

DoD CULTURAL RESOURCES TRAINING OVERVIEW

INTRODUCTION

The U.S. Government Accountability Office (GAO) reviewed the Department of Defense (DoD) maintenance, planning, and management practices regarding historic properties on its military installations and published report [GAO-19-335, Defense Infrastructure: Additional Actions Could Enhance DoD's Efforts to Identify, Evaluate, and Preserve Historic Properties](#).¹ After visiting 10 installations, the GAO found that DoD's historic property data is inconsistent in cases of homes previously transferred to private developers, and developers did not try to identify historic significance. Installation officials working in preservation believed housing and installation maintenance personnel did not always know what work was allowed on historic buildings and "expressed concerns about a lack of training related to historic preservation" (GAO-19-335:i). Based on its review, the GAO recommended that:

"The Secretary of Defense should ensure that the Under Secretary of Defense for Acquisition and Sustainment, in collaboration with the military departments, develop and disseminate department-wide or service-wide guidance, on training related to historic preservation to installation personnel, including information on roles and responsibilities" (GAO-19-335:23).

In response to the GAO's recommendation, the Corrective Action Plan (CAP) submitted to GAO on November 13, 2019, states that the Office of the Deputy Assistant Secretary of Defense for Environment (ODASD(Env)) "will analyze existing policies, legal requirements, summaries already developed, and training projects and studies already completed by the Department through various programs, including the Legacy Resource Management Program, and Native American Affairs" and, as a result, "issue guidance on historic preservation training, including available training and roles and responsibilities in historic preservation requirements and cultural resources management." This overview document represents the culmination of this CAP as a compilation of the DoD's issued cultural resources policy, guidance, and available training as well as available external resources that may assist in Services' legal and policy compliance efforts.

LEGAL REQUIREMENTS

The [National Historic Preservation Act \(NHPA\)](#) provides for the preservation of significant historic properties throughout the Nation.² It established the [National Register of Historic Places](#) and authorized the development of its criteria for nomination. The NHPA provides for the designation and appointment of State Historic Preservation Officers (SHPOs) and State Review Boards by State Governors to evaluate National Register nominations.³ The "Section 106 process" instructs Federal agencies that prior to carrying out, approving financial assistance for, or issuing a permit for any undertaking or project, the Federal agency must consider the effect of its undertakings on historic properties. The NHPA established the Advisory Council on Historic Preservation (ACHP) to advise the President and Congress on matters relating to historic preservation and to comment on Federal agency compliance with Section 106 of the NHPA. [Section 110](#) of the NHPA describes Federal agencies' historic preservation responsibilities, including the use and preservation of historic properties owned or controlled by an agency as well as an agency's required establishment of a preservation program for identification, evaluation, nomination to the NRHP, and protection of historic properties.⁴ [Section 111](#) of the NHPA allows Federal agencies to lease out historic properties and enter into agreements for the management of historic properties, after consultation with the ACHP.⁵ The NHPA also created the Historic Preservation Fund to assist States and local and tribal governments with carrying out their roles in furthering historic preservation. Section 110 of the Act calls on all Federal agencies to establish—in conjunction with the Secretary of the Interior—their own historic preservation programs for the identification,

evaluation, and protection of historic properties. Additionally, the NHPA instructs the Secretary of the Interior to set forth guidelines to assist Federal agencies in meeting preservation planning requirements; the [Secretary of Interior's Standards for the Treatment of Historic Properties](#) and the [accompanying guidelines](#) offer approaches to preservation, rehabilitation, restoration, and reconstruction of historic properties for Federal agencies in carrying out their historic preservation responsibilities.⁶ DoD complies with NHPA and all other cultural resource statutes, laws, regulations, and executive orders and follows the guidelines established in DoD Instruction 4715.16, *Cultural Resource Management*.⁷

DoD CULTURAL RESOURCES POLICY AND GUIDANCE

The [DoD Instruction 4715.16, Cultural Resources Management](#), establishes DoD policy and assigns responsibilities for cultural resources management, including training.⁸ Under Enclosure 2, 4.a-b, the Under Secretary for Personnel and Readiness shall “develop policy that requires incorporation of cultural resources values into DoD education and training” and “facilitate [in] identifying opportunities for efficiencies in providing cultural resources training through increased interagency and DoD Component cooperation.”

The Heads of DoD Components, under Enclosure 2, 6.t, shall ensure “cultural resources personnel are properly qualified and trained appropriate to their responsibilities...”

An Integrated Cultural Resource Management Plan (ICRMP), under Enclosure 6, 2.p, shall “include, as appropriate...provisions for enforcement of cultural resource laws and regulations by professionally trained personnel.”

The [DoD Instruction 4710.02, DoD Interactions with Federally Recognized Tribes](#), establishes DoD policy and prescribes procedures for interactions with Federally recognized tribes, including related training.⁹ Under Section 2, 2.2.c, the Under Secretary for Acquisition and Sustainment shall “[enhance] DoD Component understanding of tribal issues and concerns through education and training programs and outreach activities and responds to tribal government requests of OSD.”

Under Section 3, 3.4.b-c, “[installation] commanders at installations that have ongoing consultation and coordination with tribes should assign a staff member of appropriate rank, with training in cultural communication and consultation, to serve as a tribal liaison,” and “[installation] personnel who conduct activities that may have the potential to affect protected tribal rights, land, or resources (e.g., U.S. Army Corps of Engineers, small business contracting, procurement, pest management, training range operations, natural resource management) may participate in training courses and workshops that...are offered free to DoD Components, on request, at least once annually by OSD. Training information is available at www.denix.osd.mil/na.”

The [DoD Instruction 4710.03, Consultation with Native Hawaiian Organizations \(NHOs\)](#), establishes DoD policy, assigns responsibilities when proposing actions that may affect a property or place of traditional religious and cultural importance to an NHO, and provides a framework for DoD Components to develop localized processes to facilitate consultation, including related training.¹⁰ Under Enclosure 2, 2.c, the Deputy Under Secretary of Defense for Installations and Environment shall “enhance DoD Component understanding of NHO issues and concerns through education and training programs and outreach activities.”

The Heads of DoD Components, under Enclosure 2, 3.g, shall “develop consultation procedures and provide cultural communications training for military and civilian personnel with consultation responsibilities.”

The [DoD Manual 4715.05, Volume 1, Overseas Environmental Baseline Guidance Document \(OEBGD\): Conservation](#), implements policy, assigns responsibilities, and provides standards to protect human health and the environment on enduring installations under DoD control outside the United States.¹¹ This manual is composed of multiple volumes, each addressing specific areas of environmental management including conservation as found in Volume 1. Volume 1 identifies environmental standards for installations to ensure the protection and management of historic and cultural resources overseas, including related training. Under Section 4.3, “Installations [under DoD control outside the United States] must ensure that...Personnel directing historic and cultural resource functions are trained and qualified to the level of their responsibilities in the management of historic or cultural resources.”

The [Interagency Memorandum of Understanding \(MOU\): Coordination and Collaboration](#) for the Protection of Indian Sacred Sites is an agreement between the U.S. Departments of Defense, Interior, Agriculture, and Energy and the Advisory Council on Historic Preservation to work together to improve the protection of and tribal access to Indian sacred sites.¹² To meet the requirements of the memorandum, interagency teams will gather information, evaluate resources, and develop recommendations and additional tools that will enhance agency protection of Indian sacred sites. This MOU was signed in 2016 and extends into 2024. For more information, please visit <https://www.fs.fed.us/spf/tribalrelations/sacredsites.shtml>.

The [“Guidelines on Maintaining the Confidentiality of Information about Indian Sacred Sites”](#) memorandum is a 2018 Policy Statement that directs Department of Defense Components to “respect tribal desires to keep information about [culturally sensitive] locations confidential to the extent legally possible,” and provides general guidelines for doing so.¹³

MILITARY SERVICES CULTURAL RESOURCES POLICY AND GUIDANCE

In addition to DoD-wide policy, the Military Services issue Service-specific cultural resources management policy and guidance implementing DoD Instruction 4715.16, *Cultural Resources Management*, for their own programs and installations; these Service-specific policies also relate to cultural resources training. These include information and materials formally received from Services as well as additional research conducted by Office of the Secretary of Defense (OSD) staff.

ARMY POLICY AND GUIDANCE

The [Army Regulation \(AR\) 200–1, Environmental Protection and Enhancement](#), 13 December 2007, contains Army policy related to cultural resources training.¹⁴ Chapter 1 requires the Assistant Chief of Staff for Installation Management to “[incorporate] environmental requirements into appropriate regulations, guidance documents, and procedures to support environmental stewardship; additionally, Army land holding Commands are tasked to “[maintain] an efficient and well-trained workforce,” to “ensure [Tenant] personnel receive required environmental training,” and that Unit Commanders will “[appoint] and train environmental officers at appropriate organizational levels to ensure compliance actions take place.” Within Chapter 6, “Cultural Resources,” Army policy requires that the “Army will assign roles and responsibilities for environmental management, provide required environmental training...” Section 6-4.b(5) requires the Army to “[ensure] that efforts to identify, evaluate, and treat historic properties consider the Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation, and are conducted under the supervision of personnel who meet applicable professional qualifications for undertaking such work.”

The Army also has guidance related to cultural resources training and tribal consultation. The Army Historic Property Guidance recommends installations provide cultural resources awareness and Archaeological Resource Protection Act training to military police and Conservation Law Enforcement and incorporate cultural resource awareness

training in “Staff Rides,” or onsite official visits, with high-ranking commanding officers. The Army Tribal Consultation Guidance requires that installation personnel with a role in tribal consultation or development of tribal consultation protocols should participate in training courses or workshops to raise their awareness of tribal culture, customs, and issues as well as recommending that installations provide training to military, civilian, and contractor personnel to raise the awareness of historic preservation and tribal issues. The Army National Guard (ARNG) has a [Cultural Resources Handbook](#); chapter 12 of the handbook is on training. It includes a brief overview on training, training recommendations, and links for further information. Furthermore, the U.S. Army Corps of Engineers ([USACE](#)) [Policy Guidance Letter No. 57, Indian Sovereignty and Government-to-Government Relations With Indian Tribes](#), provides instruction for USACE tribal consultation.¹⁵

NAVY POLICY

The [Naval Operations \(OPNAV\) Instruction 5090.1E, Environmental Readiness Program](#), and its associated [Manual \(OPNAV-M\) 5090.1, Environmental Readiness Program Manual](#), define Navy policy and requirements for cultural resources training and tribal consultation.¹⁶ The Instruction establishes training requirements for Navy personnel with “cultural resources management responsibilities,” while Chapter 13 of the Manual “provides Navy cultural resources implementing policy guidance and assigns responsibilities for fulfilling the cultural resources management and historic preservation compliance requirements...” Under Chapter 13-3.12, the Manual states that “[personnel] with cultural resources management responsibilities will receive the appropriate job-specific education and training to perform their assigned tasks.” For Navy policy on tribal consultation, the [Secretary of the Navy \(SECNAV\) Instruction 11010.14B, Department of the Navy Policy for Consultation with Federally Recognized Indian Tribes, Alaska Native Tribal Entities, and Native Hawaiian Organizations](#), provides instruction and requirements.¹⁷

U.S. MARINE CORPS POLICY AND GUIDANCE

The [Marine Corps Order \(MCO\) 5090.2, Volume 8, Cultural Resources Management](#), defines U.S. Marine Corps (USMC) policy and requirements for cultural resources training and tribal consultation. The MCO emphasizes the importance of training for both Cultural Resources Managers (CRMs) and other personnel working directly with cultural resources.¹⁸ Specifically, Section 040315 of the MCO directs installation Commanding Officers to provide CRMs “with adequate training to ensure that they have a full understanding of their position duties and can provide adequate guidance on compliance with cultural laws and regulations to other stakeholders.” Also, Section 040404 of the MCO directs CRMs to “disseminate technical guidance regarding maintenance, storage, and protection of cultural resources to installation personnel whose actions have the potential to affect cultural resources.” Additionally, the [Commander’s Guide to Environmental Management](#), the [National Historic Preservation Act: A Guidebook on Section 106](#), and [Cultural Resources Toolkit](#) are available USMC-specific resources for personnel interested in learning more about roles, responsibilities, and requirements related to the management of cultural resources.¹⁹

U.S. AIR FORCE POLICY

The Air Force Manual ([AFMAN](#)) [32-7003, Environmental Conservation, 20 April 2020](#), contains Department of the Air Force (DAF) policy and guidance related to cultural resources training, tribal consultation, and how those policies and guidance are implemented.²⁰ In Section 1.9.15, the Air Force Civil Engineer Center Environmental Directorate (AFCEC/CZ) is responsible for providing “conservation training for base personnel, facility managers, residents, contractors, tenants, and others, as appropriate” (page 12). In section 1.9.25, AFCEC/CZ is responsible for providing “information on cultural resources training, and professional development for Cultural Resources Managers” (page 13). In section 1.9.32, AFCEC/CZ is responsible for administering training and certification records for Air Force conservation law enforcement officers, which is mostly related to archaeological resources protection for cultural and more broadly natural resources management and permitting infractions (page 13). The DAF also addresses

cultural resources training in its *Cultural Resources Management Playbook*, which provides guidance regarding major activities of DAF personnel with roles and responsibilities in cultural resources management, including training for the treatment of historic properties and tribal consultation.²¹

DoD CULTURAL RESOURCES TRAINING

In accordance with policy, DoD and the Military Services have courses related to cultural resources and consultation training available to personnel. These include information and materials formally received from Services as well as additional research conducted by the OSD staff.

DoD NATIVE AMERICAN AFFAIRS

From the pre-Revolutionary War conflicts to present-day missions around the world, American Indians, Alaska Natives, and Native Hawaiians have played and continue to play a vital role in the U.S. Armed Forces, serving at a higher rate in proportion to their population than any other ethnic group.

Through the DoD American Indian and Alaska Native Policy, the Department is committed to respecting the sovereignty of Indian nations, the rights of self-determination and self-governance, government-to-government relations, and fulfillment of Federal trust responsibilities. Similar principles also extend to Native Hawaiians through the DoD Consultation with Native Hawaiian Organizations Policy.

The Senior Advisor and Liaison for Native American Affairs (SALNAA) works within OSD and reports to the Deputy Assistant Secretary (Environment). The SALNAA advises the Department on matters concerning DoD interactions with Federally recognized tribes and acts as a liaison between the Department and native communities. Specific duties include administering the Native American Lands Environmental Mitigation Program (NALEMP), facilitating cultural communications and consultation training courses for military and DoD civilian personnel across the nation, and conducting Native American outreach activities on behalf of OSD.

Effective communication and consultation are critical to working with American Indians and Alaska Native tribal governments. To facilitate greater understanding of tribal culture and Federal policies for working with tribal governments, DoD offers several courses that highlight the requirements of DoD's American Indian and Alaska Native Policy and other relevant laws impacting the Department's relationships with tribal governments. These courses provide DoD military and civilian staff with a greater understanding of diverse tribal cultures and the communication requirements that are essential to successful consultations with tribes. The DoD trainings cover numerous topics essential to successful tribal consultation including, but not limited to:

- Overview of Federal Law & Policies and Indigenous Peoples
- Key Laws that Trigger Consultation
- Trust Responsibilities and Treaty Rights
- Applied Consultation
- Overview of Native American Cultures
- Intercultural Communication
- Best Practices and Case Studies

DoD tailors these courses to address the needs of host installations and/or regional circumstances. To find out more information about hosting a DoD training at a specific installation, please contact the SALNAA at <https://www.denix.osd.mil/na/home/#>.

Please note that host installations will need the support of installation commanders and must pay for the instructor's travel. Installation request forms for these courses are available [here](#).²²

- American Indian Cultural Communications and Consultation Course (AICCCC): This course provides valuable information for DoD employees whose work could affect Indian tribes and for those already working with tribes and tribal members. Training topics include history of Indian laws and the legal basis for them; Federal law and policies that impact DoD relationships with Indian tribes, including consultation requirements; introduction to tribal concepts and cultures specific to the region in which the course is held; intercultural communication practices; and strategies and steps for consulting with tribes.
- Native Hawaiian Cultural Communications and Consultation Course (NHCCCC): This course provides valuable information for DoD employees whose work could affect Native Hawaiians and for those already working with Native Hawaiians and Native Hawaiian Organizations. Training topics include Hawaiian history; introduction to Native Hawaiian culture; Federal cultural concepts, Federal laws, regulations, and policies that impact DoD consultation relationships with Native Hawaiian Organizations; the DoD Instruction 4710.03, *Consultation with Native Hawaiian Organizations*; intercultural communications and relationship building; and strategies and practical steps for consulting with Native Hawaiians.
- Alaska Natives Cultural Communications and Consultation Course (ANCCCC): This course provides valuable information for DoD employees whose work could affect Alaska Natives and for those already working with Alaska Native peoples and their governments. The training topics include history of Alaska Native law and the legal basis for DoD policy; Federal law and policies that impact DoD relationships with Alaska entities; introduction to Alaska Native cultures and concepts; intercultural communication; and strategies and steps for consulting with Alaska Native tribes.

MILITARY SERVICES TRAINING

ARMY TRAINING

The Army provides centralized classroom training on cultural resources topics for all its garrisons, including introductory training. Past classroom training topics have focused on tribal and SHPO consultation, cultural resources policy compliance, historic property maintenance and rehabilitation, and more. Training is announced by [U.S. Army Environmental Command](#) (USAEC) through its training webpage and Senior Executive Leadership Forums with all installations attending on a quarterly basis.²³ The USAEC cultural resources staff also provides program and planning support for Army installation cultural resources management, Native American consultation, assistance with Section 106 consultation and agreement documents, assistance with Native American Graves Protection and Repatriation Act (NAGPRA) documents, and review of cultural resources planning documents such as ICRMPs. The Army Headquarters (HQDA) provides biannual training on cultural resources management for installation and range management professionals at its Army Environmental and Range Readiness Training Symposium (AERTS). This allows for topical areas of importance to be communicated to both the installation and training communities. The HQDA also routinely disseminates Civil Engineer Corps Officer School (CECOS), ACHP, National Preservation Institute (NPI), National Park Service (NPS), and OSD sponsored training seminars and webinars to land-holding Commands. The [Army Installation Management Command](#) (HQIMCOM) distributes to installations accordingly.²⁴

The IMCOM activities reflect much of HQDA section topic/subject material, plus regularly develops and provides Command priority customized training, to include presentations from National NAGPRA, SHPOs, and ACHP. Training is designed for non-CRMs and subject-matter experts, and includes garrison presentations of installation studies/research, emerging technology, risk management decisions, preservation actions, historic property management, consultation, and archaeological collections. The HQIMCOM developed an NHPA brochure and Best Management Practices for Garrison Commanders. The HQIMCOM hosts an annual Trends Course for CRM and non-

CRM support and managerial personnel. The IMCOM is developing virtual training modules and recorded videos for NHPA, Archaeological Resources Protection Act (ARPA), and NAGPRA, with recent real-world and current installation scenarios and results of risk management decisions in CRM. The IMCOM and USACE host Monthly Community of Practice (CoP) meetings with installation CRM support staff. The IMCOM and USACE, in addition to monthly calls, host meetings on special topics such as Demolition by Neglect, Data Call Reporting, and Historic Property Management. Topic meetings are determined by CoP request and Army priorities.

