

**Forest Service Handbook
National Headquarters - Washington Office
Washington, DC**

**Forest Service Handbook 2309.12 – Heritage Program Management Handbook
Zero Code**

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Digest: Following is an explanation of the changes throughout the directive by section.

2309.12: Establishes new handbook “FSH 2309.12, Heritage Program Management Handbook.”

Zero code: Establishes codes, captions, and sets forth new direction for the management of the Heritage Program.

10: Establishes codes, captions, and sets forth direction for the coordination and consultation requirements for the Heritage Program.

20: Establishes codes, captions, and sets forth direction for the planning requirements for the Heritage Program.

30: Establishes codes, captions, and sets forth direction for the identification, evaluation, and allocation for management use requirements for the Heritage Program.

40: Establishes codes, captions, and sets forth direction for protection and stewardship requirements for the Heritage Program.

50: Establishes codes, captions, and sets forth direction for public education and outreach requirements for the Heritage Program.

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60: Establishes codes, captions, and sets forth direction for the management of heritage collections for the Heritage Program.

70: Establishes codes, captions, and sets forth direction for administering the permits, agreements, and contracts for the Heritage Program.

80: Establishes codes, captions, and sets forth direction on the uniform guidance and procedures for Heritage professionals to manage and report cultural resource information.

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01 – Authority

See Forest Service Manual 2360.1 for laws, Executive Orders, regulations, and Federal guidelines governing the Forest Service Heritage Program. The following are additional authorities not listed in FSM 2360.1.

1. Alaska Native Claims Settlement Act (ANCSA) of 1971 (43 U.S.C. 1601-1642). The settlement extinguished *Alaska Native* claims to the land by transferring titles to twelve *Alaska Native Regional Corporations* and over 200 local village corporations. A thirteenth Regional Corporation was later created for Alaska Natives who no longer resided in *Alaska*. Public Laws 108-199 and 108-447 – Consolidated Appropriations Acts of 2004 and 2005 respectively, direct the Office of Management and Budget and Federal agencies to consult with Alaska Native Corporations on the same basis as Indian Tribes under E.O. 13175 – Consultation and Coordination with Indian Tribal Governments.

2. Food, Conservation, and Energy Act of 2008, Title VIII: Forestry, Subtitle B - Cultural and Heritage Cooperation Authority. The following sections affect the Heritage Program:

a. Section 8103 (25 U.S.C. 3051-3053): Reburial of Human Remains and Cultural Items. Authorizes the reburial of items repatriated under The Native American Graves Protection and Repatriation Act (NAGPRA) (25 U.S.C. 3001 et seq.) on National Forest System lands, when they were originally recovered from National Forest System lands or an adjacent cultural resource site.

b. Section 8104 (25 U.S.C. 3054): Temporary Closure for Traditional and Cultural Purposes. It authorizes the Secretary of Agriculture to temporarily close from public access National Forest System land for traditional and cultural purposes.

c. Section 8105 (25 U.S.C. 3055): Forest Products for Traditional and Cultural Purposes. The legislation creates an exception to a National Forest Management Act (NFMA) of 1976 (16 U.S.C. 1600 et seq.) requirement and authorizes the Secretary of Agriculture to provide certain forest products free of charge to Indian Tribes and Alaska Native Tribes, when used for traditional and cultural purposes.

d. Section 8106 (25 U.S.C. 3056): Prohibition on Disclosure. The Secretary of Agriculture is exempt from Freedom of Information Act (FOIA) of 1966 as amended (5 U.S.C. 552) disclosure to allow for an increased level of confidentiality to protect information relating to reburials, sites, or resources of traditional or cultural importance, including human remains and information relating to traditional and cultural resources and practices provided in the course of research activities.

4. Native American Technical Corrections Act of 2004 (25 U.S. C. 122). Notwithstanding any provision of law affecting the disposal of Federal property, on the request of the Chugach Alaska Corporation or Sealaska Corporation, the Secretary of

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Agriculture shall convey to whichever of those corporations that has received title to a cemetery site or historical place on National Forest System land conveyed under section 14(h)(1) of the Alaska Native Claims Settlement Act (43 U.S.C. 1613(h)(1)) all artifacts, physical remains, and copies of any available field records that— (1)(A) are in the possession of the Secretary of Agriculture; and (B) have been collected from the cemetery site or historical place; but (2) are not required to be conveyed in accordance with the Native American Graves Protection and Repatriation Act (25 U.S.C. 3001 et seq.) or any other applicable law.

04 – Responsibility

FSM 2360.4 outlines the Heritage Program responsibilities for the Chief; Senior Policy Official; Director of Recreation, Heritage, and Volunteer Resources; Federal Preservation Officer, Regional Foresters; Station Directors, Area Director; Forest/Grassland Supervisors; and District Rangers.

Heritage Program personnel include Heritage professionals and archaeological technicians. A general description of the levels of responsibility for these personnel categories follows. Additionally, each chapter in this Handbook outlines detailed responsibilities of Heritage Program personnel for the specific activities covered in that chapter.

Heritage Program personnel advise Line Officers (Chief, Regional Foresters, Forest/Grassland Supervisors, and District Rangers), who are the decision makers and Responsible Officials. Throughout this Handbook, Agency Official is the Line Officer. See FSM 2360.4, exhibit 01, for the appropriate Agency Official for specific Heritage Program activities.

04.1 – Heritage Professionals

Section 112 of the National Historic Preservation Act of 1966 as amended (NHPA) (16 U.S.C. 470h-4(a)) and Title 36, Code of Federal Regulations, Part 800 – Protection of Historic Properties, section 800.2(a)(1) requires each agency personnel who are responsible for historic resources including archeological resources to meet professional qualification standards established by the Office of Personnel Management in consultation with the Secretary of the Interior and appropriate professional societies of the disciplines involved.

Only Heritage professionals as defined at FSM 2360.91 may make management recommendations to an Agency Official concerning:

1. National Register of Historic Places (National Register) eligibility,
2. Project effect(s) to historic properties, and
3. Management use categories for cultural resources.

Only Heritage professionals as defined at FSM 2360.91 may review and recommend the approval of heritage work performed by other Heritage professionals (for example, District,

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Zone, or seasonal Archaeologists), archaeological technicians, paraprofessionals, contractors, cooperators, and volunteers.

Heritage professionals fill positions at all organizational levels. The following are the most common position titles of Heritage professionals.

04.11 – National Heritage Program Leader/Federal Preservation Officer

The National Heritage Program Leader advises the Deputy Chief for the National Forest System and the Chief regarding National Heritage Program issues and opportunities and provides policy guidance and technical assistance to the Regional Heritage Program Leaders. It is the responsibility of the National Heritage Program Leader to:

1. Serve as the Federal Preservation Officer (FPO) for the U. S. Department of Agriculture, Forest Service.
2. Delegate FPO responsibilities to Regional Heritage Program Leaders.
3. Coordinate the Forest Service's activities under the National Historic Preservation Act (NHPA) of 1966 as amended (16 U.S.C. 470 et seq.).
4. Engage in out-year budget planning with the Washington Office Budget staff and the Regional Heritage Program Leaders to seek funding for NHPA Section 110 (16 U.S.C. 470h-2) implementation and Native American Graves Protection and Repatriation Act (NAGPRA) (25 U.S.C. 3001 et seq.) compliance.
5. Develop Heritage Program performance measures in coordination with the Regional Heritage Program Leaders, Regional Recreation Directors, and the Washington Office Recreation and Budget staffs.
6. Engage in administrative functions affecting the Heritage Program including workforce planning, budget planning, program performance evaluation, and managing national agreements in I-Web.
7. Provide Heritage Program information to other national program staffs to assist in work planning that requires Heritage Program compliance support pursuant to NHPA Section 106 (16 U.S.C. 470f), NAGPRA, Archaeological Resources Protection Act (ARPA) of 1979 as amended (16 U.S.C. 470aa-mm), and other Federal Historic Preservation laws.
8. Represent the Chief in meetings and coordination with the Advisory Council on Historic Preservation (Advisory Council), the National Trust for Historic Preservation (National Trust), the National Council of State Historic Preservation Officers (NCSHPO), and other historic preservation organizations to establish national priorities and program efficiencies.

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9. Advise the Deputy Chief for National Forest Systems and the Chief on professional and technical matters and regulatory changes relating to the Heritage Program and provides technical advice and assistance with logistics to the Secretary of Agriculture's office.
10. Coordinate with other Federal bureaus, agencies, and departmental offices in Washington, D.C. and other areas of the country, regarding cultural resource issues and opportunities.
11. Provide Heritage Program policy guidance to Regional Heritage Program Leaders. A National Heritage Program Specialist, assisting the FPO and working under the direct supervision of the National Heritage Program Leader may be assigned some or all of these functions.

Other positions that may serve under the direct supervision of the National Heritage Program Leader include the National NAGPRA Coordinator and the National Heritage Natural Resource Manager (NRM) Data Steward.

04.12 – Regional Heritage Program Leader

A Regional Heritage Program Leader is a Heritage Professional who advises the Regional Forester on matters concerning the program at the Washington Office and Regional level and provides program leadership to the National Forests and Grasslands within a Region. It is the responsibility of the Regional Heritage Program Leaders to:

1. Advise the Regional Forester, Station Directors, Area Director, and Forest Supervisors on:
 - a. Regional and Washington Office Heritage Program priorities, goals, and policies.
 - b. Professional and technical matters relating to the Heritage Program including training, Secretary of the Interior Standards for Historic Preservation, NHPA Section 106 consultation and 110 guidelines, coordination of NHPA with the National Environmental Policy Act (NEPA) of 1979 (42 U.S.C. 4321-4347), and other cultural resource laws and regulations.
 - c. Heritage Program budget needs, accomplishments, and upward reporting.
2. Provide program guidance, oversight, consistency, and technical assistance to Forest/Grassland Heritage Program Leaders, including guidance on the implementation of cultural resource laws and regulations.
3. Engage in administrative functions affecting the Heritage Program including workforce planning, budget planning, program performance evaluation, upward reporting, and managing regional NHPA and partnership agreements.

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4. Coordinate with the National Heritage Program Leader to ensure the Region is appropriately engaged in Washington Office initiatives and direction.
5. Coordinate with other Regional Heritage Program Leaders to identify cross-region opportunities and challenges and develop coordinated responses where advantageous.
6. Coordinate with the Forest Heritage Program Leaders to ensure the Forests are appropriately engaged in Regional and Washington Office initiatives and direction.
7. Represent the Regional Forester in Regional or State programmatic consultation with the Advisory Council, State Historic Preservation Officers (SHPOs), and where appropriate with Tribes and Tribal Historic Preservation Officers (THPOs), and other appropriate historic preservation organizations to establish Regional program efficiencies and identify opportunities for collaboration.
8. Represent the Regional Forester in developing partnerships with historic preservation organizations and other appropriate groups or individuals interested in the Heritage Program.
9. Perform delegated FPO duties.
10. Support Forests and Grasslands in providing opportunities for public involvement and education and interpretation on National Forest System lands under the national framework of Windows on the Past and Heritage Tourism.

An Assistant Regional Heritage Program Leader working under the direct supervision of the Regional Heritage Program Leader may be delegated some or all of these functions.

04.13 – Forest or Grassland Heritage Program Leader

The Forest/Grassland Heritage Program Leader advises the Forest/Grassland Supervisor on matters concerning the program and provides program leadership. Alternative position titles include Forest/Grassland Archaeologist or Forest/Grassland Historian. In some situations, a Forest/Grassland Heritage Program Leader may support more than one Forest/Grassland unit. It is the responsibility of the Forest/Grassland Heritage Program Leaders to:

1. Provide oversight and guidance in the implementation of NHPA, NEPA, ARPA, NAGPRA, and other cultural resource laws and regulations.
2. Engage in administrative functions affecting the Heritage Program including workforce planning, budget planning, program performance evaluation (Heritage Program Managed to Standard), upward reporting, and managing NHPA and partnership agreements.
3. Provide program advice to the Forest Leadership Team.
4. Participate in Forest and project planning.

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5. Assist the Forest/Grassland Supervisor to act as the primary contact with the SHPO, THPO, Indian Tribes, and the Regional Office in regards to cultural resource management.
6. Represent the Forest Supervisor under delegated authority in programmatic consultation with the Advisory Council, SHPOs, and (where appropriate) with Tribes and THPOs, and other interested historic preservation organizations to establish Forest/Grassland program efficiencies and identify opportunities for collaboration.
7. Represent the Forest Supervisor in developing partnerships with historic preservation organizations and other groups or individuals interested in the Heritage Program keeping with approved program goals and objectives.
8. Supervise and/or provide technical advice and guidance to Heritage professionals (District, Zone, or seasonal archaeologists), Archaeological Technicians (permanent and seasonal), students, and volunteers. Mentor student interns and entry/journey-level Heritage personnel in cultural resource management (CRM) skills and career development.
9. Support Forest/District projects in compliance with NHPA Section 106, which includes responsibilities from background research through survey and evaluation, to completion of reports, updating the Heritage NRM database, and preparing artifacts for curation.
10. Review and approve NHPA Section 106 compliance documents for technical/professional adequacy prior to submittal to SHPO, THPO, Indian Tribes, and (when appropriate) the Advisory Council.
11. Ensure standardized maintenance and use of records, GIS data, and the Heritage NRM database including the compilation of information for upward reporting.
12. Serve as a Contracting Officer Representative (COR) or Inspector on contracts for cultural resource work.
13. Develop or provide oversight and leadership for the development of a Heritage Program Plan and Historic Property Plans as defined in FSM 2360 and the Heritage Program Managed to Standard. See chapter 20 of this Handbook.
14. Conduct condition surveys of Priority Heritage Assets (PHAs) and cultural resources.
15. Perform or oversee any needed stabilization of historic properties.
16. Conduct damage assessments of looted or vandalized cultural resources in cooperation with law enforcement and, when necessary, serve as a professional witness if qualified to do so.

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17. Coordinate with the Regional Heritage Program Leader to ensure the Forest is appropriately engaged in Regional and Washington Office initiatives and direction.

18. Seek opportunities for public involvement, education, and interpretation on National Forest System lands under the national framework of Windows on the Past and Heritage Tourism.

An Assistant Heritage Program Leader (Assistant Forest Archaeologist), working under the direct supervision of the Heritage Program Leader, may be delegated some or all of these functions at the recommendation of the Forest Heritage Program Leader.

04.14 – District and/or Zone Archaeologist

District and Zone Archaeologists advise the District Ranger on matters concerning the Heritage Program and provide program leadership on the District or Zone. A District Archaeologist typically serves a single Forest management unit or District, whereas a Zone Archaeologist serves two or more units or Districts. It is the responsibility of the District or Zone Archaeologists to:

1. Participate in District project planning through serving on interdisciplinary teams.
2. Support District projects in compliance with NHPA Section 106, which includes responsibilities from background research through survey and evaluation, to completion of reports, updating the Heritage NRM database, and preparing artifacts for curation.
3. Serve as a COR or Inspector on contracts for cultural resource work.
4. Write the cultural resource sections of District or Zone NEPA documents.
5. Conduct condition surveys of Priority Heritage Assets (PHAs) and cultural resources.
6. Perform or oversee any needed stabilization of historic properties.
7. Conduct damage assessments on looted or vandalized cultural resources in cooperation with law enforcement and, when necessary, serve as a professional witness if qualified to do so.
8. Oversee and approve the work of archaeological technicians, paraprofessionals, students, and volunteers.
9. Coordinate with the Forest Heritage Program Leader to ensure that the unit is appropriately engaged in Forest and Regional initiatives and direction.
10. Seek opportunities for public involvement, education, and interpretation on National Forest System lands under the National framework of Windows on the Past and Heritage Tourism.

04.2 – Archaeological Technicians

Under the direct supervision of a Heritage professional, GS-102 Archaeological Technicians may conduct cultural resource identification; monitor cultural resources; carry out data management; participate in Heritage stewardship projects; and assist Heritage Professionals in National Register evaluation, assessment of project effect, and recommendations for allocation of cultural resources to management categories.

04.3 – Heritage Paraprofessionals

Paraprofessionals are Forest Service employees from other program areas that may conduct cultural resource identification and participate in Heritage stewardship projects under the direct supervision of a Heritage professional after completing an in-house training and certification program. They may not evaluate cultural resources, make management recommendations, or implement heritage stewardship projects.

05 – Definitions

Accession/Accessioning. The formal and legal process for establishment of legal title and/or custody of an incoming repository transaction, including a gift, purchase, exchange, transfer, or field collection.

Acquisition/Acquisitioning. A process to obtain custody of an object, document, or collection that involves physical transfer.

Adaptive reuse. Use of a historic property for other than its original purpose in order to extend its use life and maintain the attributes that make it historically significant. Examples include a lookout tower that is now a recreation rental, a guard station that is now a visitor center, and a historic railroad grade converted to a surfaced and interpreted hiking trail.

Adverse effect. Direct or indirect alteration of the characteristics that qualify a historic property for inclusion in the National Register in a manner that would diminish the integrity of the property's location, design, setting, materials, workmanship, feeling, or association. See 36 CFR 800.5(a)(1) through 800.5(a)(2). Examples of adverse effects include but are not limited to:

1. Physical destruction or damage to all or part of the property.
2. Removal of a property from its historic location.
3. Alteration of the property's historically significant characteristics.
4. Introduction of visual, atmospheric, or audible elements that diminish the integrity of the property's significant historic features.

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5. Neglect of a property that causes its deterioration.
6. Transfer, lease, or sale of property out of Federal ownership or control without adequate, legally enforceable restrictions.

Advisory Council on Historic Preservation (Advisory Council). Title II of the NHPA (16 U.S.C. 470i) establishes the Advisory Council, which is an independent executive agency that reports to and advises the President and the Congress on historic preservation matters. The Advisory Council has legal responsibility to encourage Federal agencies to factor historic preservation into Federal project requirements, in accordance with NHPA and its implementing regulations. The Secretary of Agriculture is a permanent member of the Advisory Council.

Allocation. A recommendation for the best use and treatment of a cultural resource to realize its greatest scientific, traditional, historical, and management potential. The purpose of allocation is to recommend management that protects and enhances the property's unique values for Agency and public benefit (FSM 2363.3).

Alternate procedures. See "Program Alternatives"

Archaeological resource. Any material remains of past human life or activities including but not limited to pottery, basketry, bottles, weapons, weapon projectiles, tools (or byproducts of stone tool manufacture), structures or portions of structures, pit houses, rock paintings, rock carvings, intaglios, graves, human skeletal materials, or any portion or piece of any of the foregoing items (16 USC 470bb). For purposes of evaluating significance under NHPA, these materials must be, with certain exceptions, at least 50 years old (Title 36, Code of Federal Regulations, Part 60 – National Register of Historic Places, section 60.4). For coverage under the ARPA, materials must be at least 100 years of age, and of archaeological interest, which means capable of providing scientific or humanistic understanding of past human behavior, cultural adaptation, and related topics through the application of scientific or scholarly techniques such as controlled observation, contextual measurement, controlled collection, analysis, interpretation, and explanation.

Area of potential effect (APE). The geographic area or areas within which an undertaking may directly or indirectly cause alterations in the character and use of historic properties, if such properties exist. The area of potential effect is influenced by the scale and nature of an undertaking and may be different for different kinds of effects caused by the undertaking.

Artifact. Any object that shows evidence of human manufacture, modification, or use or are byproducts of human manufacture/use.

Associated records. "Original records (or copies thereof) that are prepared, assembled and document efforts to locate, evaluate, record, study, preserve or recover a prehistoric or historic resource" (36 CFR 79.4(a)(2)).

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Avoidance. A site protection measure that provides for partial or complete redesign or relocation of a proposed undertaking to reduce or eliminate potential adverse effects from occurring to a cultural resource.

Collection. Material remains that are excavated or removed during a survey, excavation, or other study of a prehistoric or historic resource, and associated records that are prepared or assembled in connection with the survey, excavation, or other study (Title 36, Code of Federal Regulations Part 79 - - Curation of Federally-owned and Administered Archaeological Collections). Other types of collections include those acquired through Native American Graves Protection and Repatriation Act (NAGPRA) compliance, archival collections such as historic records and photographs, and Forest Service History collections (FSM 2366.1).

Collection management. The long-term physical well-being and safety of collections. Includes issues of conservation, access and use, inventory, and information management.

Consultation. Consultation is formal communication required in legislation and is between the Forest Service Responsible Official and specific parties indicated in the pertinent legislation. NHPA defines consultation as the process of seeking, discussing, and considering the views of other participants designated in statute or regulation, and where feasible, reaching agreement with them regarding matters affecting cultural resources on National Forest System lands. Notification may also be required in legislation, but unlike consultation, does not necessarily require discussion or agreement.

Corporate database. The Forest Service Natural Resource Manager (NRM) database, formerly and more widely known as the Forest Service Integrated Data Management System (Infra). The Heritage Program component includes all cultural resource information in a records and spatial (GIS) format.

Cultural landscape. As defined by the National Park Service, a geographic area (including both cultural and natural resources and the wildlife or domestic animals therein), associated with a historic event, activity, or person or exhibiting other prehistoric or historic cultural or aesthetic values. There are four general types of cultural landscapes, not mutually exclusive: prehistoric/historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes.

Cultural patrimony. An object having ongoing historical, traditional, or cultural importance to a Native American group or culture, rather than property owned by an individual and which cannot be alienated, appropriated, or conveyed by any individual regardless of whether or not the individual is a member of the Indian Tribe or Native American group. (See 25 U.S.C. 3001).

Culturally unidentifiable. Cultural items for which no culturally affiliated present-day Indian Tribe or Native Hawaiian organization can be determined.

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Cultural resource. An object or definite location of human activity, occupation, or use identifiable through field survey, historical documentation, or oral evidence. Cultural resources are prehistoric, historic, archaeological, or architectural sites, structures, places, or objects, and traditional cultural properties. In this Handbook, cultural resources include the entire spectrum of resources for which the Heritage Program is responsible from artifacts to cultural landscapes without regard to eligibility for listing on the National Register of Historic Places.

Cultural Resource Overview. A synthesis of known cultural resources on a given unit, typically a National Forest or Grassland. The purpose of the overview is to compile, describe, summarize, and synthesize previously recorded information regarding prehistoric and historic sites and to establish historic contexts to assist in evaluating the significance of the cultural resources in the area.

Curation. The management and preservation of a collection according to professional museum and archival practices, including, but not limited to

1. Inventorying, accessioning, labeling, and cataloging a collection;
2. Identifying, evaluating, and documenting a collection;
3. Storing and maintaining a collection using approved methods and containers and under environmental conditions and physically secure controls following industry standards;
4. Periodically inspecting a collection and taking such actions as may be necessary to preserve it; and
5. Providing access and facilities to study a collection and handling, cleaning, stabilizing, and conserving a collection in such a manner as to preserve it.

Data recovery. As defined in the Advisory Council's archaeology guidelines, is a common mitigation measure that, through implementation of a treatment plan developed in consultation with the SHPO, THPO, Indian Tribes, the Advisory Council, and other consulting parties, retrieves the important information present within an archaeological site that makes it eligible for the National Register of Historic Places before the site's integrity is compromised or destroyed.

Deaccession. The legal, permanent removal of an object, document, specimen, or collection from a repository. Requires formal documentation of the process.

Effect. 36 CFR 800.16 defines effect as "alteration to the characteristics of a historic property qualifying it for inclusion in or eligibility for the National Register."

Enhancement. A general term that in historic preservation means any activity that preserves, restores, or interprets a historic property for use and enjoyment by the public.

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Evaluation. Assessment of a cultural resource’s eligibility for listing on the National Register by applying the criteria at 36 CFR 60.4.

Exempted categories. See “Program Alternatives.”

Federal Land Manager. With respect to any public lands, the Secretary of the department, or the head of any other agency having primary management authority over such lands. (16 USC 470bb). In the context of this Handbook, a Federal Land Manager is a Line Officer (District Ranger, Forest Supervisor, Regional Forester, or the Chief of the Forest Service). The Federal Land Manager is the Agency Official.

Funerary objects. Items that, as part of the death rite or ceremony of a culture, are reasonably believed to have been placed intentionally at the time of death or later with or near individual human remains. Funerary objects must be identified by a preponderance of the evidence as having been removed from a specific burial site of an individual affiliated with a particular Indian Tribe or as being related to specific individuals or families or to known human remains. See Title 43, Code of Federal Regulations, Part 10 - - Native American Grave Protection and Repatriation Regulations, section 10.4.

Heritage assemblage. See “Collection.”

Heritage assets. A Federal accounting term defined by the Federal Accounting Standards Advisory Board, as “property, plant, and equipment that are unique for one or more of the following reasons: historical or natural significance; cultural, educational, or artistic (for example, aesthetic) importance; or significant architectural characteristics.” This definition applies to all Federal accounting. See Priority Heritage Assets.

Heritage Program. The comprehensive Forest Service program of responsibilities related to historic preservation. The purpose of the Heritage Program is to manage prehistoric, historic, and ethnographic cultural resources for the benefit of the public through preservation, public use, and research. The Heritage Program also contributes relevant information and perspectives to natural resource management.

Heritage Program Plan. A comprehensive planning document that establishes goals, objectives, and desired outcomes for the Heritage Program on a given Forest Service unit. A Heritage Program Plan identifies and defines the activities necessary to understand, preserve, protect, enhance, and develop the interpretation of cultural resources. See FSM 2362.3

Heritage stewardship. Systematic, responsible management actions to recognize, maintain (conserve), protect, and use cultural resources for Agency and public benefit.

Historic context. An organization format that groups historic properties that share similarities of time, theme, and geography, for example, the Civil War period, railroad logging, or the North Cave Hills. The development of historic contexts is the foundation for decisions about the planning, identification, evaluation, registration, and treatment of

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historic properties. The use of historic contexts in organizing major historic preservation activities ensures that those activities result in the preservation of the wide variety of properties that represent our history, rather than only a small, biased sample of properties.

Historic preservation. A general term describing all activities related to management and stewardship of properties significant in American history, architecture, archaeology, or culture, including, but not limited to identification, evaluation, recordation, documentation, curation, acquisition, protection, management, rehabilitation, restoration, stabilization, maintenance, reconstruction, or any combination of the foregoing activities.

Historic property. 36 CFR 800.16 defines historic properties as “any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in, the National Register of Historic Places. This term includes artifacts, records, and remains that are related to and located within such properties. The term includes properties of traditional religious and cultural importance to an Indian Tribe or Native Hawaiian organization and that meet the National Register criteria.”

Historic Property Plan. A written plan prepared by a Heritage professional for historic properties with an emphasis on Priority Heritage Assets. The plan documents the existing resource condition; management goals, objectives, and desired future condition; maintenance standards and guidelines; needed actions; proposed budget, and timeframes and schedules.

Human remains. In NAGPRA, the physical remains of the body of a person of Native American ancestry. For purposes of determining cultural affiliation, human remains incorporated into a funerary object, sacred object, or object of cultural patrimony must be considered part of that item. More generally, the physical remains of a body of a person of any prehistoric, ethnographic, or historic culture found in an archaeological context. The term does not include remains or portions of remains that may reasonably be determined to have been freely given or naturally shed by the individual from whose body they were obtained, such as hair made into ropes or nets.

Identification. The general term for the component of cultural resource management that involves locating and recording the existence of cultural resources that may be eligible for listing on the National Register (as historic properties). The Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation further clarify identification as “activities undertaken to gather information about historic properties in an area. The scope of these activities will depend on: existing knowledge about properties, goals for survey activities developed in the planning process, and current management needs.”

Indian Tribe. Federally recognized Indian or Alaskan native Tribe, band, nation, pueblo, village, or community included in Federally Recognized Indian Tribe List Act of 1994 (25 U.S.C. 479a). NHPA defines Indian Tribe as “an Indian Tribe, band, nation, or other organized group or community, including a native village, regional corporation or village corporation, as those terms are defined in section 3 of the Alaska Native Claims

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Settlement Act (43 U.S.C. 1602), which is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.”

Inventory. The record of cultural resources known to occur within a defined geographic area. An inventory includes a compilation and synthesis of existing information and field surveys for evidence of past human activity. Inventory is sometimes used interchangeably with “survey”, but in FSM 2360 and FSH 2309.12 context, the term inventory is more inclusive (see Survey).

Keeper of the National Register. In the United States, a National Park Service (NPS) official who is responsible for deciding on the eligibility of historic properties for inclusion on the National Register of Historic Places. The Keeper may further delegate authority, as is deemed appropriate. (36 CFR 60.3)

Legacy data. Heritage Program paper records generated prior to widespread use of Forest Service computer (Infra and Heritage NRM application) and geospatial record management systems, including inventory reports, site forms, and maps.

Lineal descendant. In NAGPRA, an individual tracing their ancestry directly and without interruption by means of the traditional kinship system of the appropriate Indian Tribe or Native Hawaiian organization or by the common law system of descent. See 43 CFR 10.2(b)(1).

Memorandum of Agreement (MOA). A document that records the terms and conditions agreed upon by the Forest Service, State Historic Preservation Officer, Tribes, and other historic preservation groups or interests to meet an agreed upon objective such as phased identification and evaluation or to resolve the adverse effects of an undertaking upon historic properties.

Memorandum of Understanding (MOU). A document that provides a general cooperative framework for partnerships between the Forest Service and other historic preservation groups or interests. It is not a fund-obligating instrument.

Mitigation. Actions or treatments which lessen, eliminate, or compensate for adverse effects to historic properties. Such actions may include, but are not limited to, redesigning an undertaking to reduce or eliminate effects, recovering data to compensate for effects, or moving the historic property to a protected area.

Monitoring. Systematic and periodic assessment of the physical condition of cultural resources and any on-going or potential human-caused or environmental threats to them. It may be the basis for implementing corrective actions where degradation is identified. Monitoring is also undertaken to evaluate the adequacy of protective treatments to cultural resources affected by Forest Service - authorized undertakings and to review the accuracy of survey strategies and methods

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National Historic Landmark (NHL). Nationally significant historic places designated by the Secretary of the Interior because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States. National Historic Landmarks enjoy extra protections and consideration under the Historic Sites Act of 1935 as amended (16 U.S.C. 461-467), the NHPA, and 36 CFR 800.10.

National Register of Historic Places (National Register). The National Register is the Nation's official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, section 101(a)(1)(A) (16 U.S.C. 470a(a)), the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect historic and archaeological resources. Properties listed in the Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archaeology, engineering, and culture. The Secretary's administrative responsibility for the National Register is delegated to the National Park Service.

Permit for archaeological investigation. A Federal permit issued under the Archaeological Resources Protection Act (ARPA) for ground-disturbing uses such as extensive subsurface testing and excavation; the Organic Act for non-ground disturbing archaeological activities, particularly field survey; and/or the Antiquities Act for cultural resources less than 100 years old. The application for a Permit for Archaeological Investigation is FS-2700-30. See FSM 2720 for permit processing.

Preservation. The act or process of applying measures necessary to sustain the existing form, integrity, and materials of a historic property. See Title 36, Code of Federal Regulations, Part 68 - - The Secretary of the Interior's standards for the treatment of historic properties.

Priority Heritage Asset. Heritage assets of distinct public value that are or should be actively maintained and meet one or more of the following criteria:

1. The significance and management priority of the property is recognized through an official designation such as listing on the National Register of Historic Places or on a State register.
2. The significance and management priority of the property is recognized through prior investment in preservation, interpretation, and use.
3. The significance and management priority of the property is recognized in an agency-approved management plan.
4. The property exhibits critical deferred maintenance needs and those needs have been documented. Critical deferred maintenance is defined as a potential health or safety risk or imminent threat of loss of significant resource values.

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Program alternatives. Alternatives for implementing NHPA Section 106 procedures, as defined in 36 CFR 800.14. Program Alternatives include Alternate Procedures, Programmatic Agreements, Exempted Categories, Standard Treatments, and Program Comment. See chapter 10, section 13.2 of this Handbook for a definition of each.

Rehabilitation. The act or process of making possible an efficient compatible use for a property through repair, alterations, and additions while preserving those portions or features that convey historical, cultural, or architectural values. See 36 CFR 68.

Repatriation. In NAGPRA, to transfer physical custody of and legal interest in Native American human remains, funerary objects, sacred objects, and/or objects of cultural patrimony to lineal descendants, culturally affiliated Indian Tribes, and Native Hawaiian organizations.

Restoration. The act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other time periods in its history and reconstruction of missing features from the restoration period.

Sacred site. Executive Order 13007 issued May 24, 1996 (E.O. 13007) – Indian Sacred Sites, defines an Indian Sacred Site as “any specific, discrete, narrowly delineated location on Federal land that is identified by an Indian Tribe, or Indian individual determined to be an appropriately authoritative representative of an Indian religion, as sacred by virtue of its established religious significance to, or ceremonial use by, an Indian religion; provided that the Indian Tribe or appropriately authoritative representative of an Indian religion has informed the Agency of the existence of such a site.”

Secretary's Standards and Guidelines. The Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation. The Standards and Guidelines prepared under the authority of Sections 101(f), (g), and (h), and Section 110 of the National Historic Preservation Act, provide technical information about archaeological and historic preservation activities and methods for all Federal agencies. Go to www.nps.gov for a list of available standards and guidelines.

Significant/Significance. In the context of this Handbook, terms with legal and regulatory application in the Historic Sites Act, the NHPA, and at 36 CFR 60, which mean that a cultural resource meets the eligibility criteria for listing on the National Register of Historic Places because of its significance at the local, State, or national level. The use of the term “significant or significance” in historic preservation legislation and by the historic preservation professional community predates and has little relation to the term “significantly affecting the human environment” used in the National Environmental Policy Act of 1969 as amended (NEPA) (42 U.S.C. 4321 and 4331-4335).

Site. The location of human activities or events often used to mean the same as cultural resource. According to the Glossary of National Register Terms in *National Register*

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Bulletin No. 16A, site means "location of a significant event, a prehistoric or historic occupation or activity, or a building or structure, whether standing, ruined, or vanished, where the location itself possesses historic, cultural, or archaeological value regardless of any existing structure."

State Historic Preservation Officer (SHPO). Per NHPA Section 101, the Governor of a State may designate and appoint a State Historic Preservation Officer to administer the State's historic preservation program, to reflect the interests of the State and its citizens in the preservation of their cultural heritage, and to advise and assist Federal agencies in carrying out their NHPA Section 106 responsibilities.

Survey. In the context of this Handbook, survey is field work to identify and record cultural resources. Field survey may be of different intensities (reconnaissance, sampling, or intensive) depending on variables such as existing knowledge of the area and the management goals for the identification. In areas where the ground surface is difficult to see, field survey may include subsurface probing to determine the presence or absence of cultural material.

Traditional Cultural Property (TCP). A cultural resource that is associated with cultural practices or beliefs of a living community that (a) are rooted in the community's history, and (b) are important in maintaining the continuing cultural identity of the community. To be eligible for inclusion in the National Register, a traditional cultural property must be a tangible property, that is, a district, site, building, structure, or object as defined in 36 CFR 60.4 and must meet one or more of the criteria in 36 CFR 60.4.

Tribal consultation. The USDA Policy of Tribal Consultation, Coordination, and Collaboration provides an operation definition as follows: "The timely, meaningful, and substantive dialog between USDA officials who have delegated authority to consult, and the official leadership of federally recognized Indian Tribes, or their designated representative(s), pertaining to USDA policies that may have Tribal implications." Tribal consultation is government to government as required under Executive Order 13175-- Consultation and Coordination With Indian Tribal Governments issued November 6, 2000 (E.O. 13175).

Tribal Historic Preservation Officer (THPO). The Tribal Official appointed by the Tribe's chief governing authority or designated by a Tribal ordinance or preservation program who has assumed the responsibilities of the SHPO for purposes of NHPA Section 106 compliance on Tribal lands in accordance with section 101(d)(2) of NHPA (16 U.S.C. 470a(d)). When Federal actions occur on reservation lands, the Agency consults the THPO rather than the SHPO.

Tribe. See Indian Tribe.

Undertaking. NHPA Section 301(7) (16 U.S.C. 470w) defines undertaking as "a project, activity, or program funded in whole or in part under the direct or indirect jurisdiction of a Federal agency, including those carried out by or on behalf of a Federal agency; those

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carried out with Federal financial assistance; those requiring a Federal permit, license, or approval; and those subject to State or local regulation administered pursuant to a delegation or approval by a Federal Agency.”

Unmanaged use. A recreation term that describes visitor use in areas on National Forest System lands where no Agency direction exists to manage visitor access or activities. Unmanaged use leads to natural and cultural resource degradation.

Vandalism. In cultural resource management context, the willful destruction or spoiling of archaeological and historic sites, including graffiti, defacement, demolition, removal, and other criminal damage. The more forceful term looting is applied to illegal excavation and artifact theft at prehistoric and historic archaeological sites.

06 – Qualifications for Heritage Personnel

The Office of Personnel Management (OPM) Qualification Standards for General Schedule (GS) Positions describe the minimum qualifications for professional and technician positions at all grade levels. Use these standards to develop Position Descriptions for Heritage professionals and technicians at all GS levels.

06.1 – Heritage Professionals

A Heritage professional is a professionally qualified anthropologist, archaeologist, architectural historian, historian, historical architect, or similar professional who serves in a staff or advisory capacity. Heritage professionals provide technical expertise and recommendations to help Agency Officials meet their Heritage Program responsibilities and make informed land use decisions. The most common series for Heritage professionals are GS-190 Anthropologist, GS-193 Archaeologist, and GS-170 Historian. Some positions may require specialized skills (see below, section 06.3 - Specialized Heritage Personnel).

The National, Regional, and Forest/Grassland Heritage Program Leaders, and District or Zone Archaeologists are Heritage Professional positions (see ch. 04, secs. 04.11-14).

The Professional Qualification Standards in the Secretary of the Interior’s Standards and Guidelines for Archaeology and Historic Preservation (Title 36, Code of Federal Regulations, Part 61 – Procedures for State, Tribal, and Local Government Historic Preservation Programs, Appendix A) are more rigorous than OPM Qualification Standards. Consider these standards when developing training plans for Heritage Professionals and when soliciting partners/cooperators and contracted services.

Skills beyond the minimum standard of education and experience may be necessary to successfully complete the full range of professional responsibilities (see 06, ex. 01). For example, specialized training is required to perform and prepare archaeological damage assessments and serve as a professional witness on behalf of the Agency in ARPA investigations. Address any identified deficiencies in the employee’s Individual Development Plan, beginning the first year of employment.

06.2 – Archaeological Technicians

Archaeological Technicians in the GS-102 Social Science Aid and Technician Series shall have up to 1 year of specialized experience, academic study, or a combination of experience and study in archaeology (including a field school), anthropology, history, or closely related fields. Archaeological Technicians are generally working toward undergraduate or graduate degrees in those respective fields. A Heritage professional shall assign specific duties, approve reports, and accept professional responsibility for the technician's work.

06.3 – Specialized Heritage Personnel

Some positions may require specialized skills in historic preservation. Examples include GS-1010 Exhibits Specialist, GS-1015 Museum Curator, GS-1016 Curatorial Specialist, GS-1420 Archivist, and GS-1421 Archive Technician. There are also professionals who specialize as Architectural Historians and Historic Landscape Architects.

Given the right mix of education and experience, and depending on the job responsibilities, individuals in these series may also qualify for Heritage Program management positions on National Forest System lands.

06.4 – Paraprofessionals

Paraprofessionals are Forest Service employees who have completed in-house training and a certification program conducted by a Heritage professional. Training includes a minimum of 40 hours of formal classroom training and 40 hours of supervised fieldwork on the trainee's duty Forest, performed under the direct supervision of a qualified Heritage professional. Certification must be renewed at a minimum of every 2 years. Paraprofessionals have other primary work responsibilities and are assigned Heritage Program work as part-time or as-needed collateral duties. The paraprofessional program is optional. A Heritage professional shall assign specific duties, directly supervise fieldwork, approve reports, and accept professional responsibility for the paraprofessionals' work.

06.5 – Recommended Competencies for Heritage Program Personnel

Heritage Program personnel shall meet the competencies of the position for which they are hired as described in the Agency Standard Position Descriptions. The following table shows many of the skills necessary for Heritage professionals and technicians. These are recommendations that should be used to develop training plans, upgrade skills, and inform potential new-hires of job expectations.

The training to attain and renew skills is available through a variety of venues, including most commonly the Advisory Council, the National Preservation Institute, colleges, universities, and professional societies.

06.5 - