



2020 Secretary of Defense

Environmental Awards

Cultural Resources Management, Large Installation
Eglin Air Force Base

Introduction

Situated along the Emerald Coast and extending into the heart of Florida's panhandle, Eglin Air Force Base (AFB) is home to the 96th Test Wing (96TW), which is comprised of 3,211 military, 2,967 civilians and 1,916 contractors. Encompassing 464,000 acres of land ranges and 123,000 square miles of water ranges, Eglin is the largest AFB in the free world. The Installation is responsible for development, acquisition, testing, deployment, and sustainment of all air-delivered conventional weapons. The 96 TW hosts eight wing/wing equivalents and 34 associate units. Eglin's total economic impact to the area exceeds \$2.75 billion annually.

Background

The Eglin AFB Cultural Resources Management (CRM) program is led by three exceptional professional archaeologists. Civilian staff is further supported by cooperating partner employees who bring additional expertise in architecture and historic preservation, curation and collections management, Geographic Information Systems (GIS) and database management. Their skillsets enable them to react quickly to emerging challenges and provide highest quality CRM support for 96 TW, tenants, and project proponents. The program also ensures appropriate consultation with Tribal Historic Preservation Officers (THPOs), State Historic Preservation Officers (SHPOs), and the

Advisory Council on Historic Preservation (ACHP) as installation and mission needs warrant.

The CRM program is responsible for managing an expansive and diverse array of historic properties, from small Paleoindian campsites to sprawling Woodland Period villages; from modest pioneer homesteads to complex lumber and turpentine communities; and from remote historic aircraft crash sites to prominent Cold War landmarks, such as the McKinley Climatic Laboratory. The inventory currently consists of 21 historic districts or resource groups, 3,076 archaeological sites, and 945 historic structures. Fifty-three buildings and five archaeological sites are listed on the National Register of Historic Places, and another 167 buildings and 246 sites have been evaluated as eligible for listing.

With such a robust program, Eglin CRM personnel ensure compliance with cultural resources regulations on all fronts. For starters, Eglin CRM personnel authored the installation's comprehensive five-year Integrated Cultural Resources Management Plan (ICRMP) update in 2018, saving costs of contracted efforts. Once in place, Eglin used the ICRMP to collaborate with the Air Force Civil Engineer Center (AFCEC) to identify and prioritize requirements. Diligence in ICRMP development contributed to successful warfighter support through proactive and responsive CRM.

The CRM program focuses on strengthening essential mission support and readiness through digital innovations and robust communication and outreach initiatives. Eglin is at the 'Tip of the Spear' in leveraging digital technologies to foster excellence in cultural resources stewardship. Likewise, Eglin's cultural resources education and outreach programs are second-to-none. These common threads run through most program accomplishments for the achievement period.

Summary of Accomplishments

Keeping Tyndall AFB Mission-Capable After Hurricane Michael



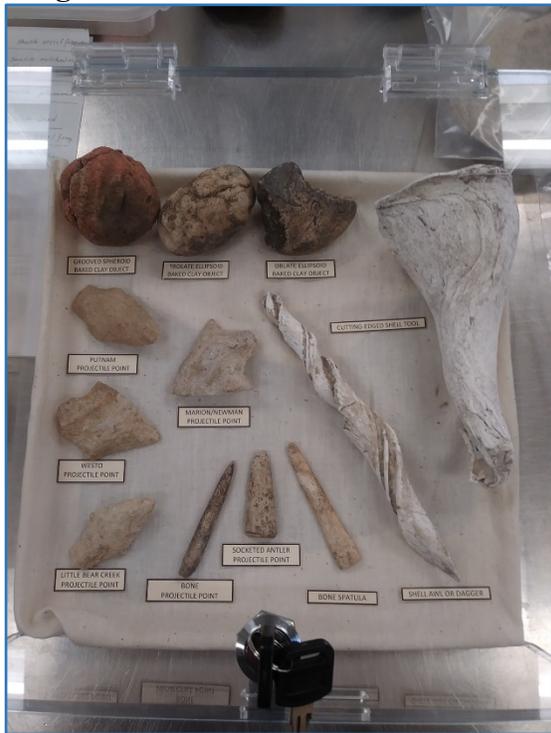
Support to Tyndall AFB

The base chapel's steeple undergoes demolition at Tyndall AFB, FL, Feb. 15, 2019. The chapel sustained significant structural damage and was deemed unsafe for restoration after the landfall of Hurricane Michael Oct. 10, 2018. Eglin AFB has been a key support to Tyndall recovery efforts.