The ARNG provides two major avenues for historic preservation training. The first includes a week-long event held annually at the [National Guard Professional Education Center](#).²⁵ In addition to the annual training event, training is done on site at the armories by the facility and environmental staff. Cultural resources training event classes are provided every other year and consist of an introduction to Cultural Resources across specific topics related to NAGPRA, tribal consultation, funding requests, and roles and responsibilities.

The [Historic Buildings Technical Center of Expertise \(TCX\)](#) located in the Seattle District, serves the USACE community, Federal agencies, and DoD facilities in need of assistance for the treatment, maintenance, and management of historic structures.²⁶ As a center for best practices, the program offers technical excellence and outstanding staffing credentials to guide resource personnel and property managers in making good decisions for a wide range of historic properties, including buildings, objects, vessels, landscapes, and civil works projects. Housed within the Environmental and Cultural Resources Branch, the TCX works collaboratively with the Cultural Resources Section.

The TCX provides instruction and in-field training for a range of topics, including historic evaluation of properties, regulatory responsibilities under Section 106 of the NHPA, technical preservation treatments, and maintenance of historic properties. Training can be directed to a wide audience including cultural resource specialists, real estate managers, building administrators, and maintenance personnel. Individual training for campuses and installations may be provided upon request.

The TCX also offers an annual training opportunity through the USACE Learning Center's Proponent-Sponsored Engineer Corps Training (PROSPECT) Program: Historic Structures I. The PROSPECT Program provides job-related training through technical and professional courses to meet the unique needs of USACE and other government agencies. For PROSPECT training, visit the [USACE Learning Center](#) and contact the Registrar for information about available courses.²⁷

The [USACE Mandatory Center of Expertise \(MCX\)](#) for the Curation and Management of Archaeological Collections (CMAC) maintains state-of-the-art technical expertise in curation of archaeological collections, collections management (including historic properties database and website development), special purpose designs and construction requirements of curation facilities, mass graves investigations, mass disaster fatalities recovery (in support of the Federal Emergency Management Agency), forensic support to Federal agencies, tribal consultation, and archival/historic cartographic investigations to assist military and intelligence agencies.²⁸ The MCX provides HQUSACE and USACE Commands with program guidance, technology transfer, and inter-agency coordination for the curation of archaeological collections. The MCX manages all USACE curation needs assessments and design services for the curation of archaeological collections. When MCX staff and services are available, it will, on a reimbursable basis, assist other Army MACOMs, DoD Services, and other Federal, state, and local government agencies. Please contact the St. Louis District USACE office for information.

NAVY TRAINING

The Navy delivers training in cultural resources management, legal compliance, identification and evaluation of historic properties, facilities maintenance, and tribal consultation at all levels of the organization. The [Navy Civil Engineer Corps Officer School \(CECOS\)](#) provides introductory and advanced courses on historic preservation law that apply broadly to cultural resources management.²⁹ These courses include *Introduction to Cultural Resource Management Laws & Regulations* and *Advanced Historic Preservation Law and Section 106 Compliance* and are provided free of charge. *All DoD personnel are eligible to enroll.* [Commander Navy Installations Command \(CNIC\)](#) also delivers one hour classroom training to incoming installation Commanding Officers and Executive Officers in cultural resources laws, regulations, policies, and responsibilities.³⁰ These classes are provided quarterly. Likewise, the Navy's [Environmental Compliance Assessment, Training, and Tracking System \(ECATTS\)](#) provides online training in Cultural Resources Awareness, NHPA, and How to Respond to Discovered Cultural Resources.³¹ The training is continuously available to all Navy personnel. Navy Cultural Resources professionals provide focused installation-level training in historic preservation practices to facilities personnel on regular and intermittent bases as well.

U.S. MARINE CORPS TRAINING

Effective and consistent training is an essential part of the USMC's proactive management of cultural resources. To that end, [Marine Corps Installations Command \(MCICOM HQ\)](#) maintains a training module on cultural resources geared toward individual installations and/or organizations (USMC Module 2, "Cultural Resources and the National Historic Preservation Act Section 106 Process").³² It is an introductory training for USMC personnel including installation Commanding Officers, Cultural Resources Managers (CRMs), engineers, environmental professionals, planners, and range managers. It is designed as part of a day-long course on the National Environmental Policy Act (NEPA) and cultural resources management, but it can be modified to be stand-alone training without the NEPA component. The training covers topics including management, legal compliance, and tribal consultation. As it is an introductory training, topics like identification and evaluation of historic properties and facilities maintenance are only generally addressed. The MCICOM developed this training around 2011, and, since then, HQ subject-matter experts have given approximately one training per year.

U.S. AIR FORCE TRAINING

The DAF provides in-house training courses and events for DAF Cultural Resources practitioners. The DAF [Environmental Awareness Course Hub \(TEACH\)](#) provides multiple no-cost, self-paced online training courses developed by the [Air Force Institute of Technology \(AFIT\)](#) and the [Air Force Civil Engineer Center \(AFCEC\)](#).³³ There are currently two cultural resources courses with a third in development. The audience for these courses is DAF personnel who work in civil engineering directorates/squadrons; these courses require a DAF account registration at the TEACH link above. The first is a five-minute "Cultural Resources—Awareness" course that covers the basics of cultural resources laws, regulations, and policies, as well as how the DAF manages cultural resources and defines associated roles. The second course, "Air Force Historic Properties," is a 90-minute course targeted at DAF facility managers. The learning objectives for the long course are:

- Listing the Federal laws and how they apply to the identification and preservation of DAF facilities.
- Recalling the basics of NHPA and reviewing the Secretary of the Interior's Standards for Rehabilitation.

The AFIT is the Air Force's graduate school of engineering and management as well as its institution for technical professional continuing education. The AFIT's Civil Engineering School offers [Introduction to Environmental Management](#), an introductory course on environmental laws and policies, including those related to cultural resources.³⁴

The [AFCEC cultural resources staff](#) oversees and manages the Air Force's cultural resource management program.³⁵ The staff provides programming, planning, execution and budgeting, as well as consulting and contracting services to the Secretary of the Air Force, Headquarters Air Force, major commands, and installations. These services include planning and program support for cultural resources management, Native American consultation, assistance with agreement documents, and review of cultural resources planning documents, such as ICRMPs.

The AFIT and AFCEC host a monthly Environmental Speaker Series (ESS) via VTC presentation for the DAF Civil Engineering community. In July 2019, the ESS covered the "Treatment of Historical Facilities," which provided an overview of the DAF's requirements under NHPA regarding the treatment of historic facilities. This ESS defined what a historic property is and reviewed best practices and guidance for historic facility maintenance and renovation. The presentation recording is available for DAF personnel on the AFIT Civil Engineer School milBook site.

The AFCEC also developed a course titled "Effective American Indian Communication and Consultation Course." The course covers compliance with DoD Instruction 4710.02, *DoD Interactions with Federally Recognized Tribes*, and Department of [Air Force Instruction 90-2002, Interactions with Federally Recognized Tribes](#).³⁶ It includes tips on how to develop an Installation Tribal Relations Plan and organize government-to-government meetings. This course uses a variety of materials, including visual presentations, in-depth discussion, and interactive role-playing, to provide Air Force personnel with the communication tools necessary to engage in effective and meaningful government-to-government consultation. This course is available to DAF personnel through direct registration and is recommended for Wing Commanders, Installation Tribal Relations Officers, CRMs, and other DAF staff who consult with American Indian Tribes.

The ESS hosted a VTC presentation on "Cultural Resources—Tribal Relations" in January 2017, which covered the history of Federal Indian Policy, DAF Interactions with Federally Recognized Tribes, and Effective Consultations with Tribes. A recording of the presentation is available for DAF personnel on the AFIT Civil Engineer School milBook site.

The TEACH courses and the ESS are advertised on the internal AFCEC Environmental Dashboard (aka "eDASH") SharePoint site, the AFIT website, and through regular emails and outreach to the entire DAF Civil Engineering community. The AFCEC also runs a Cultural Resources Panel with regional and installation Cultural Resources personnel and communicates internal and external DAF training opportunities through these monthly teleconference meetings and email communications. In addition, the AFCEC maintains a "training matrix" on eDASH for all environmental medias or program areas (including cultural resources) that outlines all training classes provided and indicates which DAF personnel should take each course.

The AFCEC hosts Cultural Resources Workshops in-person and virtually. The audience for the Workshop is primarily installation and AFCEC CRMs, joined by headquarters cultural resources staff when possible. The Workshop covers a wide array of topics over a three-day period and sessions include discussion, policy review, project case study review, and information sharing or educational formats. Topics include NHPA Section 106 consultation, ICRMP development and maintenance, NAGPRA consultation, and new technologies and methodologies related to identification, evaluation, protection, preservation, interpretation, treatment, and curation.

While the Air National Guard (ANG) falls under the larger DAF umbrella with technical guidance from AFCEC, the ANG has a unique structure and operational environment. The cultural resources program is centrally managed at the Air National Guard Readiness Center (ANGRC), with local installation personnel (Environmental Managers) responsible for carrying out the day-to-day activities required for the program, with the ANGRC providing reach-back support for complex issues that may arise. Incoming Environmental Managers are required to attend an Introduction to Environmental Management course, which includes a module on cultural resources. Additionally,

training opportunities available through AFIT, CECOS, ACHP, and others are announced through the ANGRC Virtual Environmental Management Office, and personnel with cultural resources responsibilities are encouraged to attend. A biannual workshop hosted by the ANGRC features additional training with a focus topic. The 2021 workshop was held in January and focused on Section 106 SHPO consultation requirements. The ANGRC disseminates information received from AFCEC for additional training opportunities.

DOD CULTURAL RESOURCES STUDIES

Existing DoD studies and summaries relating to cultural resources training and tribal consultation may assist in Department-wide training efforts.

LEGACY RESOURCE MANAGEMENT PROGRAM

The [Legacy Resource Management Program](#) provides financial assistance to DoD for installation-specific efforts to preserve our natural and cultural heritage.³⁷ The program assists DoD in protecting and enhancing resources while enabling military readiness. A Legacy project may involve regional ecosystem management initiatives, habitat preservation efforts, archaeological investigations, invasive species control, Native American tribe consultations, and/or monitoring and prediction of migratory patterns of birds and animals.

Below are the resulting resources from previous Legacy projects relating to cultural resources training, historic preservation, and tribal consultation.

CULTURAL RESOURCES TRAINING PROJECTS

Training the Cultural Resource Manager (Legacy 12-504)

This module is designed to provide a modifiable template to DoD organizations and installations that portray the value of cultural resources; necessary legal drivers; professional contacts and sources; and general knowledge and information sources on diverse aspects of cultural resource management. The resources for this module include a [presentation](#), [poster](#), and [fact sheet](#).³⁸ This module is adaptable and can include information specific to an installation, region, or Military Service.

Cultural Resource Training for the Non-CRM Professional (Legacy 12-504)

This training module is a guide to individuals who may encounter cultural resources while conducting military operations. The importance of this training module lies in the guidance to identify cultural resources that may be in danger of damage or disturbance and establish a general protocol, in tandem with installation-specific directions to address discovery and impacts to cultural resources. This helpful guide is directed at the trainer, to provide useful tips for emphasizing specific points to the trainee. This module includes a [presentation](#) and is adaptable and can include information specific to an installation, region, or Military Service.³⁹

Archaeology: Cultural Resources Training Pocket Guide - Guide (Legacy 12-504)

This [pocket guide template](#) provides an on-site checklist for archaeological compliance and is adaptable and can include information specific to an installation, region, or Military Service.⁴⁰

HISTORIC PRESERVATION PROJECTS

20th-Century Building Materials and Suitable Substitutes for Exterior Finishes and Roofs (Legacy 15-707)

This project investigated problem areas associated with repair or in-kind replacement of exterior materials and addresses possible suitable substitute materials. This report also presents the history of each material, identifying its unique characteristics and special circumstances that led to its development. When an adverse effect cannot be avoided, it is the intent of this report to use the history presented to prepare mitigation documentation. The aim of

this report is to serve as a useful tool that will assist DoD CRMs, facility planners, architects, and engineers responsible for the maintenance and repair of historic 20th-century buildings in expediting and complying with Section 106 of the NHPA. The results of this project include the [final report](#), [technical note](#), and [fact sheet](#).⁴¹

Finding Space—A Field Guide for Incorporating Low Impact Development (LID) into Military Historic Districts (Legacy 14-752)

This project outlined the characteristics of common Best Management Practices (BMPs) used in LID and described how they manage stormwater. Each LID BMP is explained according to its hydrologic functioning, and then the guide identifies how that technology can be integrated with the character of a historic district. Because of the variety of historic districts at military facilities and the potential for unique management issues, the field guide discusses historic districts according to general land use types. The scale and extent of specific LID BMPs directs where they will blend into a historic district land use type. Once a site is identified for a LID BMP, the significant time period of a historic district informs the design and material choices used to construct the LID BMP. The results of this project include the [guide](#) and its accompanying [poster](#) and [fact sheet](#).⁴²

Implementing Environmental & Economic Cost-Benefits of Reusing DoD's Pre-World War II Buildings (Legacy 14-735)

This project identified the constraints to repurposing and modernizing Pre-World War II masonry buildings in an efficient and sensible manner. Overcoming these constraints will facilitate the continued economic and mission-supporting use of these buildings. This project resulted in a [final report](#).⁴³

20th-Century Building Materials and Suitable Substitutes: Windows (Legacy 13-707)

This project discussed suitable substitutes for 20th-century window types identified as character-defining features of historic 20th-century DoD buildings. These tools may assist DoD CRMs, facility planners, architects, and engineers responsible for the maintenance and repair of historic 20th-century buildings in complying with Section 106 of the NHPA. The results of this project include a [visual guide](#), [technical note](#), and [fact sheet](#).⁴⁴

Energy Efficiency Alternatives for Historic Buildings in Extreme Cold Weather Climates (Legacy 13-703)

This study reviews the current DoD energy efficiency requirements using current building materials, while assessing specific building concerns associated with this unique climate and seeking potential replacements for current building materials with the hopes of increasing the longevity and use of historic structures. The goal of this assessment is to find ways of meeting or exceeding DoD energy efficiency requirements, minimizing costs for repairs, and maintaining the historical importance of heritage structures. This study specifically seeks to identify sustainable and energy-efficient practices for the treatment of historic buildings that are viable within the Alaskan region—and in like regions—and analyze various aspects of sustainable and energy-efficient rating systems, DoD energy efficiency mandates, and modern energy-efficiency techniques. The results of this project include the [guide](#) and [fact sheet](#).⁴⁵

Design Guidelines for Implementing Energy Efficiency Strategies in Historic Properties (Legacy 13-382 and 11-382)

This project created guidelines that are intended to facilitate the planning of rehabilitation projects that will result in improved energy efficiency in historic buildings operated by the DoD and help the DoD meet historic preservation and energy savings design goals. The results of this project include a two-part guide ([Phase I](#) and [Phase II](#)) and [fact sheet](#).⁴⁶

The CRM's Guide to the Engineer's Energy Toolkit (Legacy 11-360)

The [CRM Guide to the Engineer's Energy Toolkit](#) has been prepared to provide CRMs with the tools to answer preservation challenges they may encounter in meeting preservation needs and installation goals when dealing with upgrading a building's energy efficiency.⁴⁷

Maintaining Elements That Are Efficient by Design: What's Already Green About Our Historic Buildings (Legacy 09-456)

This project is intended to help CRMs, architects, and engineers understand the existing green features of historic buildings and use those features optimally in adaptive reuse projects that are aimed at increasing energy efficiency and reaching sustainability goals. The results of this project include a [final report](#) and [fact sheet](#).⁴⁸

Strategies for Greening Historic Properties (Legacy 09-452)

This project contains case studies for which sustainability principles were used, followed by sections centered on the five guiding principles for high performance and sustainable buildings, as developed by the National Institute of Building Sciences and included as part of the Whole Building Design Guide (WBDG). The results of this project include a two-part final report ([Part 1](#) and [Part 2](#)), [pamphlet](#), and [fact sheet](#).⁴⁹

A Case Study for Preserving a DoD Historic Building and Achieving LEED Certification for a Major Renovation Project (Legacy 09-451)

This project determined the feasibility of a LEED Silver certifiable renovation on a historic structure while having “no adverse effect” to the structure under Section 106 of the NHPA and compared the cost of achieving LEED Silver compared to other non-LEED renovation strategies. The results of this project include a [final report](#) and [fact sheet](#).⁵⁰

How to Adaptively Reuse DoD Buildings: Lessons Learned from BRAC Installations (Legacy 09-449)

This project showcases the wealth of historic, adaptively reused military architecture on closed DoD installations. This project is necessary from a regulatory standpoint. DoD is a Federal agency and is responsible for the stewardship of historic properties under the NHPA of 1966. As part of the Section 106 process, DoD cultural resources managers need to determine a variety of potential paths for their historic building inventory. Adaptive reuse is one of those paths. This booklet is to be used as a guide for the cultural resources manager and other DoD staff in determining how to best manage and adaptively reuse their historic buildings through what has already been accomplished by the private (and public) sector. The results of this project include a [final report](#) and [fact sheet](#).⁵¹

Design Guidelines for DoD Historic Buildings and Districts (Legacy 07-382)

This project provides assistance to installation-level staff who are not trained in historic architecture by providing a better understanding of why it is important to preserve the resources, what they are, the vocabulary to describe the resources, and how to interpret the Secretary of the Interior's Standards to appropriately manage the resources. The guidelines provide sound guidance and necessary tools for individuals to facilitate the Section 106 review process of the National Historic Preservation Act through the avoidance of adverse effects to historic buildings and districts. The results of this project include a [final report](#) and [fact sheet](#).⁵²

Cultural Resources Best Management Practices (Legacy 07-365)

This project provides practical information to professionals who are new to the world of DoD Cultural Resources Management, creative ideas to experienced colleagues, and insights to members of garrison leadership who may not be familiar with what they should and can expect from a cultural resources program that understands the relationship between stewardship and mission requirements. The project also includes a planning calendar, highlighting outreach opportunities related to heritage and cultural resources. The results of this project include a [guide](#), [calendar](#), and [fact sheet](#).⁵³

Procurement Guidelines for the Reuse of Historic Building Materials (Legacy 06-316)

This project provides a basic understanding for qualified program managers and technical and procurements staffs in DoD with set guidelines for whole-building recycling, and reuse of historic materials. The pamphlet is meant to be used as a supplement to the Procurement Guidelines booklet. The new guidelines provide information that assists in DoD installations planning, programming, budgeting, and execution processes. This project resulted in a [guide](#).⁵⁴

Section 106 Standard Treatments: A Program Alternative (Legacy 06-313)

This project created standard treatments for categories of undertakings of repair and maintenance of building materials and systems common to historic military buildings (e.g., exterior masonry, roofing materials, and exterior wood elements). This project resulted in a [fact sheet](#).⁵⁵

TRIBAL CONSULTATION PROJECTS

DoD Responsibilities to Native Hawaiian Organizations and NHO Cultural Communications Training (Legacy 09-293)

This project reviewed laws, regulations, and policy governing DoD interactions with Native Hawaiian Organizations (NHO) and developed proposed NHO consultation protocol and consultation training. This project resulted in a [fact sheet](#).⁵⁶

Best Practices: Managing Traditional Resources on DoD Lands (Legacy 08-406)

This project presents a model of 14 best practices that Cultural Resource Managers and Natural Resource Managers at DoD installations in any geographic region can use to assist them in matters related to consultation and the management of natural resources, or rather traditional, customary, or religious resources of importance to affiliated Indian tribes. The best practices model within this document represents a process for working with Indian people to identify natural resources of concern to them. This project resulted in a [final report](#).⁵⁷

US DoD Desk Guide to Military Installations and Federally Recognized Tribes Locations Located in South and Eastern US (Legacy 06-315)

This project intended to be a starting point for identifying the proper tribe(s) to contact. Initiating formal, government-to-government consultation would typically follow. The Desk Guide contains basic information on both the military installations and the tribes located in the South and Eastern Regions so that this same information is readily available for the tribal governments and their staff. Tribal staff may need to contact a military installation in a region or state which is part of their area of concern or aboriginal territories. This project resulted in the [Desk Guide](#) and [fact sheet](#).⁵⁸

Implementation of the DoD "American Indian and Alaska Native Policy:" A Strategic Plan (Legacy 05-254)

This strategic planning effort looked to assist both tribal governments and DoD installations and achieve more meaningful government-to-government communication on a sustained basis. This project resulted in a [fact sheet](#).⁵⁹

Treaty-Reserved Rights on Department of Defense Lands (Legacy 99-1881)

This project identified DoD installation obligations arising from treaties and agreements negotiated by the United States and Indian nations between 1775 and 1954. In general, these treaties recognize tribal members' rights to hunt, fish, gather, and otherwise continue longstanding use of lands now occupied by DoD installations. The results of this project include a [final report](#) and [summary](#).⁶⁰

ADDITIONAL DoD RESOURCES

Below are additional existing DoD studies and resources relating to historic preservation, consultation, and privatized military housing.

HISTORIC PRESERVATION RESOURCES

Historic Roofing Technical Information (2019)

This [document](#) contains summary technical and research information related to the treatment of historic roofs and roofing materials, including a summary of Federal policy and guidelines related to the rehabilitation, replacement, and treatment of historic roofing; a selection of technical guidance and recommended approaches for the preservation of historic roofing according to Federal resources; related DoD Legacy research; Federal case studies on historic roofing; program alternatives containing language on the maintenance of historic windows; and additional information on the subject.⁶¹

Historic Windows Technical Information (2019)

This [document](#) contains summary technical and research information concerning the treatment of historic windows and includes a summary of Federal policy and guidelines related to the rehabilitation, replacement, and treatment of historic windows; a selection of technical guidance and recommended approaches for the preservation of historic windows according to Federal resources; related DoD Legacy research; Federal case studies on the treatment of historic windows; program alternatives containing language on the maintenance of historic windows; and additional information on the subject.⁶²

Backup Data for a Case Study of the Adaptive Rehabilitation of Buildings 705 and 706 (2011)

In 2008, Naval Facilities Engineering Command, Mid-Atlantic (NAVFAC MIDLANT) awarded Defense Base Closure and Realignment Commission (BRAC) project P-214V, which involved adaptive rehabilitation of two historic buildings at the Norfolk Naval Shipyard (NNSY) in Portsmouth, Virginia. The project consisted of renovating Quarters D&E and G&H (Building 705 and 706) to convert them from vacant residential buildings into usable office space. Renovations took place over a period of two years, and the buildings were completed and put into operation in July 2010. This [report](#) and its accompanying [booklet](#) describe these renovations.⁶³

TRIBAL CONSULTATION RESOURCES

Summary of Federal Laws, Executive Orders, and DoD Policies for Consultation and Cultural Resources Management

This [document](#), developed by the DoD SALNAA for the DoD American Indian Cultural Communications and Consultation Course, provides a list of key laws, orders, policies, guidance, and regulations pertaining to consultation and cultural resource management.⁶⁴

Key Laws That Trigger Consultation

This [resource](#), developed by the DoD SALNAA for the DoD American Indian Cultural Communications and Consultation Course, provides an overview of laws that elicit the use of consultation.⁶⁵

Trust Responsibility and Consultation Matrix

This [resource](#), developed by the DoD Office of the General Counsel for the DoD American Indian Cultural Communications and Consultation Course, depicts the relationship of trust responsibilities and scenarios where they typically apply.⁶⁶

The U.S. Department of Defense Overview of Programs of Interest to Tribal Governments

This [brochure](#) provides an overview of several DoD programs of interest to tribal governments.⁶⁷ These programs provide opportunities to enhance the tribes' progress toward economic, educational, and environmental goals while protecting vital cultural and natural resources.

Native American Sacred Sites and the Department of Defense

This [336-page report](#) is about Native Americans and their cultural resource relationships with DoD. Native Americans, as both citizens and members of dependent nations within the United States and as original occupants of lands that are currently held by the DoD, have a special cultural relationship with these military lands. [Chapter 5: A Consultation Model](#) of this report presents a consultation model and describes nine ideal steps for developing a consultation relationship with Native Americans who are culturally affiliated with lands held by a DoD Installation.⁶⁸

Procedural Satisfaction for Successful Consultation—Sample Ground Rules

This [resource](#), developed for use in the DoD American Indian Cultural Communications and Consultation Course, provides procedural guidance to consider when planning and organizing a consultation.⁶⁹

Consultation with Multiple Tribes

This [resource](#), developed for use in the DoD American Indian Cultural Communications and Consultation Course, provides guidance toward working with multiple tribes or tribal consortia.⁷⁰

The Consultation Process

This [2018 presentation](#), developed for use in the DoD American Indian Cultural Communications and Consultation Course, provides an in-depth review of the consultation process.⁷¹

Guide on Consultation and Collaboration with Indian Tribal Governments and the Public Participation of Indigenous Groups and Tribal Members in Environmental Decision Making

This [2000 report](#) was prepared by the National Environmental Justice Advisory Council, Indigenous Peoples Subcommittee, a Federal Advisory Committee to the U.S. Environmental Protection Agency.⁷²

Agency's Consultation Protocol Template

This [resource](#), developed for use in the DoD American Indian Cultural Communications and Consultation Course, provides an example template that DoD Components or installations may use when establishing consultation efforts with a tribal nation.⁷³

American Indians, Alaska Natives & The Department of Defense: A Brief History

This [resource](#), developed by Ralph Reeser and Native American Technologies, Inc., provides a summary of important events in the history of American Indians and Alaska Natives in relation to DoD and its precursor agencies.⁷⁴

PRIVATIZED MILITARY HOUSING RESOURCES

For information on privatized military housing, please see the links below:

- [OSD \(Acquisition & Sustainment\) Facilities Management – Military Housing Privatization Initiative](#)⁷⁵
- [Army Residential Communities Initiative](#)⁷⁶
- [Commander, Navy Installations Command - Privatized Housing](#)⁷⁷
- [Air Force Civil Engineer Center – Housing Privatization](#)⁷⁸
- [DoD CR Program – Historic Privatized Housing](#)⁷⁹

EXTERNAL CULTURAL RESOURCES TRAINING AND RESOURCES

Federal agencies and organizations outside of DoD offer training and resources related to cultural resources training that may assist with Department-wide training efforts. These external resources include training courses and materials on cultural resources, historic preservation, and tribal consultation.

Advisory Council on Historic Preservation

The Advisory Council on Historic Preservation (ACHP) is an independent Federal agency that promotes the preservation, enhancement, and productive use of the Nation's historic resources, and advises the President and Congress on national historic preservation policy. The ACHP strives to ensure Federal agencies implement their work in harmony with the NHPA.

The ACHP provides classroom courses and webinars on historic preservation law that build skills in managing consultation and documenting agreed-upon steps to resolve adverse effects in a Section 106 review of a Federal undertaking, such as historic property maintenance and tribal consultation. Any of the ACHP's classroom courses can be scheduled at a location and time convenient to the course sponsor. By-request courses offer cost savings for larger groups (20 or more) and can avoid or reduce travel expenditures. Webinars can also be scheduled by request at a cost savings for 15 or more log-ins.

The ACHP also offers free online courses on Section 106 topics. Each course offers self-paced interactive presentations and downloadable reference documents.

Available ACHP Courses:

- [Section 106 Classroom Courses](#)⁸⁰
- [Section 106 Webinar Series](#)⁸¹
- [By-Request Section 106 Training](#)⁸²
- [ACHP e-Learning Courses](#):⁸³
 - [What is Section 106?](#)⁸⁴
 - [Successfully Navigating Section 106 Review: An Orientation for Applicants](#)⁸⁵
 - [Coordinating the National Environmental Policy Act \(NEPA\) and Section 106](#)⁸⁶
 - [Basics of NEPA and Section 106 Integration](#)⁸⁷
 - [Early Coordination with Indian Tribes for Infrastructure Projects](#)⁸⁸
 - [Native Hawaiian Organizations in the Section 106 Process](#)⁸⁹
 - [What Now? Protecting Historic Properties during Disaster Response](#)⁹⁰

For the ACHP's additional resources on historic preservation and consultation, including information on the Section 106 Review Process, Preservation Program and Policies, [recommended historic preservation contacts](#), and [Consultation with Indian Tribes in the Section 106 Review Process - A Handbook](#), [NEPA and NHPA: A Handbook for Integrating NEPA and Section 106](#), please visit <https://www.achp.gov/>.⁹¹

National Park Service Technical Preservation Services

The National Park Service (NPS) Technical Preservation Services (TPS) provides a variety of educational and training opportunities on historic preservation and maintenance. Staff members also participate in national, regional, and state conferences. Training includes webinars, online classes, and publications on historic preservation.

The TPS also provides technical assistance and guidance on the preservation and maintenance of historic properties. Its publications have become the basis for responsible care of historic buildings and are routinely referenced by

preservation professionals, local design review commissions, state and Federal agencies, students, and historic property owners.

Available NPS TPS Resources:

- [NPS TPS Training](#)⁹²
- [NPS TPS Technical Resources](#)⁹³

NPS National Center for Preservation Technology and Training

The National Park Service (NPS) National Center for Preservation Technology and Training (NCPTT) helps preservationists find better tools, better materials, and better approaches to conserving and maintaining buildings, landscapes, sites, and collections. It conducts research and testing in its own laboratories, provides cutting-edge training around the United States, and supports research and training projects at universities and nonprofits. The NCPTT pushes the envelope of current preservation practice by exploring advances in science and technology in other fields and applying them to issues in cultural resources management.

Available NPS NCPTT Resources:

- [NCPTT Training](#)⁹⁴
- [NCPTT Technical Services](#)⁹⁵
- [NCPTT Publications](#)⁹⁶

NPS Historic Preservation Training Center

The [Historic Preservation Training Center \(HPTC\)](#) is dedicated to the safe preservation and **maintenance** of national parks or partner facilities by demonstrating outstanding leadership, delivering quality preservation services, and developing educational courses that fulfill the competency requirements of Service employees in the career fields of Historic Preservation Skills, Risk Management, Maintenance, and Planning, Design, and Construction.⁹⁷

GSA Preservation Tools and Resources

Many architectural and realty professionals contribute to preservation projects. Each group needs and uses different tools in their work. The General Services Administration (GSA) Center for Historic Buildings supports these professionals by developing prototype solutions and tools; promoting best practice exchange between GSA business lines, vendors, project planners, and field operations; sharing and building upon the agency's growing pool of expertise and accumulated knowledge; and providing national leadership for compliance with the NHPA and other stewardship directives, including historic maintenance and preservation.

Available GSA Resources:

- [GSA Preservation Tools & Resources](#)⁹⁸
- [GSA Proposal, Contract, and Project Planning Tools](#)⁹⁹

U.S. Forest Service (USFS) Facilities Toolbox

The USFS Facilities Toolbox is a set of interactive facility management tools to help line officers and their staff manage facilities effectively. One section of the facilities toolbox provides information to help manage and maintain historically significant facilities.

Available USFS Resources:

- [FS Facilities Toolbox](#)¹⁰⁰

- [FS Historic Facilities Tools](#)¹⁰¹

HUD Tribal Directory Assistance Tool

This [web-based tribal contact database tool](#) was created by the U.S. Department of Housing and Urban Development (HUD) to help Federal workers identify tribes with current and/or ancestral interest in a specific geographic area (county or state) as well to provide tribal government contact information to help users initiate consultation.¹⁰²

FedCenter

FedCenter.gov is the Federal Government's home for comprehensive environmental stewardship and compliance assistance information for Federal facility managers and their agencies. The FedCenter's [Cultural Resources Program Area](#) addresses the background and available tools and resources for the management of cultural and historic resources. This includes associated regulations, guidance, and policy; supporting information and tools; lessons learned; recommended training, presentations, and briefings; and upcoming conferences and events.

Online Sacred Sites Training

This [training video](#) for Federal employees and contractors was developed in coordination with subject-matter experts from across the Federal Government, Indian Country, Academia, and Tribal Advocacy Groups.¹⁰³ This training was finished in Fall 2016 with assistance from the Department of Justice's National Indian Country Training Initiative.

Online NAGPRA Training

The [National Park Service's Native American Graves Protection and Repatriation Act \(NAGPRA\) Video Project](#) began in October 2008 with the mission to create a training series that would include grant-writing tips, first-person narratives, program statistics, anecdotal evidence, and in-depth, engaging coverage of the entirety of the law and its consequences.¹⁰⁴ The National NAGPRA Program conducted 50 interviews in 10 cities across the country. These interviews with tribal members, museum officials, and Federal agency representatives created a historic archive of resources on consultation, grants, notices, law making, dispositions, documentation, and repatriation. The video segment "History of NAGPRA" premiered during the NAGPRA at 20 Symposium. The entire eight-segment video series is available to the public on demand, through the National NAGPRA Program's Official YouTube Channel.

NPI Training

The National Preservation Institute (NPI) is a nonprofit organization that offers continuing education and professional training for those involved in the management, preservation, and stewardship of cultural heritage. The NPI serves a broad spectrum of individuals and groups from the government and private sectors by providing professional training seminars in historic preservation and cultural resource management, including in historic property maintenance and consultation.

Available NPI Training:

- [NPI Laws and Regulations Seminars](#)¹⁰⁵
- [NPI Historic Property Management and Design Considerations Seminars](#)¹⁰⁶
- [NPI Native American Cultural Interests Seminars](#)¹⁰⁷

WBDG Resources

The Whole Building Design Guide (WBDG) is the only web-based portal providing government and industry practitioners with one-stop access to up-to-date information on a wide range of building-related guidance, criteria, and technology from a "whole buildings" perspective, including operations, maintenance, and historic preservation.

Development of the WBDG is a collaborative effort among Federal agencies, private-sector companies, non-profit organizations, and educational institutions.

The WBDG also offers a web-based, on-demand course, *Strategies for Sustainable Historic Preservation*. This course introduces the historic preservation process. Specifically, it focuses on how to balance sustainability goals and operations and maintenance practices with preservation solutions.

Available WBDG Resources:

- WBDG Article: [Operations and Maintenance for Historic Structures](#)¹⁰⁸
- WBDG Article: [How to Develop a Comprehensive Facility Operation & Maintenance Manual](#)¹⁰⁹
- WBDG Course: [Strategies for Sustainable Historic Preservation](#)¹¹⁰

ADDITIONAL EXTERNAL RESOURCES

For other external resources related to historic preservation, please see the links below:

- [International Centre for the Study of the Preservation and Restoration of Cultural Property](#)¹¹¹
- [Jornada Research Institute Training for CRM Professionals](#)¹¹²
- [Shiple Group NEPA Training](#)¹¹³
- [The Association for Preservation Technology International](#)¹¹⁴

END NOTES

The end notes below show the full URL addresses for embedded links throughout this document.

-
- ¹ GAO-19-335 Report, *Defense Infrastructure: Additional Actions Could Enhance DoD's Efforts to Identify, Evaluate, and Preserve Historic Properties*: <https://www.gao.gov/assets/gao-19-335.pdf>
- ² National Historic Preservation Act: <https://www.achp.gov/sites/default/files/2018-06/nhpa.pdf>
- ³ National Register of Historic Places: <https://www.nps.gov/subjects/nationalregister/index.htm>
- ⁴ National Park Service, Federal Preservation Institute, Section 110 of the National Historic Preservation Act: <https://www.nps.gov/fpi/Section110.html>
- ⁵ U.S. General Services Administration, 16 U.S.C. 470, Section 111: <https://www.gsa.gov/reference/statutes/16-usc-470>
- ⁶ Secretary of the Interior's Standards for the Treatment of Historic Properties: <https://www.nps.gov/tps/standards.htm>; Secretary of the Interior's Standards for the Treatment of Historic Properties Guidelines: <https://www.nps.gov/tps/standards/treatment-guidelines-2017.pdf>
- ⁷ Federal Laws, Executive Orders, and DoD Policies for Consultation and Cultural Resources Management: <https://www.denix.osd.mil/cr/policy-legal/federal-law-regulations-and-executive-orders/policies/>
- ⁸ DoD Instruction 4715.16, *Cultural Resources Management*: <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/471516p.pdf?ver=2017-11-21-114100-670>
- ⁹ DoD Instruction 4710.02, *DoD Interactions with Federally Recognized Tribes*: <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/471002p.pdf?ver=2018-11-28-143903-320>
- ¹⁰ DoD Instruction 4710.03, *Consultation with Native Hawaiian Organizations (NHOs)*: <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/471003p.pdf?ver=2018-11-13-124941-517>
- ¹¹ DoD Manual 4715.05, Volume 1, *Overseas Environmental Baseline Guidance Document (OEBGD): Conservation*: https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodm/471505_vol1.pdf?ver=2020-06-29-151300-670
- ¹² Interagency MOU, *Coordination and Collaboration for the Protection of Indian Sacred Sites*: <https://denix.osd.mil/na/policy/dod-policies/protection-sacred-sites-2012/>
- ¹³ Guidelines on Maintaining the Confidentiality of Information about Indian Sacred Sites: <https://denix.osd.mil/na/policy/dod-policies/guidelines-sacred-sites-2018/>
- ¹⁴ Army Regulation 200-1, *Environmental Protection and Enhancement*: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/r200_1.pdf
- ¹⁵ Army National Guard Cultural Resources Handbook: <https://mil.wa.gov/asset/5e4d5343a682b>; USACE Policy Guidance Letter No. 57, *Indian Sovereignty and Government-to-Government Relations With Indian Tribes*: https://www.spk.usace.army.mil/Portals/12/documents/tribal_program/USACE%20Native%20American%20Policy%20brochure%202013.pdf
- ¹⁶ OPNAV Instruction 5090.1E, *Environmental Readiness Program*: https://www.secnav.navy.mil/doni/Directives/05000_General_Management_Security_and_Safety_Services/05-00_General_Admin_and_Management_Support/5090.1E.pdf; OPNAV Manual 5090.1, *Environmental Readiness Program Manual*: https://www.secnav.navy.mil/doni/SECNAV_Manuals1/5090.1.pdf
- ¹⁷ SECNAV Instruction 11010.14B, *Department of the Navy Policy for Consultation with Federally Recognized Indian Tribes, Alaska Native Tribal Entities, and Native Hawaiian Organizations*: <https://www.secnav.navy.mil/doni/Directives/11000%20Facilities%20and%20Land%20Management%20Ashore/11-00%20Facilities%20and%20Activities%20Ashore%20Support/11010.14B.pdf>
- ¹⁸ Marine Corps Order 5090.2, Volume 8, *Cultural Resources Management*: https://www.marines.mil/Portals/1/Publications/MCO_5090.2_Vol_8.pdf?ver=2018-06-19-090351-240
- ¹⁹ USMC Commander's Guide to Environmental Management: https://www.marines.mil/Portals/1/Publications/Commander's_Guide_to_Environmental_Management.pdf; USMC National Historic Preservation Act: A Guidebook on Section 106: <https://www.miramar->

-
- [ems.marines.mil/Portals/60/Docs/MEMS/Cult_Res/USMC Guide Sec. 106 NHPA \(2013\).pdf](https://ems.marines.mil/Portals/60/Docs/MEMS/Cult_Res/USMC_Guide_Sec_106_NHPA_(2013).pdf); USMC Cultural Resources Toolkit: <https://www.denix.osd.mil/cr/planning/training/>
- ²⁰ Air Force Manual 32-7003, *Environmental Conservation*: https://static.e-publishing.af.mil/production/1/af_a4/publication/afman32-7003/afman32-7003.pdf
- ²¹ Department of the Air Force *Cultural Resources Management Playbook*: <https://cs2.eis.af.mil/sites/10040/WPP/ProgramPage/ProgramPage.aspx?Program=Cultural%20Resources>
- ²² Installation Request to Host a DoD American Indian/Alaska Native Cultural, Communication, and Consultation Course: <https://denix.osd.mil/na/training/training-overview/training-request-questionnaire-for-lower-48-states-and-alaska/>
- ²³ U.S. Army Environmental Command: <https://aec.army.mil/>
- ²⁴ Army Installation Management Command: <https://home.army.mil/imcom/index.php>
- ²⁵ National Guard Professional Education Center: <https://www.pec.ng.mil/>
- ²⁶ USACE Historic Buildings Technical Center of Expertise: <https://www.nws.usace.army.mil/Business-With-Us/Historic-Preservation/>
- ²⁷ USACE Learning Center: <http://ulc.usace.army.mil/EmailRegistrar.aspx>
- ²⁸ USACE Mandatory Center of Expertise (MCX) for the Curation and Management of Archaeological Collections (CMAC): <https://www.mvs.usace.army.mil/Missions/Centers-of-Expertise/Curation-Mgmt-of-Archaeological-Collections/>
- ²⁹ Navy Civil Engineer Corps Officer School (CECOS): <https://www.netc.navy.mil/CECOS/>
- ³⁰ Commander Navy Installations Command: <https://www.cnic.navy.mil/>
- ³¹ Navy Environmental Compliance Assessment, Training, and Tracking System (ECATTS): <https://ecatss.com/>
- ³² Marine Corps Installations Command: <https://www.mccom.marines.mil/>
- ³³ USAF Environmental Awareness Course Hub (TEACH): <https://usaf.learningbuilder.com/>; Air Force Institute of Technology (AFIT): <https://www.afit.edu/>; Air Force Civil Engineer Center (AFCEC): <https://www.afcec.af.mil/>
- ³⁴ AFIT Course—*Introduction to Environmental Management*: https://www.afit.edu/CE/course_desc.cfm?p=WENV%20101
- ³⁵ AFCEC Cultural Resources: <https://www.afcec.af.mil/What-We-Do/Environment/Cultural-Resources/>
- ³⁶ Air Force Instruction 90-2002, *Interactions with Federally Recognized Tribes*: https://static.e-publishing.af.mil/production/1/saf_ie/publication/dafi90-2002/dafi90-2002.pdf
- ³⁷ Legacy Resource Management Program: <https://www.denix.osd.mil/cr/legacy/index.html>
- ³⁸ Legacy 12-504, *Training the Cultural Resource Manager*, Presentation: <https://denix.osd.mil/cr/planning/training/crtraining/training-crm-presentation/>; Poster: <https://denix.osd.mil/cr/planning/training/crtraining/poster/>; Fact Sheet: <https://denix.osd.mil/cr/planning/training/crtraining/fact-sheet/>
- ³⁹ Legacy 12-504, *Cultural Resource Training for the Non-CRM Professional*, Presentation: <https://denix.osd.mil/cr/planning/training/crtraining/cr-training-noncrm/>
- ⁴⁰ Archaeology: Cultural Resources Training Pocket Guide - Guide (Legacy 12-504): <https://denix.osd.mil/cr/planning/training/crtraining/pocket-guide/>
- ⁴¹ Legacy 15-707, *20th Century Building Materials and Suitable Substitutes for Exterior Finishes and Roofs*, Report: <https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/bm-report-2017/>; Technical Note: <https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/bm-tech-note-2017/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/bm-fact-sheet-2017/>
- ⁴² Legacy 14-752, *Finding Space - A Field Guide for Incorporating Low Impact Development (LID) into Military Historic Districts*, Guide: <https://denix.osd.mil/cr/planning/management/guidance/lid-guide/>; Poster: <https://denix.osd.mil/cr/planning/management/guidance/lid-poster/>; Fact Sheet: <https://denix.osd.mil/cr/planning/management/guidance/lid-fact-sheet/>
- ⁴³ Legacy 14-735, *Implementing Environmental & Economic Cost-Benefits of Reusing DoD's Pre-World War II Buildings*, Final Report: <https://denix.osd.mil/cr/historic/rehab/cost-benefits-of-reusing-dods-pre-world-war-ii/report/>
- ⁴⁴ Legacy 13-707, *20th-Century Building Materials and Suitable Substitutes: Windows*, Visual Guide,,: <https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/visual-guide/>; Technical Note:

<https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/windows-report/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/20th-century-building-materials/windows-fact-sheet/>

⁴⁵ Legacy 13-703, *Energy Efficiency Alternatives for Historic Buildings in Extreme Cold Weather Climates*, Guide: <https://denix.osd.mil/cr/historic/rehab/energy-efficiency-design-guidelines/ecwc-guide/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/energy-efficiency-design-guidelines/ecwc-fact-sheet/>

⁴⁶ Legacy 13-382 and 11-382, *Design Guidelines for Implementing Energy Efficiency Strategies in Historic Properties*, Guide Phase I: <https://denix.osd.mil/cr/historic/rehab/energy-efficiency-design-guidelines/guide/>; Guide Phase II: <https://denix.osd.mil/cr/historic/rehab/energy-efficiency-design-guidelines/design-guidelines-2014/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/energy-efficiency-design-guidelines/fact-sheet/>

⁴⁷ Legacy 11-360, *The CRM's Guide to the Engineer's Energy Toolkit*, Guide: <https://www.denix.osd.mil/cr/historic/rehab/historic-energy-efficient-features/guide/>

⁴⁸ Legacy 09-456, *Maintaining Elements That Are Efficient by Design: What's Already Green About Our Historic Buildings*, Report: <https://denix.osd.mil/cr/historic/rehab/historic-energy-efficient-features/report/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/historic-energy-efficient-features/fact-sheet/>

⁴⁹ Legacy 09-452, *Strategies for Greening Historic Properties*, Report, Part 1: <https://denix.osd.mil/cr/historic/rehab/improving-environmental-efficiency-in-historic-buildings/report-part-i/>; Report, Part 2: <https://denix.osd.mil/cr/historic/rehab/improving-environmental-efficiency-in-historic-buildings/report-part-ii-legacy/>; Pamphlet: <https://denix.osd.mil/cr/historic/rehab/improving-environmental-efficiency-in-historic-buildings/pamphlet/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/improving-environmental-efficiency-in-historic-buildings/fact-sheet/>

⁵⁰ Legacy 09-451, *A Case Study for Preserving a DoD Historic Building and Achieving LEED Certification for a Major Renovation Project*, Report: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/booklet/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/fact-sheet/>

⁵¹ Legacy 09-449, *How to Adaptively Reuse DoD Buildings: Lessons Learned from BRAC Installations*, Report: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/reuse-buildings-report/>; Fact Sheet: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/reuse-buildings-fact-sheet/>

⁵² Legacy 07-382, *Design Guidelines for DoD Historic Buildings and Districts*, Report: <https://denix.osd.mil/cr/historic/guidance/design-guidelines-for-dod-historic-resources/report/>; Fact Sheet: <https://denix.osd.mil/cr/historic/guidance/design-guidelines-for-dod-historic-resources/fact-sheet/>

⁵³ Legacy 07-365, *Cultural Resources Management Best Practices*, Guide: <https://denix.osd.mil/cr/planning/management/guidance/bmp-guide/>; Calendar: <https://denix.osd.mil/cr/planning/management/guidance/bmp-calendar/>; Fact Sheet: <https://denix.osd.mil/cr/planning/management/guidance/bmp-fact-sheet/>

⁵⁴ Legacy 06-316, *Procurement Guidelines for the Reuse of Historic Building Materials*, Guide: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/guidelines/>

⁵⁵ Legacy 06-313, *Section 106 Standard Treatments: A Program Alternative*, Fact Sheet: <https://denix.osd.mil/cr/archives/historic/historic-structures-districts-landscapes-guidance-archives/fact-sheet-1/>

⁵⁶ Legacy 09-293, *DoD Responsibilities to Native Hawaiian Organizations and NHO Cultural Communications Training*, Fact Sheet: <https://denix.osd.mil/cr/rmp/factsheets/fact-sheets/dod-responsibilities-to-native-hawaiian-organizations-and-nho-cultural-communications-training-legacy-09-293/>

⁵⁷ Legacy 08-406, *Best Practices: Managing Traditional Resources on DoD Lands*, Report: <https://denix.osd.mil/cr/planning/archaeology/uploads/best-practices-managing-traditional-resources-on-department-of-defense-lands-legacy-08-406/>

⁵⁸ Legacy 06-315, *US DoD Desk Guide to Military Installations and Federally Recognized Tribes Locations Located in South and Eastern US*, Desk Guide: <https://denix.osd.mil/cr/planning/management/uploads/us-dod-2007-desk-guide-to-military-installations-and-federally-recognized-tribes-locations-located-in-south-and-eastern-us/>; Fact Sheet: <https://denix.osd.mil/cr/planning/management/uploads/us-dod-2007-desk-guide-to-military-installations-and-federally-recognized-tribes-locations-in-the-south-and-eastern-us-factsheet/>

-
- ⁵⁹ Legacy 05-254, *Implementation of the DoD "American Indian and Alaska Native Policy:" A Strategic Plan*, Fact Sheet: <https://denix.osd.mil/cr/planning/management/uploads/implementation-of-the-dod-american-indian-and-alaska-native-policy-a-strategic-plan-factsheet/>
- ⁶⁰ Legacy 99-1881, *Treaty-Reserved Rights on Department of Defense Lands*, Report: <https://denix.osd.mil/cr/planning/management/uploads/treaty-reserved-rights-on-department-of-defense-lands/>; Summary: <https://denix.osd.mil/cr/planning/management/uploads/executive-summary-treaty-reserved-rights-on-dod-lands/>
- ⁶¹ Historic Roofing Technical Information: <https://denix.osd.mil/cr/planning/privatized-housing/historic-housing-building-materials-and-technical-information/rooftech/>
- ⁶² Historic Windows Technical Information: <https://denix.osd.mil/cr/planning/privatized-housing/historic-housing-building-materials-and-technical-information/windowtech/>
- ⁶³ Rehabilitation of Buildings 705 and 706 Report: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/case-study/>; Booklet: <https://denix.osd.mil/cr/historic/rehab/preservation-of-historic-military-structures/booklet/>
- ⁶⁴ Summary of Federal Laws, Executive Orders, and DoD Policies for Consultation and Cultural Resources Management: <https://denix.osd.mil/na/policy/laws/cultural-resources-management-2020/>
- ⁶⁵ Key Laws That Trigger Consultation: <https://denix.osd.mil/na/consultation/legal-resources/key-laws-trigger-consult-2009/>
- ⁶⁶ Trust Responsibility and Consultation Matrix: <https://denix.osd.mil/na/consultation/legal-resources/responsibility-consultation-matrix-2004/>
- ⁶⁷ The U.S. Department of Defense Overview of Programs of Interest to Tribal Governments: <https://denix.osd.mil/na/collaboration/programs/dod-programs-of-interest-brochure/>
- ⁶⁸ Native American Sacred Sites and the DoD Report: <https://denix.osd.mil/na/consultation/reports-and-reference-materials/na-sacred-sites-dod-1998/>; Chapter 5 - A Consultation Model: <https://denix.osd.mil/na/consultation/reports-and-reference-materials/chapter-5-consultation-model/>
- ⁶⁹ Procedural Satisfaction for Successful Consultation - Sample Ground Rules: <https://denix.osd.mil/na/consultation/consultation-resources/ground-rules/>
- ⁷⁰ Consultation with Multiple Tribes: <https://denix.osd.mil/na/consultation/consultation-resources/consultation-with-multi-tribes/>
- ⁷¹ Consultation Process Presentation: <https://denix.osd.mil/na/consultation/consultation-resources/consult-process-2018/>
- ⁷² Guide on Consultation and Collaboration with Indian Tribal Governments and the Public Participation of Indigenous Groups and Tribal Members in Environmental Decision Making: <https://denix.osd.mil/na/consultation/consultation-resources/guide-consult-2000/>
- ⁷³ Agency's Consultation Protocol Template: <https://denix.osd.mil/na/consultation/consultation-resources/consultation-protocol-template/>
- ⁷⁴ American Indians, Alaska Natives & The Department of Defense - A Brief History: <https://denix.osd.mil/na/consultation/historical-resources/history-with-native-americans/>
- ⁷⁵ OSD(A&S) Facilities Management – Military Housing Privatization Initiative: https://www.acq.osd.mil/eie/fim/Housing/Housing_overview.html
- ⁷⁶ Army Residential Communities Initiative: <https://www.asaie.army.mil/Public/ih/rci/>
- ⁷⁷ Commander, Navy Installations Command - Privatized Housing: <https://www.cnic.navy.mil/ffr/housing/family-housing/privatized-housing.html>
- ⁷⁸ Air Force Civil Engineer Center – Housing Privatization: <https://www.afcec.DAFDAF.mil/Home/Housing/Privatization/>
- ⁷⁹ DoD CR Program – Historic Privatized Housing: <https://www.denix.osd.mil/cr/planning/privatized-housing/index.html>
- ⁸⁰ ACHP Section 106 Classroom Courses: <https://www.achp.gov/training/classroom>
- ⁸¹ ACHP Section 106 Webinar Series: <https://www.achp.gov/training/webinars>
- ⁸² ACHP By-Request Training: <https://www.achp.gov/training>
- ⁸³ ACHP e-Learning Courses: <https://www.achp.gov/training/elearning>

-
- ⁸⁴ ACHP Course - *What is Section 106?*: <https://www.achp.gov/node/8231>
- ⁸⁵ ACHP Course - *Successfully Navigating Section 106 Review: An Orientation for Applicants*: <https://www.achp.gov/node/8233>
- ⁸⁶ ACHP Course - *Coordinating the National Environmental Policy Act (NEPA) and Section 106*: <https://www.achp.gov/node/8234>
- ⁸⁷ ACHP Course - *Basics of NEPA and Section 106 Integration*: <https://www.achp.gov/node/8235>
- ⁸⁸ ACHP Course - *Early Coordination with Indian Tribes for Infrastructure Projects*: <https://www.achp.gov/node/10726>
- ⁸⁹ ACHP Course - *Native Hawaiian Organizations in the Section 106 Process*: <https://www.achp.gov/node/11080>
- ⁹⁰ ACHP Course - *What Now? Protecting Historic Properties during Disaster Response*: <https://www.achp.gov/node/11163>
- ⁹¹ ACHP Historic Preservation Contacts and Resources: <https://www.achp.gov/hpresources>; ACHP Consultation with Indian Tribes in the Section 106 Review Process - A Handbook: <https://www.achp.gov/indian-tribes-and-native-hawaiians/training-guidance>; ACHP NEPA and NHPA: A Handbook for Integrating NEPA and Section 106: <https://www.achp.gov/digital-library-section-106-landing/nepa-and-nhpa-handbook-integrating-nepa-and-section-106>
- ⁹² NPS TPS Training: <https://www.nps.gov/tps/education.htm>
- ⁹³ NPS TPS Technical Resources: <https://www.nps.gov/tps/how-to-preserve.htm>
- ⁹⁴ NCPTT Training: <https://www.nps.gov/subjects/ncptt/events.htm>
- ⁹⁵ NCPTT Technical Services: <https://www.nps.gov/subjects/ncptt/services.htm>
- ⁹⁶ NCPTT Publications: <https://www.nps.gov/subjects/ncptt/online-resources.htm>
- ⁹⁷ NPS HPTC Homepage: <https://www.nps.gov/orgs/1098/index.htm>
- ⁹⁸ GSA Preservation Tools & Resources: <https://www.gsa.gov/real-estate/historic-preservation/historic-preservation-policy-tools/preservation-tools-resources>
- ⁹⁹ GSA Proposal, Contract, and Project Planning Tools: <https://www.gsa.gov/real-estate/historic-preservation/historic-preservation-policy-tools/preservation-tools-resources/proposal-contract-and-project-planning-tools>
- ¹⁰⁰ FS Facilities Toolbox: <https://www.fs.fed.us/eng/toolbox/index.htm>
- ¹⁰¹ FS Historic Facilities Tools: <https://www.fs.fed.us/eng/toolbox/his/index.htm>
- ¹⁰² HUD TDAT: <https://egis.hud.gov/tdat>
- ¹⁰³ Online Sacred Sites Training: <https://www.justice.gov/tribal/video/sacred-sites-training-video>
- ¹⁰⁴ Online NAGRPA Training: <https://www.nps.gov/subjects/nagpra/training.htm>
- ¹⁰⁵ NPI Laws and Regulations Seminars: <https://www.npi.org/trainings#LawsandRegulations>
- ¹⁰⁶ NPI Historic Property Management and Design Considerations Seminars: <https://www.npi.org/trainings#HistoricPropertyManagementandDesignConsiderations>
- ¹⁰⁷ NPI Native American Cultural Interests Seminars: <https://www.npi.org/seminars/native-american-cultural-interests>
- ¹⁰⁸ WBDG Article - *Operations and Maintenance for Historic Structures*: <https://www.wbdg.org/resources/operations-and-maintenance-historic-structures>
- ¹⁰⁹ WBDG Article - *How to Develop a Comprehensive Facility Operation & Maintenance Manual*: <https://www.wbdg.org/facilities-operations-maintenance/comprehensive-facility-operation-maintenance-manual#mr>
- ¹¹⁰ WBDG Course - *Strategies for Sustainable Historic Preservation*: www.wbdg.org/continuing-education/wbdg-courses/wbdg13
- ¹¹¹ International Centre for the Study of the Preservation and Restoration of Cultural Property: <https://www.iccom.org/get-involved/courses>
- ¹¹² Jornada Research Institute Training for CRM Professionals: <https://jornadaresearchinstitute.com/education-and-outreach/training/>
- ¹¹³ Shipley Group NEPA Training: <https://www.shipleygroup.com/courses>
- ¹¹⁴ The Association for Preservation Technology International: <https://www.apti.org/training-education>