples. These resources are an important component of all the resources that collectively constitute the nations rich heritage resources.

3. OVERVIEW OF THE MILITARY DEPARTMENTS

This section contains a brief overview of each of the Military Departments, who manage land and associated real property that DoD owns.

Army

The mission of the United States Army is to protect and defend the Constitution of the United States of America. The Army does this by deterring war and, when deterrence fails, by achieving quick, decisive victory on and off the battlefield anywhere in the world and under virtually any conditions as part of a joint team.

The United States Army encompasses an active component and two reserve components (the Army Reserve and Army National Guard). The Army conducts both operational and institutional missions. The operational Army consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world. The institutional Army supports the operational Army. Institutional organizations provide the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces.

The following policies ensure informed decisions by Army installations regarding the cultural resources under their control and are in compliance with public laws, in support of the military mission, and consistent with sound principles of cultural resource management. Army Regulation 200-4³, "Cultural Resources Management" (October 1, 1998), sets the overall policy for cultural resources management in the Army. Department of the Army Pamphlet 200-4⁴, "Cultural Resources Management" (October 1, 1998), provides guidance to implement the Army policy and overarching DoD policy.

Army Corps of Engineers

The Corps primary mission is to provide quality, responsive engineering services to the Nation, the military and other Federal agencies, through planning, designing, building and operating water resources and other civil works projects. The Corps is organized geographically into eight divisions in the United States and forty-one subordinate districts throughout the United States, Asia and Europe. The districts oversee project offices throughout the world. Watershed boundaries, not state boundaries, define divisions and district boundaries. DoD activated an additional, ninth provisional division on January 25, 2004, to oversee operations in Iraq and Afghanistan.



Department of Defense photo.

The Pentagon

One of the most recognized buildings in the world is DoD headquarters, the Pentagon, located on a 280-acre site in Arlington, Virginia. This recognition comes from its distinctive art deco-inspired design, unusual five-sided configuration, and its international association with the United States military. The Department of the Interior added the Pentagon to its National Register of Historic Places in 1989 and designated it a Historic Landmark in 1992.

The War Department developed the concept for the Pentagon in July 1941 as a temporary solution to a critical need for office space for their personnel in the Washington region. During the peak of construction 15,000 men worked in three, 5,000-man shifts around the clock to complete construction of the Pentagon in just 16 months from the start date of September 11, 1941.

Over the years, the Pentagon has aged while space requirements of the DoD have changed. The Defense Authorization Act of 1991 transferred control of the Pentagon Reservation to the Secretary of Defense and established the Pentagon Reservation Maintenance Revolving Fund. This extensive program consists of multiple large-scale renovation projects to modernize the building with reliable and readily-serviceable systems for another fifty years. The program goals commit to the preservation of the building's historic elements in a manner that balances the mission needs of DoD while continuing proactive stewardship of this important Historic Landmark.

On September 11, 2001, the 60th anniversary of the start of its construction, terrorists attacked the Pentagon, which sustained significant damage to all five floors of three of its outer rings of corridors. As devastating a blow as it was, this attack inspired Project Phoenix, which consisted of completely rebuilding and restoring the function of the damaged portion of the Pentagon within one year of the attack. Workers replaced the affected area that consisted of approximately 400,000 square feet, all of which was replaced and reoccupied within the one-year anniversary. The DoD commitment to historic preservation is evident in the project, which utilized like materials and forms to reconstruct the damaged building fabric while coordinating the reconstruction with key stakeholders and the public.

Appendix C to 33 CFR Part 325⁵ establishes the procedures that the Corps follows in its regulatory program in order to comply with the NHPA and other laws dealing with historic properties. Engineer Regulation 1105-2-100⁶, "Guidance for Conducting Civil Works Planning Studies" (April 22, 2000) provides general cultural resources management guidance. Several other Corps publications address cultural resource management in part or in its entirety.

The Department of the Navy

The mission of the Department of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. The Department of the Navy is composed of the department secretariat and two military services, the United States Navy and the United States Marine Corps. (The United States Coast Guard is part of the Department of the Navy in time of war, and in peacetime is a component of the Department of Homeland Security.)

The following chapters state Navy policy regarding cultural resources management and establish Navy responsibilities under applicable legislation. Secretary of the Navy Instruction 4000.35A, "Department of the Navy Cultural Resources Program" (April 9, 2001)⁷, sets the overall policy for cultural resources management in the Department of the Navy. In addition, Chief of Naval Operations Instruction 5090.1B, Chapter 23, "Historic and Archeological Resources Protection" (February 2, 1998) and Marine Corps Order P5090.2A, "Environmental Compliance and Protection Manual" (July 1, 1998)⁸, set policy and provide guidance for cultural resources management in the Navy and Marine Corps, respectively.

Air Force

The mission of the United States Air Force is to defend the United States and protect its interests through air and space power. The Air Force provides combat aircraft, airlift, refueling, reconnaissance and other support to the Unified Combatant Commands through eight major commands worldwide. The core competencies of the Air Force are: Air and Space Superiority, Global Attack, Rapid Global Mobility, Precision Engagement, Information Superiority, and Agile Combat Support. Together, the Air Force core competencies allow land, sea, and air and space forces freedom of action.

Achieving and maintaining environmental quality is an essential part of the Air Force mission. The Air Force commits to: cleaning up environmental damage resulting from its past activities; meeting all environmental standards applicable to its present operations; planning its future activities to minimize environmental impacts; managing responsibly the irreplaceable natural and cultural resources it holds in public trust; and eliminating pollution from its activities wherever possible. Air Force Policy Document 32-70, "Environmental Quality" (July 20, 1994)⁹, sets the overall policy for cultural resources management in the Air Force. Air Force Instruction 32-7065, "Cultural Resources Management Program" (June 1, 2004)¹⁰, provides guidance to implement the Air Force policy and overarching DoD policy.

4. ACHP QUESTIONS AND DOD RESPONSES

DoD Directive 4715.1 and Instruction 4715.3 establish the overarching policy direction for the Military Departments for use in their ongoing cultural and historic resources management programs. The ACHP questions and the Military Departments' responses to them explain how DoD achieves respective policies and goals at the local level by military installations.

1. What types of historic properties does your agency own or manage, and how is this information collected and maintained?

DoD's real property inventory contains thousands of varied historic properties. These properties serve multiple purposes and can be buildings, structures, objects, districts, sites, and properties of traditional and cultural importance to Native Americans, Alaska Natives, and Native Hawaiians. DoD organized its historic properties into numerous small categories, but for the purposes of this report, the following general categories apply:

- Administration
- Communications
- Education
- Health care
- Industrial
- Infrastructure
- Recreation/social/cultural/religion
- Research and development
- Residential
- Transportation

Each Military Department maintains a database of real property that includes designations to identify historic properties. These individual Military Department databases, except for the Corps of Engineers, feed into the Defense-wide Facilities Analysis Database (FAD). The DoD is currently improving its systems for managing and tracking real property, consistent with the implementation of Executive Order 13287. An integral part of this overall effort will be efforts to improve the Department's management and tracking of Historic Assets.

California Historic Military Building and Structures Inventory

The military has many examples of historic property inventory and measurement; the *California Historic Military Building and Structures Inventory (CA Inventory)* report examines the way that Military Services in that state have evaluated historic buildings and structures. This report also identifies gaps in the way that historic buildings have been assessed and creates a plan to fill those gaps.

The proposed plan was executed in three phases. Phase I created a new database that identified key types of military properties, as well as other properties under the management of DoD. Phase II prepared a thematic history of the military in California in order to provide a context in which historic buildings and structural evaluations could be performed. Finally, Phase III involved using the results from the two previous phases to create a synthesis of previous inventory data, historic themes and contexts, property types, and registration requirements to serve as a model for all future historic property inventory measurement.

The *CA Inventory* can serve as an example of thematic and context-based historic property evaluation, and therefore is a useful model for DoD.

Historic property inventory and management is also evident in the on-going project, "Historic Context of Georgia's Military Installations." This project develops a statewide and regional historic context for existing Army, Air Force, Navy, and Marine Corps installations in Georgia. The focus is mission and infrastructure oriented, with emphasis on the period from World War II to the end of the Cold War.

In addition, the "Historic Context Study and Stewardship of Historic Military Family Housing in Hawaii" was finished in 2004 by the Navy. Two approaches were proposed: (1) the development of a historic context study and (2) the production of an illustrated manual describing cost-effective and appropriate treatment procedures during repair, maintenance, upgrades or revitalization, with special emphasis on the historic character defining features and materials.

The installations also use their own tracking method through an ICRMP, which all installations are required by DoDI 4715.3 to complete, annually review, and update on a five-year cycle. ICRMPs include planning-level surveys that identify known historic properties, which frequently serve as the most up-to-date lists of historic properties.

The DoD maintains the Environmental Quality Annual Report to Congress¹¹ which is one of the key sources of baseline and trend information for the DoD. The Environmental Quality Annual Reports are an important feature of a national environmental information reporting mechanism, and the Military Departments provide information for DoD to prepare this report.

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Army

The Army owns and manages a large inventory of historic properties, including buildings, structures, objects, districts, sites, properties of traditional and cultural importance to Federally-recognized Indian Tribes, and records and remains associated with each of these property types.

The Army tracks its historic property inventory using two Army corporate databases, including the real property database for historic buildings and structures and the Integrated Facilities System (IFS), and through environmental reporting for other property types. The Army updates its real property database quarterly, and collects the environmental data annually. Each set of data undergoes quality assurance/quality control measures before it is finalized.

Army Corps of Engineers

The range of historic property types owned or managed by Corps mirrors the range of the Register itself. The majority of properties identified on Corps lands are prehistoric archeological sites. Some historic period sites and structures can also be present on Corps lands, and they include archeological sites, historic buildings and structures, Civil War earthworks, and numerous shipwrecks, to name but a few. The Corps inventory of historic properties also includes NHLs such as the Bonneville Power Complex, the United States Snagboat Montgomery and the Farm Creek Section Geological Exposure.

The Corps prepares Section 110 inventories and Historic Property Management Plans (HPMP) on a project-by-project basis. In the early 1990s, most Corps districts created HPMPs for each facility to review, recognize and flag activities on Corps lands which require assessment of impact to existing historic properties, or which may impact lands not previously assessed for the presence of historic properties. Section 106 compliance activities remain the key driver for gathering site data, assessing significance of properties, assessing the status of known historic properties, and funding creation of databases and data layers for Geographic Information Systems (GIS).

In Corps districts where projects require little supporting acreage or activity, the maintenance of site data may still depend on survey and data recovery reports maintained by the district and State Historic Preservation Officers (SHPO) and Tribal Historic Preservation Officers (THPO). Consequently, each activity on project lands may require a request to a staff archeologist for a data search of paper records, reports and maps. By contrast, districts that manage major navigation projects or multiple lakes have annual budgets for a wider variety of activities. A few districts have the advantage of sufficient funds to develop GIS for engineering, management, and natural and cultural resource data. The more activity required to maintain a project, the higher the commitment is to building an efficient data storage and analytical system.

The Department of the Navy

The Department of the Navy (DON), which is composed of the Navy and the Marine Corps, has in general the types of historic buildings and structures found throughout the DoD, with the particular types that reflect the Navy and Marine Corps missions. These particular types generally reflect the waterborne mission capabilities of the DON, such as shipyards and associated facilities.

The web-based Navy Facilities Asset Data Store (iNFADS) is the repository for information about the Navy and Marine Corps' real properties, including their National Register designations. Each installation, with oversight at the regional and departmental levels, is responsible for populating the iNFADS system.

The Navy's 1996 *Reference Guide to Historic Properties (Reference Guide)* is a list of known and evaluated buildings, structures, districts, sites, and objects under DON's control that have been listed or determined eligible for listing on the National Register, or that have received other historic designations at the time of publication. The *Reference Guide* identified known historic properties that have been evaluated and/or documented to that time, although subsequent events like new designations and base closures mean that it must be used carefully. This *Reference Guide* included both shore-based and offshore properties under Navy and Marine Corps control. Information on these properties was collected through a series of mailings to Navy and Marine Corps commands, as well as SHPOs, requesting that they identify and provide pertinent data on DON-owned historic properties within their jurisdiction.

The category of "potentially eligible" properties, though not recognized by the National Register, was included in the *Reference Guide* to indicate those properties that were believed to meet National Register criteria, but for which no formal determination of eligibility has been made.

Air Force

The Air Force owns and manages a comprehensive inventory of cultural resources at installations across the United States. Resources related to the built environment, such as buildings and structures, typically date to the mid- to late twentieth century, after the creation of the Department of the Air Force in 1947. Other historic military resources can be found on some installations that pre-date the Department's existence; these generally relate to the Army Air Corps and the Army Air Section. Many Air Force bases utilize large land areas for flight training and mission simulation; these areas are frequently rich in archeological resources from the prehistoric and historic

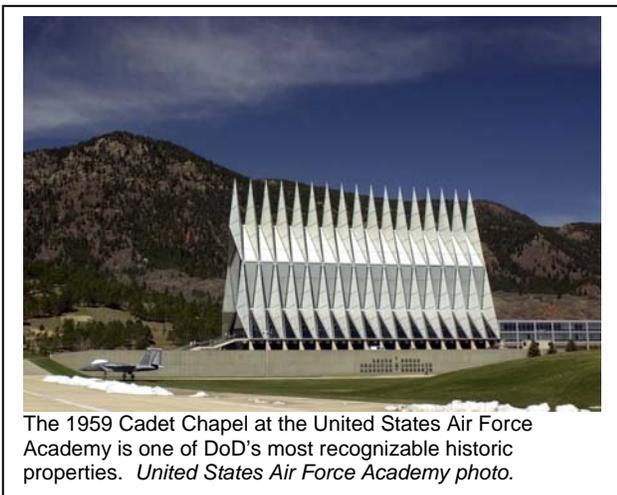
periods. The Air Force cultural resources program is designed to protect artifacts and historic structures from harm, respecting their significance and preventing impact from current and future planned activities.

The Air Force has a formal database for all installation cultural resources data that is used for the collection and management of historic property information at the installation level. These include simple spreadsheets, fully developed relational databases, and integrated GIS.

2. How would you characterize the distribution and general condition of these properties?

The DoD manages 30 million acres of land, making it the third-largest land management agency in the United States. Additionally, the Corps manages 11 million acres of water and related lands at over 500 water resources projects across the nation. DoD manages an enormous number of real property assets located on its lands. All fifty states and the territories contain historic DoD properties. Nevertheless, each Military Department may have historic properties concentrated in certain area types. For example, waterways and coastlines contain most of the Department of the Navy's historic resources.

The general condition of historic property is mainly tracked by Military Departments at the installation level, the data from which is available to regional and departmental headquarters. Condition assessments and planning for maintenance and repair of all real property, including historic properties, is directly tied to operations budgets for each of the Military Departments, and is thus tracked as such.



The 1959 Cadet Chapel at the United States Air Force Academy is one of DoD's most recognizable historic properties. *United States Air Force Academy photo.*

Army

The Army's properties are located on active United States Army installations, Army National Guard facilities, and Army Reserve Facilities. Installations in western states often have higher concentrations of recorded archeological sites compared to other types of historic properties. Installations in the eastern United States tend to have higher numbers of recorded historic buildings and structures, including some of the oldest Army properties.

The Army maintains the current use of all historic buildings and structures in the IFS real property database, which gives each building and structure a category code based on the DoD categorization of facilities by use. The real property database also contains information

regarding the occupancy and function of each facility. This database serves as the baseline data for installations when they develop their master plans.

The general condition of properties is monitored through the Installation Status Report (ISR), which is linked to the real property database. Each installation prepares an ISR, which provides a self-assessment, both qualitative and quantitative, by category, including housing, mission facilities, and community support facilities. Nevertheless, more detailed information may be kept by specific installation departments, such as the department of public works, along with the rating for each facility. This information is included in the real property database. The ISR categorizes the general condition of Army properties as amber (meeting between sixty and seventy-five percent of the quality point), which translates to a numerical score of approximately seven on the ACHP's suggested one to ten (poor to excellent) scale.

Army Corps of Engineers

The Corps manages and administers a remarkably diverse range of Heritage Assets throughout the Continental United States, Alaska and Hawaii. Rivers, riverine systems, navigation corridors, ports and harbors overwhelmingly contain most of the Corps' missions; as a result these water corridors and coastal areas also contain many of the Corps' Heritage Assets. It is noteworthy that, along with its water management, the Corps manages approximately 11 million acres of associated lands that include virtually every type of environmental zone and geomorphological element found in the United States.

No comprehensive or standardized evaluation that provides quantitative data on the general condition of Heritage Assets administered by the Corps exists. Available information is limited to data for specific environmental zones (such as the micro-environments along the Upper Missouri River) and to anecdotal reports for individual operating projects and particular archeological locations of legal importance (such as the discovery site of the human remains referred to in media accounts as 'Kennewick Man' and by Indian tribes as 'the Ancient One'). Because of its diverse and extensive resource base, many management challenges confront the Corps. Some of these challenges, such as the erosion affecting sites along the Upper Missouri River, prompt considerable public and media attention.

The Department of the Navy

The Navy and Marine Corps' shore installations contain most of the DON's historic properties, although a number of ship and aircraft wrecks not located on DON property fall within the Naval Historical Center's jurisdiction.

Mission requirements and historical persistence typically determine the location of Navy and Marine Corps installations. As a result, coastal areas contain ship facilities, and some of these coastal areas have hosted the DON for two centuries or more. The DON historically locates air facilities within operational range of other fleet facilities for operational functions, or at remote inland sites for testing and some training functions. Other locations accommodate other facilities, such as reserve centers, training centers, and stand-alone administrative centers.

Navy and Marine Corps' facilities also contain National Register eligible archeological sites as well as Native American archeological resources. Installations recently acquired by the Navy or Marine Corps may also contain archeological resources associated with post-contact, pre-Navy owners. Some installations, especially the older ones, may also contain archeological resources associated with the Navy or Marine Corps' use of the site.

Many of the Navy and Marines Corps historic properties are subject to the same shortages of maintenance and recapitalization funding as its non-historic inventory. Most historic properties have been altered over time to meet changing mission needs or to meet contemporary standards of habitability. Some historic properties are vacant or underutilized, especially where long-term changes in mission, force structure and size have reshaped the Navy and Marine Corps' infrastructure needs. This is particularly true of DON properties that support (or once supported) highly technical, ever-innovating ship and aircraft systems.

The Navy and the Marine Corps actively promote adaptive use of their historic properties. One of the adaptive use success stories is at the Washington Navy Yard where DON created efficient administrative space out of high-bay buildings from the installation's industrial past. In the last seven years, the Naval Facilities Engineering Command, the Naval Sea Systems Command, and the office of the Navy's Judge Advocate General relocated into renovated historic properties.

Air Force

Historic Air Force buildings are located across the country, generally confined to older sections of installation cantonment (built) areas. Relatively remote sections of ranges are typical locations for historic structures, such as WWII targets, radar facilities, and specialized training structures. Significant Cold War buildings and structures are scattered around the United States, but less than half of the total number of Air Force installations contain them. Significant Cold War missile launch facilities are confined primarily to the current and former large missile fields in the states of, California, Colorado, Missouri, Montana, Nebraska, North Dakota, South Dakota and Wyoming.

Almost every Air Force installation in the United States contains recorded archeological sites on undisturbed lands. Only the most developed and industrialized (usually small) installations have no recorded archeological sites.

Conditions of historic Air Force buildings and structures range from very good to very poor, depending on many factors. These factors can include past use and maintenance after historic use and before evaluation; refurbishments, remodeling, and/or alterations before evaluation; and use of non-conforming materials or items during maintenance or repair on or inside the building.

3. What reporting mechanisms and systems are used by your agency for carrying out its resource management responsibilities?

Developing and implementing an ICRMP is one of the primary tools used to identify and manage cultural and historic resources by the Military Departments within the DoD. The Military Departments must prepare, maintain, and implement ICRMPs for all DoD-controlled lands and waters that contain cultural resources. The ICRMP is the primary tool used for decision-making within the context of cultural and historic resources. It is a plan that defines the process that will be undertaken on a given installation for managing cultural resources. ICRMP development occurs in a collaborative setting involving participation of higher command personnel as well as outside authorities, partners, and other key stakeholders identified in the process. Military Departments conduct annual reviews of ICRMPs to ensure their management actions are still appropriate and the affected resources are properly identified and managed through the ICRMP process. Moreover, these reviews ensure that ICRMP objectives continue to be met through the ICRMP process and that they remain sensitive to changes in environmental conditions and the mission of the particular installation. Policy contained in DoDI 4715.3 requires installations to update ICRMPs at least once every five years.

ICRMPs include baseline information developed or compiled during the plan's preparation. This baseline provides the snapshot of existing conditions of cultural and historic resources for a given installation. When data is requested either by outside personnel or through internal data calls, installations often provide the baseline data contained in ICRMPs. To provide a consistent and measurable universe of data among more than one ICRMP, DoDI 4715.3 identified conservation "measures of merit" to be considered when evaluating installations that undertake conservation activities. These measures indicate the overall performance of the Military Departments as well as specific installations in conducting conservation activities based on the number of installations that achieve these measures. For ICRMPs, the measures of merit are the number of installations:

- Requiring plans
- With up-to-date, approved plans
- Where an existing plan needs to be updated
- Where a plan is needed but does not exist
- Where a plan is not needed

Army

The Army Real Property Inventory (RPI) is a record for on-hand real property assets and one of the Army's key reporting mechanisms. The database contains information on status, cost, area, capacity, condition, use and management of real property. Army Regulation 405-45¹² and Department of the Army Pamphlet 405-45¹³ set forth the requirements, authority, policy, and responsibility for the Army's accountability and management of all real property and interests. The RPI is a basic source of information on status, cost, area, capacity, condition, use, and management of real property at the installation, Material Commands (MACOM), or Installation Management Agency (IMA) level.

A facility is an item of real property and may be a building, structure, utility system, or parcel of land. The RPI reports facilities along appropriate units of measure, cost and other relevant data; the inventory also includes a cultural resources screen that tracks the National Register eligibility of buildings and structures. The installation RPI is a snapshot view of the installation for the Department of the Army, Headquarters (HQDA) and this information is used to report to Congress, the General Services Administration (GSA), the Government Accounting Office (GAO), DoD and other leadership. Installations report to HQDA quarterly during a calendar year. The Headquarters Executive Information System contains summary level detail of data in the RPI.



USS *Constitution*, a National Historic Landmark and the oldest commissioned warship afloat in the world, under sail in 1997 for the first time in 116 years, in celebration of the ship's two hundredth birthday and recent renovation. *Department of the Navy photo.*

The Army maintains an Environmental Reporting Portal, which provides web-based access to environmental reporting systems, such as the Environmental Quality Annual Report to Congress, ISR, Environmental Program Requirements, and the Environmental Performance Assessment System. This portal aids in gathering, organizing and analyzing the Army's environmental data. It develops and supports web-based collection and analysis tools used by installations, the IMA, major Army commands, and HQDA.

The Environmental Reporting Portal tracks installation status on the DoD's Measures of Merit, and for the Army's input to the Environmental Quality Annual Report to Congress. This system reports information from the installation level on archeological sites, curation requirements, sacred sites, and Native American Grave Protection and Repatriation Act (NAGPRA) cultural items. The Environmental Reporting Portal is the means through which installations, MACOM, IMA, and HQDA organizations budget and program for environmental requirements, including compliance with the NHPA. The Environmental Program Requirements System program assists all Army commanders in reaching, sustaining, and supervising compliance with Federal, state, and local environmental laws and regulations, as well as with the DoD and Army compliance and performance requirements.

Army Corps of Engineers

Information management for Corps cultural resources occurs along three organizational hierarchies. The first is an internal information network known as the Operations and Maintenance Business Information Link (OMBIL). The second tier information reporting mechanism is associated with the DoD's Financial Officers Reports, which requires information on Stewardship Lands, Stewardship Investments, and Heritage Assets. The third tier information development system is the Corps' annual contribution to the Federal Archeology Program Report.

The OMBIL is a web-based business information gateway that provides Corps employees with easy access to information about the Operations and Maintenance (O&M) program. The purpose of OMBIL is to provide the data and information requirements for program and project management at all organizational levels. O&M corporate management information is available through the OMBIL web page. Additional features of the OMBIL system include its abilities to maintain and track O&M business information, and display summaries of O&M activities, output, resources, and performance.

OMBIL contains modules for each business function, which currently includes navigation (including locks & dredging), hydropower, recreation, environmental stewardship (including natural and cultural resources), flood damage reduction, and regulatory issues. Each business function identified its own data needs and provided advice and assistance in the development of its specific OMBIL module.

Most Corps districts have created Historic Property Management Plans (HPMPs) for every facility managed in the early 1990s. Managers and staff archeologists use the HPMPs to review, recognize and flag activities on Corps lands that require assessing impacts to existing historic properties, or that may impact lands not previously assessed for the presence of historic properties. In all Corps districts, the actual assessment is the responsibility of the Corps archeological staff and is accomplished either in-house or under contract by qualified professional archeologists. In districts where projects require little supporting acreage or activity, maintaining site data may depend on survey and data recovery reports, which the district, SHPOs, and THPOs maintain. Consequently, each activity on project lands may require a staff archeologist to conduct a data search of paper records, reports and maps. By contrast, districts that manage major navigation projects or multiple lakes have annual budgets for a wider variety of activities. A few districts have sufficient funds to develop a GIS for engineering, management, and natural and cultural resource data. The more activity required to maintain a project such as the Upper Mississippi River Navigation system, the higher the commitment is to building an efficient data storage and analytical system.

The Department of the Navy

The Navy and the Marine Corps' real property inventory system, which includes historic properties, complies with all Federal audit, accounting, and financial management reporting. This inventory system meets the requirements of Title 10 U. S. Code 2721, requiring DON property records to be maintained on a quantitative and monetary basis; 41 CFR 102-84, regarding annual real property inventories; the Chief Financial Officer's Act of 1990 (CFO Act)¹⁴; the Government Management Reform Act of 1994¹⁵; and DoD Instruction 4165.14, "Inventory of Military Real Property."¹⁶

The Navy and the Marine Corps' primary reporting mechanisms and systems for carrying out its resource management responsibilities are its iNFADS real property inventory database (which can be queried to produce reports) and its responses to DoD data calls. The Navy and the Marine Corps' use an electronic questionnaire completed by its installations to produce reports for internal use and for DoD Measures of Merit reports required by DoDI 4715.3, and Heritage Assets data calls. The Navy and the Marine Corps also contribute annual input to the Federal Archeology Program Report. Additionally, under some of the Navy and Marine Corps programmatic agreements, periodic reports are required to be submitted to SHPOs and other signatories on progress in meeting the provisions of the agreements.

The 1996 *Reference Guide* is a list of known and evaluated buildings, structures, districts, sites, and objects under DON's control and either have been listed or determined eligible for the National Register or have received other historic designations at the time of publication. Inventories maintained by specific installations, ICRMPs, installation master plans, other installation files and reports, and the files of SHPOs and local historical, archeological, and Indian tribal records all contain detailed information on the properties included in the *Reference Guide*.

Capehart-Wherry Cold War Military Family Housing

An example of the Army's compliance with Section 110 of NHPA is the programmatic approach to addressing Wherry and Capehart Era family housing. The Wherry and Capehart Acts were passed in response to a military family housing shortage following World War II. Between 1949 and 1962, an estimated 21,000 Wherry housing units and 26,000 Capehart housing units were added to the Army inventory. Installations took responsibility for selecting and contracting with civilian architects and developers, while the FHA and the Corps supplied supervision applying standardized design guidelines and manuals.

The Army has approached Wherry and Capehart housing at a program level, rather than at an installation level. One action, titled the "Cold War Inventory Reduction-The Capehart-Wherry Era Family Housing Programmatic Compliance" is established to monitor the renovation, maintenance and repair, demolition, and transfer sale and lease of all Capehart-Wherry Era Family Housing. The system was designed to serve as a template to monitor other Cold-War era properties.

The Program Comment provides a one-time, Army-wide NHPA compliance action for all Capehart and Wherry Era housing (19,000+ buildings) for the following management actions: maintenance and repair; rehabilitation; layaway and mothballing; renovation; demolition; and transfer, sale, or lease from Federal ownership.

Air Force

The Air Force uses GIS to manage the wealth of information acquired through researching and cataloging resources. GIS provides data and graphic representations of geographic areas and assists current and future planning by graphically depicting areas of environmental concern. This comprehensive approach to land and wildlife management provides an up-to-date baseline for analyzing the potential impact of any proposed action.

Taking protection of valued resources one step further, the Environmental Impact Analysis Process involves the community in a comprehensive analysis of proposed projects to ensure minimal disruption to fragile ecosystems, archeological artifacts and historical structures. Public involvement activities ensure a consensus of community concern is incorporated into the final decision-making process.

4. Does your agency coordinate its data gathering for historic properties under its ownership or control with required Federal audit, accounting, and financial management reporting?

The DoD uses the Measures of Merit and other data reporting aspects of cultural resources management programs when it prepares the Environmental Quality Annual Report to Congress.

Additionally, in accordance with the CFO Act, DoD utilizes the data collected from the Military Departments to fulfill the reporting requirements of the DoD Financial Management Regulation (FMR), Volume 6B, Chapter 11, Required Supplementary Stewardship Information (RSSI).¹⁷ Reporting requirements for RSSI have changed annually as definitions, goals and objectives have been refined to maximize information benefits. Current reporting categories include: Cultural Resources and Historic Preservation (Structures, Sites and Buildings); Major Museum Collections; and, Monuments, Memorials and Display items. Under the RSSI, the DoD quantitatively defines the term "Heritage Assets" in terms of physical units with no asset amount shown on the balance sheet, and it clearly illustrates the number of additions and deletions for the Fiscal Year. As some cultural resources can be defined as a Heritage Asset, proper accountability for the two types of resource are integral to successful reporting on both.

DoD also submits data annually to support the Federal Archeology Program Annual Report to Congress. The information in the report includes acreage managed and inventoried, National Register status of archeological sites, expenditures for those studies, ARPA financial information, and collections and records information.

Each DoD Component maintains a data base of real property that includes designations to identify historic properties. These individual DoD Component data bases, except for the Corps of Engineers, feed into the Defense-wide Facilities Analysis Database. The Department of Defense is currently improving our systems for managing and tracking real property, consistent with the implementation of Executive Order 13327, Federal Property Asset Management. An integral part of this overall effort will efforts to improve the Department's management and tracking of historic assets.

5. How is your agency fulfilling its historic preservation program responsibilities under Section 110 of NHPA?

DoD Directive 4715.1 and DoD Instruction 4715.3 are the foundation of the DoD cultural resources conservation program. In these polices, the DoD clearly underscores its commitment to identify, evaluate, and preserve historic resources while fulfilling mission requirements. The Military Departments use these policies as the basis of their individual regulations and guidance, which serve to further DoD conservation goals.

DoD must maintain the resources upon which it depends to continue to train and test military capabilities in a realistic and safe manner while complying with legislation and regulations designed to protect the nation's cultural heritage. Balancing the use of air, land, and water resources for current military readiness with the need to protect and manage those resources for all desired long-term is a continual challenge for DoD.

Section 110 requires every Federal agency to designate a qualified official to coordinate the agency's preservation activities under NHPA. DoD adheres to this regulation by appointing a Federal Preservation Officer (FPO), Military Department Preservation Officers, and Military Department-Level Managers. In addition, DoD underscores its involvement and compliance by the fact that the current FPO, the Principal Assistant Deputy Under Secretary of Defense (Installations & Environment), is the first DoD official to hold a seat on the ACHP.

The DoD historic preservation program is effective in taking into account how its mission, budget, staffing, property management policies, education, and outreach programs affect historic properties. Before resource management plans are prepared, DoD examines inventory data to establish management needs, characteristics of the resources, and limitations related to military training and testing activities. DoD analyses of natural and cultural resources supply a scientific basis for decisions affecting military readiness and resource management. Analyses assist DoD in determining the carrying capacity of particular areas and balancing resource management needs with the demands of training and testing activities.

The single most important planning vehicle for Section 110 activities is the ICRMP required by DoDI 4715.3. ICRMPs include inventories of historic properties (or a plan for performing inventories), address management priorities, provide for integration with other plans, establish standard operating procedures, and establish requirements, goals, and targets for the installation's program.

Based on DoD direction, each of the Military Departments has defined its own policies and regulations concerning cultural resources management, including Section 110 responsibilities.

Army

The Army's internal regulation for cultural resources management, Army Regulation 200-4, "Cultural Resources Management" (October 1, 1998) captures its responsibilities under Section 110 of NHPA. The Army Regulation establishes Army policy for each installation commander under Section 110 and the Department of the Army Pamphlet 200-4, "Cultural Resources Management" (October 1, 1998) provides official guidance for implementing the policies in Army Regulation 200-4.

In developing the Army regulations and guidance for complying with Section 110, the Army relied on the Secretary of the Interior's Standards and Guidelines for Federal Agency Historic Preservation Programs pursuant to the NHPA. The regulations meet all seven standards for Federal Agency Historic Preservation Programs.

To support its on-going and future changes, the Army is developing an Army Strategy for the Environment, which is designed to present a long-term vision and overarching goals that encompass the entire Army. It represents a dramatic shift from the traditional compliance-based approach toward environmental management, to one that is focused on sustainability and improved support to the Army mission. The Army anticipates that individual program campaign plans will tier off of the strategy, laying out specific goals and objectives for each program.

The Army vision statement for its historic preservation program is "that the Army will be a national leader in historic preservation through stewardship of our most significant historic properties, and protection of the Nation's heritage is to be met by implementing the Army Historic Preservation Campaign Plan." This plan focuses on both present and future Army NHPA requirements, operational integration, balanced stewardship, and cost-effective management. It establishes program goals, objectives, specific targets, and success indicators for addressing the priorities related to the preservation of historic properties. It also identifies responsibilities and the specific actions needed to put policy and supporting technical infrastructure in place, and it provides the process necessary for the Army to implement this plan at all levels, and to continuously improve the management and execution of the historic preservation program.

Army Corps of Engineers

Appendix C to 33 CFR Part 325 establishes the procedures for the Corps to follow in its regulatory program to comply with the NHPA and other laws concerning historic properties. Implementing the Corps Regulatory Program was a complex process requiring coordination and consultation with other Federal and state agencies. These agencies function in an advisory or commenting role, as specified by law. Further, this appendix provides a significant role for the SHPO, who the Corps regards as one of the foremost authorities for identifying historic properties as well as for assessing effects of proposed activities on historic properties. Accordingly, the Corps carefully considers SHPO comments through public notices, coordination, and consultation throughout the permit process.

Brooks City-Base Air Force Project

The Brooks City-Base Air Force Project (City-Base) is a partnership between the Air Force and the Brooks Development Authority. In 1996, San Antonio, Texas city leaders met with Brooks AFB officials to discuss plans for the City to assist Brooks in reducing operating costs and building partnerships. This City-Base includes Brooks field which was established in 1918.

In January 1998, a MOU was finalized between Brooks AFB and the City. The vision of both parties was to create a "model base of efficiency," while providing a continued source of employment, economic well-being, and civic pride for the City.

In August 1998, a special study was completed on the operating costs of the base, and was completed in January 1999 and forwarded to Congress in March. The special study helped lay the foundation for enabling legislation that was passed as part of the FY00 Defense Appropriations Act.

In November 1999, the City staff was asked to discuss the possibility of transferring Brooks to the City, creating a non-binding agreement with the Air Force, and establishing a Brooks Advisory Board, along with an internal economic development team to manage the project.

A non-binding agreement was signed by the Air Force and the City of San Antonio in December 2000. Then, in May 2001, "The Master Plan for the Development of Brooks City-Base" was submitted to Congress in accordance with the provisions of the enabling legislation and was approved in June.

The property was conveyed to a quasi-governmental agency, the Brooks Development Authority on July 22, 2002. The future vision for Brooks is a thriving bioscience, academic, environmental and technical center of excellence that will enhance Air Force missions at the base and

The Corps' regard for its Section 110 responsibilities transcends the cultural resource workforce within each command and its relations with non-Federal partners, States, Indian tribes and other Federal agencies. The Corps has created highly specialized and capable support centers designed to provide internal and external service on a wide range of cultural resource needs and requirements. This includes, The Mandatory Center of Expertise for the Curation and Management of Archeological Collections, St. Louis District; The Center of Expertise for the Preservation of Historic Buildings and Structures, Seattle District; and The Center for Cultural Site Preservation Technology in the Environmental Laboratory of the Engineer Research and Development Center, Vicksburg, Mississippi.

The Department of the Navy

Secretary of the Navy Instruction 4000.35A, dated April 9, 2001 is the directive governing the Navy and the Marine Corps' fulfillment of the NHPA, including Section 110. This instruction establishes the principles underlying the department's cultural resources program, including Section 110 compliance, and designates responsible officials and commanders.

The instruction provides for an FPO as required by Section 110, and allows the FPO to designate deputy FPOs. The Navy and Marine Corps each have a Deputy FPO. The instruction also provides for three principle technical advisors who provide technical support to other organizations: Commander, Naval Facilities Engineering Command for historic buildings, structures, sites, districts, Native American issues, and terrestrial archeology; Director, Naval Historical Center for historic naval vessels, shipwrecks, Navy aircraft, underwater archeology, and Navy archives; and the Director, Marine Corps History and Museums Division for historic Marine Corps aircraft and other vehicles, and Marine Corps archives.

The instruction also establishes overarching policy for the Navy and Marine Corps' cultural resources program. DON's commitment to responsible cultural resources stewardship is among these. The instruction also specifies that preservation considerations be incorporated into routine management of historic properties, and incorporated as appropriate into management processes such as planning, budgeting and programming. Navy and Marine Corps policy also gives preference to the rehabilitation or adaptive use of historic structures over new construction or leasing when functionally appropriate and economically prudent.

Air Force

The Air Force has a well-established Cultural Resources Management Program that meets the requirements of Section 110. Air Force Instruction 32-7065, "Cultural Resources Management Program" (June 1, 2004) defines the Air Force's Cultural Resources Management Program as well as its requirements. The draft Air Force Pamphlet 32-xxxx (no number assigned yet), currently under review for publishing, provides guidelines and suggestions for best practices in managing the Cultural Resources Management Program.

As stated in Section 110, it is necessary that "historic properties under the jurisdiction or control of the agency, are identified, evaluated, and nominated for the National Register." This is evident in Air Force Cultural Resources Management policy documents, which provide a framework to assist MAJCOMs and installations in complying with the requirements of Section 110. It allows certain flexibility in adhering to cultural resource standards with regard to Air Force mission.

6. How is your agency complying with Section 111 of NHPA when historic properties are transferred, leased, or sold?

DoD has formally and informally teamed with a variety of groups, including organizations, communities, industry, and agencies or governments at the Federal, state, and local level in complying with the provisions of Section 111. Partnering enhances cooperation, increases communication, improves decision-making, and maximizes the effect of each participant's resources by pooling assets and eliminating redundancy. DoD has successfully established cooperative management agreements with other parties for preserving and operating historic properties in locations where primary ownership of historic properties no longer rests with DoD.

In 1996, Congress established the Military Housing Privatization Initiative (MHPI) to address several concerns that emerged concerning housing for military personnel and their families: (1) the poor condition of DoD owned housing, and (2) a shortage of quality affordable private housing. Under the MHPI, DoD works with the private sector to revitalize military family housing through a variety of financial tools including direct loans, loan

guarantees, equity investments, and conveyance or leasing of land, housing and other facilities. Often, privatization programs include historic housing units, which are addressed using installation-specific solutions, such as Programmatic Agreements (PA) and Memoranda of Agreement (MOA).

Another important DoD program relevant to Section 111 is Base Realignment and Closure (BRAC). BRAC programs seek to reorganize installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. In past BRAC rounds, the DoD transferred or sold several historic properties on installations across the country to other government organizations and private groups. In compliance with Section 111, the DoD conducts significant environmental analyses when an installation is identified for BRAC to ensure long-term consideration of historic properties (see Brooks City-Base sidebar).

Army

Army Regulation 200-4 and Army Regulation 405-90 "Disposal of Real Estate" (May 10, 1995)¹⁸ outline and mandate the Army's compliance with Section 111. Army Regulation 200-4 identifies the responsibilities of each installation commander under Section 111 and the supplemental pamphlet Department of the Army Pamphlet 200-4 provides more specific guidance on how this responsibility is to be carried out. Installation commanders, who are directed, to the extent practicable, to establish and implement alternatives for historic properties, including adaptive use, are responsible for carrying out Section 111 of NHPA. The Section 106 process reaffirms these requirements.

Army Regulation 405-90 sets forth authorities, responsibilities, policies, and procedures for the disposal of military and industrial real estate under the custody and control of the Army worldwide, and reaffirms the installation commander's responsibility to comply with environmental and historic preservation documentation requirements related to the disposal of real property.

The United States Army Environmental Center (USAEC) has provided partnership opportunities by establishing Cooperative Agreements (CA) for Cultural Resources Management Support. USAEC developed these agreements at the request of installations and MACOMs, to take advantage of the cooperative agreement authority provided by the Defense Authorization Act of 1997 and Army Regulation 200-4. The CA involves stakeholders in promoting effective, long-term, sound stewardship of the Army's cultural resources. The stakeholder organizations offer flexibility and expertise to promote excellence in all cultural resources program areas. Fifteen organizations currently offer support under the CAs.

The CAs provide installations, MACOMs and other activities with an alternative to obtain professional cultural resources support from organizations such as universities, Native American tribes, non-profit and for-profit organizations.

Army Corps of Engineers

The Corps' undertakings rarely trigger the provisions of Section 111, particularly when historic properties that are excess to a project's needs are transferred or sold. Generally, the Corps reports properties eligible for transfer or sale to the GSA for processing. The Corps Pittsburgh District's work in the Lower Monongahela River Valley community of Grey's Landing is an exception to this. With the installation of a new lock and dam, Pittsburgh District purchased a number of historic structures that were threatened by periodic flooding in Grey's Landing. The district prepared educational brochures, interpretive signs and a marketing plan designed to guide the Corps in transferring the properties to a non-governmental organization. Working in partnership with the county historical society, the Corps developed a living history community concept similar to that of the National Park Service community at Harper's Ferry, West Virginia.

The Department of the Navy

The Navy and the Marine Corps rarely use the authority of NHPA Section 111 when leasing property. "Enhanced use" leasing under 10 U.S.C. 2667 has the potential for more flexible use regarding historic properties by allowing lessees to provide services-in-kind in payment for the lease. Such services may include maintaining or renovating historic properties.

There has been no major DON project using 10 U.S.C. 2667 specifically as a vehicle for historic preservation. Several years ago an intriguing possibility arose concerning the Portsmouth, NH, Naval Prison, an early twentieth-century structure that was taken out of prison service in 1974. The condition of the building and its location within the boundaries of a naval shipyard made it a poor candidate for outlease. Nevertheless, a private developer approached the DON with a proposal to renovate the building and lease it to clients who could accept, or actually required, access restrictions. Unfortunately, the developer's death ended his company's interest in this project, but it does provide an example of what may be possible when the right property and the right developer come together.

The DON has a powerful preservation tool in its authority to donate ships under 10 U.S.C. 7306. Donation contracts for National Register-eligible ships typically include clauses to ensure the preservation of the vessel and enforce its appropriate use and interpretation, and require the vessel to be used as a museum. Pursuant to a stringent review process, the DON examines each applicant's proposal from financial, technical, and programmatic standpoints, and encourages applicants to contact their SHPO early in the application process. This process has resulted in the donation of forty-seven ships to foundations in twenty-one states since 1948, allowing millions of visitors annually an opportunity to visit former Navy ships at no cost to the government.

Air Force

Air Force policy requires installations and other appropriate entities to complete Section 106 consultations for all undertakings involving transferring, leasing, and selling Air Force Historic Properties. Memorandums of Agreement and Programmatic Agreements resulting from Section 106 consultations on transferring, leasing, or selling properties specify covenants, mitigation measures, oversight authority, short-term and long-term consultation requirements, maintenance requirements and replacement materials, stipulations, contingency actions, and penalties incorporated into the transfer, lease, or sale documents. The resulting transfer, lease, or sale documents meet Section 111 requirements, as determined by Judge Advocate review at installation, Major Command, and Headquarters Air Force staff.

7. If your agency does not currently have a historic preservation program or procedures for complying with Sections 110 and 111, what future actions will be taken to meet these statutory requirements?

As demonstrated in the answers to Questions 1 through 6, the Department of Defense, including all of the Military Departments and the Army Corps of Engineers has an extensive and mature historic preservation program.

8. What issues regarding your agency's mission, internal policies, location of its inventory of historic properties, or use of such properties could potentially hinder the agency's ability to contribute to community economic initiatives?

DoD's ability to play a role in community economic development initiatives are limited due to the location of its properties, general security concerns, and other mission-related issues. Moreover, anti-terrorism and force protection regulations create further obstacles to DoD's ability to contribute to community economic development. Nevertheless, DoD recognizes the importance of healthy and vibrant communities that play host to DoD installations, and understands that the installations themselves play an important role in the economic and social vibrancy of nearby local and/or tribal communities. Installations often contain natural, cultural and historic resources that are both beneficial to the installation as well as to the community. These resources are often a subset of a larger system of resources that may have economic and social value to the community.

Access to military facilities is the main limitation to DoD's ability to contribute to community economic initiatives. Since the tragedy of September 11, 2001, security concerns have increased at all installations DoD-wide. A heightened level of security often translates to restricted access to facilities for all non-mission related persons. Because of this, access to many of the cultural resources on installations, either in the form of buildings and structures for use, historic sites for visitation, or archeological resources for investigation has been difficult for the purposes of local economic improvement.

Even with many of these challenges, installations do provide access to the greatest extent possible. In some cases, with great success. For example, the New York Department of Tourism claims the Military Academy at West Point as one of the top three tourist attractions in the entire state.

Army

The very nature of the Army's mission limits the Army's ability to contribute to community economic initiatives, though the Army's properties are usually very closely tied to the economic well-being of the communities where they reside. For the most part, the active Army is still using Army historic properties. These properties provide housing, office space, and training facilities for our soldiers. The current world situation makes it necessary for Army installations, where most of the Army's historic properties are located, to isolate themselves from the general public for security reasons. Most installations are generally somewhat removed from large population centers because of security concerns and requirements for large tracts of land when the installations were constructed. This separation has been enforced since September 11, 2001 with increased security measures and more limited access to the general public. Nevertheless, there are opportunities for the general public to visit and appreciate many of the historic DoD properties. The Center for Military History maintains a listing of Army museums, most of which have public hours. In addition, over the past year, the Army, on behalf of the DoD, has



One of the oldest buildings on the United States Military Academy, Quarters 100 is designated for the Superintendent and his family. Previous occupants include Robert E. Lee, Douglas MacArthur, Maxwell Taylor and William C. Westmoreland. *United States Military Academy Photo.*

worked on a DoD-wide project known as *Preserving American Heritage*, which highlights active and former military properties that are appropriate for heritage tourism. The Army has many opportunities for the public to explore historic properties and collections.

Preserving American Heritage includes information on heritage tourism resources throughout the DoD. The Military Heritage Guidebook focuses primarily on select active DoD installations, all of which currently have existing public visitation programs. There are five maps to accompany the guidebook – four regional and one national – that also highlight former military sites and military museums, in addition to the sites listed in the Guidebook. Featured sites include the military academies, Pearl Harbor, HI;

Carlisle Barracks, PA; Randolph Air Force Base, TX; and the Pentagon. Some installations offer tours, either to groups or individuals, and many have museums. Former military sites, such as frontier forts and decommissioned ships, provide more opportunities for public access, and are more geographically diverse than active installations.

Preserving American Heritage also features a publication on American Indians and the military, written by the National Association of Tribal Historic Preservation Officers. In addition, the project includes bookmarks, an illustrative publication on the types of properties built during different periods of the military's history, and an exhibit booth. All the products will be available to the public when they are completed.

A distribution plan to coordinate with tourism officials, communities, and interested parties is another one of the products of *Preserving American Heritage*. The products will contribute to local, state and tribal economies by attracting visitors interested in military history. The Army also encourages installations to spread the word about the project within their communities on and off the installations. While some of these products are already available, the Army will release the full package later this year.

Army Corps of Engineers

For the most part, appropriations to an O&M account fund historic preservation activities for civil works projects under the jurisdiction of the Corps. As noted in recent testimony before Congress, this covers the costs of numerous activities related to achieving a project's primary purposes (e.g., flood protection, navigation, hydropower), addressing safety needs, and management of natural and cultural resources. Allocation of funds to Corps Districts are based on projected needs in various O&M categories that are prioritized to ensure that the most critical needs are funded first. Historically, the Corps has had needs in excess of appropriations. The Office of the Assistant Secretary of the Army for Civil Works and the Corps work hard every year to allocate funds for

historic preservation activities. However, the demands for funds far exceed supply, and funds that are available are used for critical Section 106 compliance and resource protection work. It is doubtful that funds will be available to conduct studies to identify and evaluate buildings and structures that could be considered for meeting heritage tourism objectives, or that funds would be available to restore properties to conditions conducive to such use.

For fee-owned properties, the Corps may lease the use of historic assets to local and state government agencies for economic development when this use does not conflict with the primary project mission. Funds are not currently available to manage these leases and significant liability and safety issues would need to be addressed. In many cases, however, the Corps mission and use of historic properties to promote economic development might not be compatible. For example, in dry reservoirs where lands are held for flood pools that fill only during flooding, all reconstructed/restored historic structures must generally be flood proof. Flood proofing is generally not compatible with structures that have been rehabilitated or restored in accordance with historic preservation guidelines.

Development of historic properties for economic development would not be possible on most lands held in less-than-fee by the Corps, such as flowage, conservation, erosion or navigation easements. In these cases, use is restricted to specific Congressionally-authorized purposes. The Corps currently has no authority to permit public use for other purposes. These easements would have to be renegotiated to permit such use.

The nature and location of the historic properties themselves are perhaps the biggest obstacle to promoting community economic development initiatives. Most of the Corps' historic properties consist of prehistoric and historic archeological sites, as opposed to historic structures that might actually be adapted for economic or recreational enhancement. Most archeological sites do not contain structural features suited for interpretation; therefore they do not constitute an economically viable attraction. Furthermore, most are located in remote locations away from population centers where economic development activities would be most successful.

The Department of the Navy

Many installations include historic outreach to the public in their other public outreach activities, even though the ability of a community to include Navy and Marine Corps' historic properties in community economic development initiatives is severely limited.

Restrictions on access imposed by the military mission are a major constraint on the use of these sites. Historic naval port facilities are first and foremost port facilities, and like all active port facilities, they contain dangers for unguided visitors. The same is true for naval aviation and industrial activities occurring in historic facilities. Training and test ranges are usually inaccessible to the public. Other types of facilities, such as administrative, classroom training, medical, or recreational facilities, are less dangerous, but like any similar facility in the civilian sector need to control even internal visitation to prevent distraction or disruption to the facility's main mission. Facilities whose tenants conduct classified activities or handle classified information have very restrictive access regulations.

Reducing the vulnerability of installations to terrorist attack by limiting access to them is another growing restraint, especially since the terrorist attacks of September 11, 2001. Many bases that were formerly accessible to the public are now closed unless previous arrangements are made. It is also more difficult to reach individual structures on bases by car or on foot, and photographing them may be restricted. The increasing attention being paid by all the Military Departments to anti-terrorism and force protection measures will likely continue to make casual visits to Navy and Marine Corps historic facilities more difficult.

Historic properties at remote installations are also unlikely to be useful in community economic development initiatives because of their location. Installations at remote desert locations, for example, may not be near enough to a civilian community large enough for the presence of historic properties to be economically significant.

Notwithstanding all of these considerations, Navy, Marine Corps, and other military installations play an important role in the economies of the communities of which they are a part. Many of those communities use the presence of military historic properties as significant parts of their own tourism and heritage programs. Several Navy and Marine Corps activities have worked with their adjacent communities in recent years to enable the public to experience historic military properties even in the face of restricted access.

In Hawaii, the presence of the USS *Arizona* National Memorial, the USS *Bowfin* Submarine Museum Park, and the USS *Missouri* Memorial – all operated by non-DON organizations – provides visitors with a way to see parts of the DON's largest NHL district in a safe, secure way.

There is also an extensive web presence devoted to historic properties at the naval base at Norfolk, VA. While the naval base is no longer open to unrestricted visiting, it does have a regular bus tour from its visitors center, allowing the public to see the installation, including some of its historic properties.

Air Force

The Air Force has strict security requirements and controls on installation entry and movement inside the installation after entry. These security requirements severely limit the Air Force's ability to allow use of its historic properties by outside community entities on nearly all Air Force installations. A select few Air Force installations manage or own historic properties that could contribute to local community development. A few installations manage facilities located outside the secure base property (e.g., Eglin Air Force Base, FL: Jackson Guard and Golf Courses with public access under most conditions). Archeological sites on Air Force lands are not open to public visitation without strict supervision and permission requirements. Locations of archeological historic properties are restricted to those with official need to know for planning or for managing those resources (or for ceremonial visits by tribal members who have entered sacred sites or traditional cultural property visitation agreements with the installation commander).

Internal policies essentially follow Federal laws and regulations restricting access to archeological and other historic property data under Air Force control. Other policies restrict access for security and safety reasons. Installations keep electronic and paper records and files on the locations, status, short-term and long-term planning, and other aspects of historic properties. These are generally not available to members of the public. Some records, including reports, letters, records of consultations, determinations, site recording forms, Historic American Building Survey and Historic American Engineering Record (HABS/HAER) forms, and others are shared with the appropriate SHPOs, National Park Service Regional Offices, and the National Archives. These records are available for review by select members of the public who have appropriate permits, research approval, or contracts with the Air Force. In general, Air Force historic properties on installations and ranges will not, in and of themselves, directly contribute to local community economic development through leases, transfers, sales, or other arrangements, because of security and safety requirements. The installations themselves, however, because of their usually large numbers of employees, military members, contractors, and associated personnel, contribute a great deal to local community development outside the installation. Occasionally the Air Force will partner with a local government or other entity to create a community resource in or with an historic property (e.g., Kirtland Air Force Base, NM and the historic Albuquerque Indian School currently used for Air Force and other Federal Agency classrooms and conventions).

9. Does your agency have programs and policies that help it to identify historic preservation opportunities and promote preservation through partnerships?

Establishing partnerships with other agencies, organizations, institutions, and individuals to share expertise, information, worker hours, and other resources is a priority of the DoD. Establishing and maintaining partnerships provides a means of combining resources to implement large-scale programs and prevent duplicative efforts. Such partnerships and volunteer networks are vital to the success of many of the DoD's conservation efforts. In 1990, Congress passed legislation establishing the Legacy Program to provide financial assistance to DoD efforts to preserve our natural and cultural heritage. The program assists DoD in protecting and enhancing resources while supporting military readiness. A Legacy project may involve regional ecosystem management initiatives, habitat preservation efforts, archeological investigations, invasive species control, Native American consultations, and/or monitoring and predicting migratory patterns of birds and animals.

Three principles guide the Legacy program: stewardship, leadership and partnership. Stewardship initiatives assist DoD in safeguarding its irreplaceable resources for future generations. By embracing a leadership role as part of the program, the DoD serves as a model for respectful use of natural and cultural resources. Through partnerships, the program strives to access the knowledge and talents of individuals outside of DoD.

Army

The Army identifies historic preservation opportunities and partnerships through several different mechanisms. The Army maintains a partnership with the ACHP through an Inter-Agency Agreement. Since 1995, the Army has had on-site ACHP liaisons that assist the Army in identifying and leveraging opportunities under 36 CFR 800. This successful partnership has resulted in the development of the Army Alternate Procedures (AAP) for Protection of Historic Properties, the Wherry-Capehart Era Family Housing Program Comment, and other on-going programmatic actions that help the Army focus its efforts on its most important historic resources by streamlining compliance under 36 CFR 800.

The development of the AAP also created new opportunities for partnerships. Under the AAP, stakeholders are afforded the opportunity to consult up-front to assist Army installations in developing their internal operating procedures for compliance with the NHPA. The AAP also provides a mechanism through which stakeholders can provide direct technical assistance to installations, giving stakeholders an unprecedented level of visibility for on-going and future Army actions.

Another program that is highlighted in the AAP is the use of Cooperative Agreements to provide cultural resources technical support to Army installations. Cooperators include Native American tribes, the National Association of Tribal Historic Preservation Officers, universities, non-profit entities, and for-profit companies that have agreed to forego their usual profit fee. Under this program, those entities that have the most interest in Army resources are provided an opportunity to provide technical assistance to the Army as they manage those resources.



The 1938 Bonneville Lock and Dam in the Army Corps of Engineers Portland District is a National Historic Landmark. *US Army Corps of Engineers photo*

It has been noted how crucial partnerships and working relationships are between the Military Departments and the SHPOs. To provide a more successful working relationship between the Army and SHPOs, various seminars, meetings and symposiums were held. In February and March of 2001, the Army conducted two seminars with SHPOs from eastern and western states regarding Section 106 Compliance. In April and May of 2001, the Army met with the National Conference of State Historic Preservation Officers on Wherry-Capehart Era Family Housing Programmatic Compliance. In addition, in May 2001, a symposium of national experts on Wherry-Capehart Era Family Housing Programmatic Compliance was held. These meetings were instrumental in improving communications and strengthening a working relationship that was imperative for the development of AAPs and Wherry-Capehart Era Family Housing Programmatic Compliance.

Finally, responding to a recommendation outlined in the "House Appropriations Committee Report- #107-207," the Army has pursued CAs for Cold War era housing, such as Wherry, Capehart, and Lustron homes, by establishing relationships with the National Trust for Historic Preservation and the ACHP. The purpose of these agreements was to successfully manage and track inventory of historic buildings, which included Wherry-Capehart Era housing and other historic buildings that are no longer utilized by the Army. The Office of the Secretary of Defense has parleyed an agreement with the ACHP and the National Conference of State Historic Preservation Officers to allow the Military Departments to destroy all World War II wood buildings. The DON has negotiated an agreement with the ACHP and the National Conference that allows them to prioritize maintenance and repair issues within historic family housing.

Army Corps of Engineers

Engineer Regulation 1105-2-100 states, "The Corps has a well-instituted program for its Civil Works mission to identify historic preservation opportunities and, through its regular, extensive coordination with other agencies and its partnership on all projects with non-Federal entities, to promote preservation. Regulations spell out the escalating efforts to identify historic properties throughout the multi-stage planning process, beginning with the reconnaissance phase, proceeding on to the feasibility phase, and then to the preconstruction phase. At each stage the requirements for review of existing information, accomplishment of studies, and coordination of findings significantly increase."

Opportunities to promote preservation arise largely as part of efforts to mitigate project impacts. For example, at Adobe Dam in Arizona, the Corps, in cooperation with the Flood Control District of Maricopa County, constructed a cultural resources interpretive center known as the Deer Valley Rock Art Center to help to preserve petroglyphs. Arizona State University operates this popular facility. At another project, the Corps restored the Knights Ferry Covered Bridge on the Stanislaus River downstream from New Melones Dam in California. This bridge, the longest covered bridge west of the Mississippi, is on the National Register. The Corps worked with nationally known covered bridge experts and with the California Conservation Corps to accomplish this award-winning restoration.

Other opportunities to promote preservation through partnerships have come about through the Corps' role as a design and construction agent for the Army and other armed services. These efforts, often but not always involving base closure activities, have resulted in products promoting historical awareness and preservation, such as public education brochures (for the Presidio of San Francisco and Fort Hunter Liggett), videos (for Fort Ord and Hamilton Army Airfield), and displays (at McClellan Air Force Base), all in California.

The Department of the Navy

The Navy and Marine Corps do not have a department-wide policy for participating in historic preservation partnerships. However, many installations have benefited from partnerships with their local communities, consulting parties, or other non-profit organizations, especially in developing public interpretation opportunities for their historic properties.

Air Force

The Air Force has not yet developed programs and policies specifically for promoting partnerships for historic preservation. A few Air Force installations have worked with partners to promote their own historic properties. For example, the Air Force Academy, CO and Randolph Air Force Base, TX worked with their state SHPOs, local history groups, Department of the Interior, and the ACHP to complete their nominations as NHLs.

Under the aegis of Executive Order 13287, the Air Force will search for areas and opportunities where promoting partnerships for historic preservation will lead to programs and policies within the strong requirements for security and safety. Housing privatization initiatives currently underway will most likely lead to such programs and policies for select types of historic properties. The Air Force will update requirements related to Executive Order 13287 in the Air Force Instruction 32-7065 in the next revision.

The Air Force Academy, CO also partnered with various non-Air Force groups in its recent nomination and declaration as a NHL. NHL status for these two Air Force installations has contributed to local economic benefits, especially in Colorado Springs and around the Air Force Academy (which is generally open to public visitation, but its historic properties are not available for lease, transfer, or sale).

5. FUTURE PLANS AND RECOMMENDATIONS AND ENHANCEMENT TO THE CURRENT DOD PROGRAM

The DoD is increasingly concerned about the large number of aging historic properties, specifically because of the expected corresponding high maintenance costs. As a result, DoD began to create initiatives that address this problem at a programmatic level rather than addressing each individual property.

This is illustrated by the Army's implementation of a plan to address the increasing number of its aging structures. In a 1997 report to Congress, the Army dedicated itself to a multi-part approach to lower costs associated with historic properties. The first aspect of the strategy is a Regulatory Affairs Plan. The Army implemented its Alternate Procedures to Section 106 to simplify compliance and control existing requirements. The second aspect of the strategy is a Maintenance and Repair Plan. Here, Layaway Economic Analysis Software allows for a reliable method for developing impartial cost-comparisons for alternatives for sustained use of historic buildings. Finally, the third component of the plan is the Inventory Reduction Plan. This action, entitled the "Cold War Inventory Reduction; The Wherry-Capehart Era Family Housing Programmatic Compliance" establishes a method to monitor the renovation, maintenance and repair, demolition, and the transfer, sale, and lease of all Wherry-Capehart Era Family Housing. The system serves as a template to monitor other cold-war era properties, such as barracks. Since the completion of the Army's Program Comment for Wherry and Capehart-era housing, the DON and the Air Force have completed their own Program Comments on the same types of resources.

The DoD may undertake additional actions or initiatives to improve its conservation efforts for cultural and historic resources. Specifically, the Military Department can prepare additional context studies that provide consistent, comparable, and measurable data that can be studied over time. The DoD and its Military Departments, particularly the installations, can use these studies and improved measures in future ICRMPs, which will then be more useful as a decision-making tool because of the consistent data they contain. In addition to improving the data, the DoD can use additional funding to improve ICRMPs and the process to complete them; as part of this effort, the DoD can improve its data and augment its stakeholder participation in ICRMP development to ensure they obtain adequate public input. Improving data and stakeholder participation will lead to better information and therefore improved decision-making.

More proactive stakeholder outreach is a fundamental way to achieve improved stakeholder participation. This can be achieved by forming partnerships with stakeholder groups. Better partnerships will lead to better communication of issues and concerns of stakeholders to DoD as well as better communication of DoD needs and mission, and the scope of future planning efforts.

Improved technologies, most notably the Internet can also be used for more effective stakeholder communication; the Internet can be used to communicate information, data, and issues to stakeholder as well as stakeholder input, comments and concerns to DoD. Dynamic and interactive websites can help achieve this. The electronic toolkit may be a helpful resource for this effort as well as serving as a key resource of cultural resources data and information exchange.

Conducting more cultural resources workshops and DoD-sponsored conferences with other agencies, cultural resources professionals and academics, and other interested stakeholders is one of the most effective ways to enhance relationships with others in the cultural resources management field. These workshops can provide a forum for information exchange and an opportunity for more face-to-face contact among all parties.

LIST OF ACRONYMS

AAP	Army Alternate Procedures
ACHP	Advisory Council on Historic Preservation
AFCEE	Air Force Center for Environmental Excellence
AR	Army Regulation
ARPA	Archeological Resources Protection Act
BRAC	Base Realignment and Closure
CA	Cooperative Agreement
CFO Act	Chief Financial Officers Act of 1990
Corps	US Army Corps of Engineers
DoD	Department of Defense
DON	Department of the Navy
EIAP	Environmental Impact Analysis Process
EO	Executive Order
FMR	Financial Management Regulation
FPO	Federal Preservation Officer
GAO	Government Accounting Office
GIS	Geographic Information System
GSA	General Services Administration
HABS/HAER	Historic American Buildings Survey/Historic American Engineering Record
HPMP	Historic Property Management Plan
HQDA	Department of the Army, Headquarters
ICRMP	Integrated Cultural Resources Management Plan
IFS	Integrated Facilities System
IMA	Installation Management Agency
iNFADS	internet Navy Facilities Asset Data Store
INRMP	Integrated Natural Resources Management Plan
ISR	Installation Status Report
Legacy	DoD Legacy Management Program
MACOM	Material Commands
MAJCOM	Major Commands
MHPI	Military Housing Privatization Initiative
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NAGPRA	Native American Graves Protection and Repatriation Act
NHL	National Historic Landmark
NHPA	National Historic Preservation Act
O&M	Operations and Maintenance
OMBIL	Operations and Maintenance Business Information Link
PA	Programmatic Agreement
Reference Guide	Navy Reference Guide to Historic Properties
RPI	Army Real Property Inventory
RSSI	Required Supplementary Stewardship Information

SHPO	State Historic Preservation Officers
National Register	National Register of Historic Places
THPO	Tribal Historic Preservation Offices
USAEC	The United States Army Environmental Center

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- ¹ <https://www.denix.osd.mil/denix/Public/ES-Programs/Compliance/Policy/note1.html>
 - ² <https://www.denix.osd.mil/denix/Public/ES-Programs/Conservation/Legacy/ETB/DoDI47153.htm>
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 - ⁹ (<https://www.denix.osd.mil/denix/Public/Policy/AF/Instructions/note1.html>).
 - ¹⁰ <https://www.denix.osd.mil/denix/Public/Policy/AF/Instructions/note16.html>
 - ¹¹ <https://www.denix.osd.mil/denix/Public/News/OSD/EQ03/eqarc2003.html>
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