



2021 Secretary of Defense

Environmental Awards

Cultural Resources Management, Small Installation
Schriever Air Force Base

Introduction

Schriever Air Force Base's (AFB) Cultural Resources Management (CRM) Program has made significant strides in the management of cultural resources located within the installation boundaries. Situated along Colorado's Front Range and under the gaze of 14,113 foot Pike's Peak, Schriever AFB is a vital part of the Peterson-Schriever Garrison, as well as home to Delta 6, Delta 8, and Delta 9 of the United States Space Force (USSF). Schriever AFB hosts 8,000 military and civilian employees and provides support and sustainment for the USSF and United States Air Force (USAF) satellite command and control missions, base operations, mission support, and

Garrison Support Agency services. Encompassing 3,840 acres, Schriever AFB is located in the rolling high Great Plains and is situated on land previously used for ranching and homesteading.

The Schriever AFB CRM Program has focused on completing cultural resources inventories and National Register of Historic Places (NRHP) eligibility determinations for the entire installation. The installation proudly manages the Schriever AFB Historic District, 40 archaeological sites, and 24 isolated archaeological finds, all of which were identified during the reporting period. Schriever AFB has participated in face-to-face and virtual meetings with up to 31 culturally affiliated federally recognized Native American Tribes (Tribes).

Many meetings went beyond routine project consultation to focus on relationship-building and introducing tribal representatives to the installation, leadership, and staff.

Background

Schriever AFB's Integrated Cultural Resources Management Plan (ICRMP) is a critical document used to guide and direct all activities related to cultural resources management on the base. The ICRMP is the culmination of integrated planning across the installation for cultural resources and includes multi-level planning that supports the Airmen and Guardians assigned to Schriever AFB. The current ICRMP was developed in 2019 and was finalized/complete 7 August 2020. Previously, Schriever AFB operated under an ICRMP waiver, but the decision to author a fully compliant clean-sheet plan allowed the installation to implement recommended standard operating procedures and internal processes.

Primary responsibility for Schriever AFB's CRM program lies with the Cultural Resources Manager, who is assisted by four personnel assigned to the base environmental team, and the Installation Tribal Relations Officer (ITLO). In 2019, an influx of new personnel revitalized the base CRM Program, which had been affected greatly by high staff turnover and loss of institutional knowledge. The CRM team received intensive field and classroom training on Sections 106 and 110 of National Historic Preservation Act (NHPA) compliance and analysis, field archaeological survey methods, and tribal relations best practices. The Cultural Resources Manager began training on GIS database management and cartography, and a new ITLO was nominated and trained as per USAF and Department of Defense (DoD) requirements. This is the first time Schriever AFB had a fully trained CRM team and ILTO

concurrently, which has allowed Schriever AFB to more effectively communicate with our tribal partners.

Starting with the finalization of a fully compliant ICRMP, the new CRM Program re-established standard operating procedures for cultural resources compliance, created working relationships with base engineering and operations staff, and implemented a new compliance workflow tightly integrated with the installation's National Environment Policy Act (NEPA), air quality, and natural resources programs.

Three Section 106 programmatic agreements (PAs), are in process with the Colorado State Historic Preservation Office (SHPO) and culturally affiliated tribes. The PAs will expedite and improve compliance with Section 106 and 110 of the NHPA and streamline consultation requirements for interior architectural modifications, development within the installation's 340-acre high-security Restricted Area, and development within existing disturbed and developed areas. All three products are expected to be finalized in 2021.

The Schriever AFB Native American Consultation Program is jointly managed by the Cultural Resources Manager and ITLO. Schriever AFB consults with 31 culturally affiliated Tribes for all projects involving land disturbance, and also provides annual opportunities for face-to-face and virtual forums to build relationships and communicate concerns. The installation was fully inventoried for archaeological and architectural resources in 2020. While a traditional cultural property survey was delayed until 2021 due to the ongoing COVID-19 pandemic, the CRM team adapted to circumstances by providing tribal partners the opportunity to remotely survey

areas of interest through streaming video and site photography.

Finally, the CRM program identified goals to improve compliance and implement best practices. These include new base-wide archaeological surveys, archaeological inventories to capture the current status of managed resources, implementation of an Installation Tribal Relations Plan (ITRP), designation of an ITLO, and ongoing development of PAs with the SHPO and tribes with cultural ties to the area.

Summary of Accomplishments



Field Work

Contractor and SAFB cultural resources specialists document a historic stock tank and windmill foundation during full-installation intensive archaeological surveys in July 2020. This was the first time the installation was surveyed using modern GIS technology and survey protocols.

Overall Cultural Resources Management

The ongoing development of the PAs with the SHPO framed the Installation's CRM accomplishments. To that end, Schriever AFB hosted the first-ever on-site meeting with the Colorado SHPO. This meeting was key to re-establishing trust and working relationships with the state government. Furthermore, the meeting also had significant short term benefits by

allowing the installation to expedite the approval of 12 Section 106 concurrences, ultimately saving the installation almost 100 man-hours in project approval time. Schriever AFB currently has 22 projects valued at \$100 million in various stages of design and execution that will benefit from the reduction in personnel-hours associated with individual project consultation.

The relationship with the SHPO was further developed as the CRM Program and the SHPO partnered on an archeological assessment on 16 future USSF construction sites, identifying areas of undisturbed land suitable for construction that will also benefit the space mission.

As the CRM program expanded its installation footprint, it developed processes to ensure that mission partners on Schriever AFB adhere to the rules and regulations that govern the CRM Program. Prior to any construction, the CRM Program seizes an opportunity provided by the installation Contracting Squadron to educate and train all project managers on CRM standards. The CRM team is active at all pre-construction kick off meetings, where they have briefed 20 construction teams on CRM standards.

To track compliance, a robust Environmental Inspection Program (EIP) was developed. The EIP assesses a unit's ability to comply with the 12 environmental aspects, including CRM. The Environmental element trained 31 Unit Environmental Coordinators and assessed 41 units across 35 buildings. This CRM assessment ultimately became a part of the installation's Environmental Management System (EMS), where non-compliance was tracked, and corrective actions were implemented. The identified discrepancies ranged from administrative to potentially critical, but identification through the EIP resulted in all issues being remedied up to 43% quicker than if

they were discovered during external audits and inspections.

The EIP prepared Schriever AFB for the 2019 Unit Effectiveness Inspection, where the CRM Program, and its overarching EMS, garnered an “Effective” rating. Additionally, two members of the CRM team were recognized as “Professional Performers” by the Air Force Space Command Inspector General.

Cultural Resources Compliance

With the establishment of the United States Space Command and USSF in December 2019, Schriever AFB has become a locus of development. Its security and communications infrastructure and abundant room for expansion led to its selection as the location for basing of the \$150 million Joint Force Space Component and Consolidated Space Operations, an \$11 million expansion of the installation medical facility, and improvements to the fitness center, parking lots, and other mission support infrastructure. This has resulted in an extraordinarily high operational tempo for a small installation. The CRM Program has risen to this challenge by ensuring 100% compliance with Section 106 SHPO and Tribal consultation requirements for all new construction projects as well as typical installation management activities even through the disruptions of the COVID-19 pandemic. By formalizing close integration with the NEPA program and base community planners, the CRM Program reviewed all Civil Engineer work orders and ground disturbance permits as a matter of routine. Projects requiring Section 106 consultation are identified well in advance of their need dates. This has ensured 20 Military Construction projects have been executed without incident.

In addition to Section 106 compliance support and preconstruction activities, the CRM

program provided intensive project area surveys, on-site monitoring of excavation and earth disturbing activities for inadvertent discoveries, and facility siting recommendations for eight high-visibility, mission-critical projects totaling over \$15 million.

In order to track the continual improvements to the CRM Program, the installation developed a Cultural Stewardship Environmental Action Plan (EAP). The EAP tracked five objectives and seven target proposals to ensure compliance with USAF and Federal regulations and document program improvements. The CRM Program tracked the completion of a Cultural Resources depository, the ICRMP, site walks with Tribal leaders, archeological and building surveys, and the development of the PAs at the installation level, providing quarterly updates to senior leadership.

Maintaining current documentation of all requirements has been a goal of the CRM Program as it recovered from the high staff turnover and loss of institutional knowledge. The CRM Program parented with the EMS team to properly document and store all relevant and required program information. All surveys, inspection reports, training materials, and meeting minutes have been filed electronically on the installation’s eDASH website, which is the USAF’s SharePoint site for environmental and sustainability programs. The efficiency of this process was validated during the 2019 EMS Gap Analysis. Schriever AFB was assessed by an outside agency and achieved a 100% rating, and was ranked #1 of 88 Air Force bases.

Historic Buildings and Structures

Previous inventories conducted between 1984 and 1991 did not consider the NRHP eligibility of more recently constructed facilities and used outdated methodology and criteria. This information proved insufficient for the installation’s consultation efforts. In June 2020,

an inventory of 39 Schriever AFB buildings and facilities older than 30 years old was completed. The survey evaluated for NRHP eligibility on the basis of their age and of historical significance, including the Cold War and the USAF missile and space program. None were found individually eligible for NRHP listing, but contribute to a proposed SAFB historic district.



Old Wind Mill

This abandoned Aermotor windmill, partially collapsed by the area's fierce winds, speaks to the ranching and homesteading history of the rolling Colorado high plains that became Schriever AFB. Area landowners were locally renowned for their innovative earthwork water retention systems, which retained the area's scarce rainfall and groundwater to grow alfalfa for cattle and horses. Surrounding areas are still used for ranching today.

Archeological Resources

Schriever AFB's 3,400 acres of high plains were intensively surveyed for archaeological resources in July 2020. This represented the first time since 1991 that the entire installation was surveyed at once, and the first surveys using modern GPS technology and survey protocols. The CRM team personally accompanied contracted archaeologists to accomplish the surveys ahead of schedule in 95° plus Fahrenheit temperatures, with daily severe thunderstorms. A total of 40 archaeological sites and 24 isolated archaeological finds were described, mapped, photographed, and, where appropriate, subjected to intensive archival research to situate them in their historical context.

None of Schriever AFB's archaeological resources were recommended NRHP-eligible. However, they contribute to a richer understanding of the area's long history and prehistory. The surveys produced the first detailed description of innovative and regionally distinctive earthwork groundwater management systems in and around Schriever AFB; this locally developed technique enabled the cultivation of water-loving crops like alfalfa in these arid lands. Isolated finds include a large,



Toy Truck

The 2020 archaeological survey discovered different historical items, to include this steel toy truck. This toy dates back to the 1930s, more than 80 years before the stand-up of the United States Space Force. The survey assessed over 3,000 acres and was the first of its kind performed on Schriever Air Force Base in 30 years.

detailed 1930s era metal toy truck and a McKean-type projectile point dating to between 1500 and 3000 years before present. This fleshes out the history of the lands that became Schriever AFB from the historical era of homesteading, dryland agriculture, and ranching, to its role as a crossroads for hunting, trade, and migration of Native American groups throughout the region before Anglo-American settlement.

Native American Consultation Program

Over the past two years, Schriever AFB has significantly expanded its Native American Consultation Program. Schriever AFB enhanced their relationships with 31 tribal leaders by guiding 15 site visits, allowing the installation to maintain 100 percent compliance with the NHPA. They also oversaw a consultation tracking system to document 62 official meetings with the SHPO and culturally-affiliated Tribes.

A major initiative for Schriever AFB's Native American program was the 2019 Front Range Tribal Conference, which showcased the relationships built between the installation and their tribal partners. The CRM program coordinated logistics for this 3-day event, where senior leaders from Schriever AFB, Peterson AFB, the United States Air Force Academy, Buckley AFB, F.E. Warren AFB, and Cheyenne Mountain Air Force Station interfaced with 20 tribal leaders, who represented 400,000 members of their respective nations. This meeting provided for the opportunity to discuss the consultation process and facilitate access to sites of traditional cultural significance for survey and cultural purposes.

To codify the progress made at this conference, Schriever AFB created an inaugural Installation Tribal Relations Plan, signed in 2020. This plan documents processes implemented by Schriever AFB and five other area installations in collaboration with the culturally affiliated tribes.

Curation

Schriever AFB partners with the United States Army at Fort Carson to ensure curation of its archeological resources to 36 CFR Part 79 standards. The curation agreement has been in place since 2009. Consequently, Schriever AFB is preserving five artifacts for public viewing, including a large petrified wood core remnant, a well "sucker" rod from the 1930s, and a petrified

wood projectile point. Following the July 2020 archaeological surveys, five additional artifacts



Projectile Point

The 2020 archaeological survey discovered different cultural resources, to include this McKean-style projectile point. This type of projectile point would have tipped a hunting spear, and dates to the area's prehistoric (pre-European settlement) period and could be as old as 7,800 years. The completed survey is essential for Schriever Air Base as the work towards entering their first ever Programmatic Agreement with the State Historic Preservation Office.

will be curated at Fort Carson under a renewed agreement. Schriever AFB is also undertaking a digital curation initiative, which will preserve all of its associated records for 57 cultural sites and finds and all correspondence associated with the base's CRM program. As Schriever AFB does not have the capability to curate archeological resources, this partnership has saved the installation from having to allocate funding and resources, while still ensuring these artifacts are available for public view.

Cultural Resources Awareness and Education

The CRM program has an active installation presence. They have provided semi-annual briefings to installation leaders at the Environmental Safety and Occupational Health Council, supplied cultural resource awareness education to 35 Unit Environmental Coordinators and 25 facility managers across the installation, and established environmental awareness at monthly Newcomer's Briefings which have educated 1,700 joint service

personnel over two years. Additionally, for the first time in program history, the CRM team hosted a Premier College Intern Program student, who also spent three months as a vital member of the team. She surveyed five historical sites, increasing her program knowledge, and providing a new perspective on CRM.



CRM Team

Members of Schriever AFB's environmental element lead the Installation's Cultural Resources program and consist of a wide variety of professionals, including engineers and biologists. The environmental element is tasked with providing excellent support to the stand up of United States Space Force while fostering positive relationships with 31 tribal stakeholders.

Community Relations

The Schriever AFB CRM program also partnered with the installation's Active Duty military personnel, who are members of the Shoshone and Bannock tribes, to afford them representation at the installation's Diversity Day festival. They served authentic American Indian cuisine, displayed artifacts and traditional clothing, and hosted a traditional dance performance to educate over 1,000 guests on indigenous culture.

Mission Enhancement

By developing strong relationships with their partners, Schriever AFB was able to ensure zero mission failure and even develop innovative procedures to enhance base missions during a global pandemic. During a time when

teleworking became a necessity due to restricted access to military installations and official travel by Native American tribal nations was restricted to curtail the spread of COVID-19, the base collaborated to develop effective workarounds. Schriever AFB's CRM team implemented virtual site walks to ensure the invaluable consultation process continued without incident. These efforts expedited five NEPA analyses and four Section 106 reviews to ensure three projects valued at \$200,000 were able to proceed.

As Schriever AFB's CRM program moves forward, the implementation of three executed PAs with the SHPO and Tribes will be key to ensuring continued success and compliance with the base consultation process. This is expected to reduce the consultation period by up to 90%. The agreement will allow Schriever AFB to recognize its past and the cultural significance of the land it sits on as the installation's mission expands to space.



Community Outreach

Staff Sergeant Brittinie Alvarez, 50th Security Forces Squadron response force leader and member of the Shoshone and Bannock tribes, wears her traditional regalia during the 2019 Diversity Day Festival. SSgt Alvarez shared her Native American heritage, displayed artifacts and traditional clothing and led a traditional dance performance for over 1,000 attendees.