Hurricane Michael, the first Category 5 hurricane on record to impact Florida's Panhandle, made landfall at Mexico Beach, Florida on October 10, 2018, devastating Tyndall AFB along with the rest of the area. Located just 80 miles west of Tyndall AFB along the Gulf Coast, Eglin CRM staff have been supporting Tyndall AFB recovery efforts. To begin, Eglin archaeologists have assumed new responsibilities in mentoring Tyndall AFB civil engineering (CE) staff and have clarified National Historic Preservation Act (NHPA) requirements for installation and for rehabilitation teams, as Tyndall has been without their own Cultural Resource Manager. In addition, Eglin CRM personnel completed 20 SHPO consultations in support of reconstruction efforts. CRM staff consulted on adverse effects to historic properties for 246 buildings damaged beyond repair, supported construction of 35 temporary facilities, and facilitated 18,000 acres of timber salvage, rescuing Tyndall AFB from a deadlock between their contract archaeologist and CE. Eglin CRM personnel also carried out Tyndall AFB's

installation tour for five tribal leaders to help streamline consultations in support of the massive endeavor to bring Tyndall back to mission capable status. Efforts resulted in expedited Hurricane Michael recovery at Tyndall AFB through compliance with NHPA six months earlier than normal.

Saving Artifacts from the Rubble



Expanding the Archive

Archeological collections housed at Eglin AFB are continually growing. The Eglin CRM recently capitalized on building demolition to obtain additional space for collections management.

Eglin CRM houses archived compilations from three Air Force installations across Florida's Panhandle, Eglin AFB, Tyndall AFB, and Hurlburt Field, as well as from MacDill AFB, Florida. Downed and uprooted trees from Hurricane Michael exposed numerous previously buried American Indian archaeological resources at Tyndall AFB. As a result, Cultural Resource Managers initiated numerous and ongoing SHPO and tribal consultations, and significant expansion has occurred in archeological collections at Eglin

AFB. Now Eglin CRM houses 2,000 cubic feet of artifacts and 700 linear feet (LF) of documents. To keep up with rapid expansion, Eglin CRM personnel capitalized on current building demolition to obtain an additional 1,400 square feet for archives and then carefully relocated collections to the new space. Eglin's CRM program has been diligent ensuring supplementary space is compliant with Title 36 of the Code of Federal Regulations (CFR) Part 79 requirements for curating Federal archaeological collections. Furthermore, Eglin CRM personnel updated curation standards for the repository, streamlining procedures and synchronizing processes among four bases.

Strengthening the Mission Through Better Relations



Meeting Success

Tribal Representatives meet with Eglin AFB leadership as part of the Sep. 10, 2019 government-to-government meeting. This meeting was important to sustaining and refreshing Eglin's relationship with Federally recognized tribes affiliated with Eglin lands.

Eglin CRM personnel refreshed and strengthened Eglin AFB's relationships with five Federally recognized tribes and added a sixth relationship with the Seminole Nation of Oklahoma. Eglin CRM personnel initiated two visits to four of the tribes mentioned above, resolving concerns and adding Programmatic Agreement (PA) signatories due to their interests in tribal resources on Air Force lands. Visits encouraged trust with American Indian tribes affiliated with Eglin's lands and laid the

groundwork for continued long-term relationships with next generation of THPOs. In a 2019 government-to-government meeting organized for tribal leaders, Eglin's Installation Tribal Liaison Officer (ITLO) worked diligently to convey the installation's unsurpassed dedication to cultural and natural resources stewardship to tribal representatives. The successful meeting engaged Eglin AFB leadership with tribal delegates to deliver powerful program overviews at every level, resulted in improved relationships and posturing to finalize the PA.

Coupled with Eglin CRM's efforts to engage with tribes, Eglin AFB archaeologists are also actively invested in promoting American Indian culture to the local community with support and participation of local tribes to include the Poarch Band of Creek Indians. Eglin AFB hosted two National American Indian Heritage Month Intertribal PowWows, events that showcased tribal culture for over 8,000 people in the local community with special veterans' outreach that enhanced relations with the American Indian community. As part of these celebrations, Eglin CRM personnel organized massive Children's Days. Events reached over 200 local school children and included demonstrating American Indian pottery techniques and allowing children to make their own samples. These events resulted in invaluable continued goodwill with sovereign governments.

Complementing these outreach endeavors with the American Indian community, Eglin's CRM program has also spurred Air Force internal education efforts for tribal consultation. Eglin CRM personnel hosted a tribal consultation course for 32 Air Force Cultural Resource Managers and ITLOs where students learned effective communication techniques and sensitivity training for consulting with American Indian tribes, resulting in more confident consultation approaches for all attendees. Eglin AFB also completed the first-

ever Eglin Installation Tribal Relations Plan, which instituted local procedures for coordination, streamlining tribal consultations and fulfilling Air Force directives.



Promoting Tribal Cultures

The Thunderbird Honor Guard presents the colors at the Annual National American Indian Heritage Month PowWow. These events showcase local tribal cultures.

Gulf Range Enhancement (GRE) to Increase Mission Capabilities

Eglin AFB further built tribal relations by harmonizing emerging projects with six tribes, guaranteeing GRE project success. The GRE project involves installing infrastructure to support fixed and mobile instrumentation at four locations along Florida's Gulf Coast. Locations involve many stakeholders, remarkable complexity, and include a private entity, Navy, Air Combat Command, and Coast Guard. This action increases Eglin's Gulf Test and Training Range (EGTTR) capabilities.

The EGTTR is one of the largest military ranges in the continental United States. However, emerging long-range weapons are outgrowing current capabilities, including EGTTR, which were built to World War II-era specifications. Increased capabilities of these modern weapons continue to challenge the physical size and capabilities of test and training ranges. Eglin's CRM program achieved NHPA Section 106 compliance for the GRE project across multiple stakeholders on an extremely tight timeline, enabling success for the complex \$31 million project to prepare for long-range standoff

weapon full operational testing over the Gulf of Mexico, on schedule.

Digital Innovation: Leveraging Technology for Mission Success

Eglin's CRM program has been at the forefront of innovation in cultural resources management. For starters, the ACHP handpicked Eglin CRM personnel to represent the Department of Defense (DoD) as an advisor on their Digital Information Task Force to improve planning digital data availability. The Task Force will make recommendations specifically for how availability of digital and geospatial information about historic properties can be improved to inform Federal project planning.

Furthermore, Eglin CRM personnel developed a Task Tracker for management of their voluminous workload which systematized eighteen data points across 116 active jobs, significantly simplifying government follow up to ensure active management. Also, Eglin's CRM team created Historic Preservation Plan digital photo logs. This effort involved digitizing seven years' worth of Eglin historical photos from slides, negatives, and prints and consolidating them into a single user-friendly interface. In addition, Eglin's CRM promoted their Archaeological Predictive Model, achieving buy-in from the Florida SHPO and three tribes. This statistically validated, highly accurate model enables Eglin to focus survey efforts where truly needed and avoid wasting time and money where they are not.

Conserving Natural Resources to Protect Cultural Resources

Eglin CRM program innovations are not limited to digital information. Eglin AFB archaeologists are also innovating to conserve archaeological resources on location. By completing the living shoreline project first phase, Eglin's CRM protected four irreplaceable prehistoric sites along Choctawhatchee Bay from permanent loss by

coastal erosion. Choctawhatchee Basin Alliance engaged local community volunteers to rebuild 8,000 LF of shoreline with oyster shell reefs as part of an installation-wide competition. This high energy initiative was spotlighted as an Earth Day event. On one reef tour, tribal visitors were especially impressed and pleased with the proactive efforts the installation is making to safeguard resources.



Living Shorelines

Airmen from the 823d Red Horse Squadron pull a boat full of rocks toward a "living shoreline" project along the Eglin AFB coastline. The goal of the project to build an artificial reef along 1,400 linear feet of shoreline is to protect against erosion. Volunteers from Installation agencies have completed 450 feet using more than 60 tons of limestone rock.

The installation postured to continue the initiative by contracting for another four reefs' construction and planning for seven more. As part of the next phase, Eglin CRM personnel are exploring root ball use in riverine areas where oyster shell reefs would not be effective. Archaeologists are consulting with the installation's erosion control specialist to garner the most effective erosion control solutions for each proposed location. This tight working relationship between the Natural Resources Section (NRS) and Eglin AFB archaeologists has been pivotal in maintaining excellence in resource stewardship, as detailed in the next section.

Using Fire to Prevent Wildfires and Protect History

The prescribed fire program at Eglin AFB is massive. Eglin NRS augments AFCEC's Eglin Fire Module. In collaborative efforts, Eglin's CRM played a vital role in readying the Fire Module to exceed their planned 90,000 acres-burned goal in Fiscal Year 2019 (FY19). Eglin's CRM staff worked diligently with the wildland fire team to prioritize proposed burn blocks and remove fuels from historic properties' vicinity ahead of scheduled prescribed burns. These actions protected archaeological sites from potential fire damage, averted adverse effects, and allowed the wildland fire team to proceed unimpeded. This support allowed Eglin's Fire Module to achieve 96,000 acres burned in FY19.

Similarly, Eglin's CRM personnel work with the forestry team to reconcile planned timber sales with archaeological resources' protection. By highlighting cultural sites' bounds for timber companies to avoid, the Eglin CRM program supported 4,211 silviculture treatment acres for FY19 without jeopardizing any protected cultural resources. The excellent relationship between archaeologists and the NRS is just one example of Eglin CRM personnel reaching out to shield cultural assets.

Educating the Community to Enable Force Multipliers

The Eglin CRM program routinely conducts education and outreach events to communicate the importance of cultural resource protection. For instance, Eglin CRM personnel worked with the Navy's Civil Engineer Corps Officer School to facilitate NHPA Section 106 training to 35 participants from throughout DoD. As part of training, Eglin CRM personnel organized and conducted a cultural resources tour. Impressed by the course content and the informative tour, participants noted that this was the best-run course they had ever attended. In addition to reaching various Federal agencies, Eglin CRM personnel also bolstered relationships with the local public and archaeological community by sponsoring the seventh and eighth Annual Eglin Archaeology Days. As part, Eglin AFB archaeologists teamed with eight local museums and historians to reach 350 people in the community and rallied for Florida Archaeology Month.

Beyond the installation borders, Eglin CRM personnel delivered an exceptional presentation to the Northwest Florida Chapter of the Military Officer's Association of America. The reception enlightened 100 officers on "Before Eglin: Stories of Past." Within the CE organization, Eglin CRM personnel presented



Community Outreach

Eglin Archaeologists team with local historians to reach the community during the Eglin AFB Annual Archaeology Day. The event typically occurs during Florida Archaeology Month.

the "Treatment of Historical Facilities" webinar to inform the CE Customer Service Unit, Real Property and others, and so bettered historic building understanding across the CE Group. The Eglin CRM program habitually leads the way in education and outreach efforts pertaining to cultural resources.

Cultural Resources Compliance to Support Mission Success, Open Land for Mission

In addition to these program-level initiatives, Eglin CRM personnel scrupulously review routine work requests to ensure compliance with cultural resources regulations. Cultural Resource Managers rendered thorough cultural review of 4,150 CE actions captured in multiple Air Force authoritative databases, and 1,000 documents maintained in Eglin's web-enabled National Environmental Policy Act compliance tool. Concurrent with these reviews, the Eglin CRM staff cleared 584 jobs, to include facility renovations, under current PA and so avoided lengthy SHPO consultations, saving 2,000 manhours, and sparing 60 days on each project's critical path.

The Eglin CRM program works closely with the Environmental Planning Office to ensure Environmental Assessments (EAs) adhere to cultural resources regulations. In keeping with this, Cultural Resource Managers performed consultations for 13 EAs. They brought the SHPO on board with base plans and assured NHPA compliance in documents. These consultations were part of 28 NHPA and tribal consultations Eglin CRM personnel conducted during the last two years. The Eglin CRM program also furthered efforts on a renewed base wide PA to continue to streamline proposed actions' Section 106 review with the SHPO and tribes.

The Eglin CRM program has consistently included an aggressive archaeological survey arm to comply with NHPA Section 110 and identify acreage unencumbered by archaeological resources for range users.

During the accomplishment period, 3,093 acres were surveyed, and only six eligible sites were identified for avoidance, contributing to mission flexibility. Likewise, building surveys are another key Eglin CRM program element to comply with NHPA Section 110. Eglin CRM personnel surveyed 58 buildings to identify those potentially eligible and so protect history. To support next generation mission growth, Eglin CRM personnel achieved signature on the Eglin Field World War II Historic District Memorandum of Agreement between the installation and the SHPO, allowing for district redevelopment to support future weapons systems in exchange for 32 Historic American Building Surveys.

Other compliance activities included Eglin CRM personnel's work on a database that consolidated historical building records for 238 eligible buildings with Real Property which led to the successful execution of a DoD directive for 100% Real Property assets inventory. Likewise, Eglin CRM personnel secured Spatial Data Standards for Facilities Infrastructure and Environment compliance for GIS data, enlarged the cultural resources buildings database, and built up the Cultural Resources Information Management System with over 100 additional files to ensure improved access to cultural resources information for more accurate and thorough NHPA consultations. These efforts all helped ensure Eglin AFB compliance with cultural resources laws and regulations, meeting short term ICRMP goals and on track for long term goals, as well as providing for continued irreplaceable air, land, and water ranges availability.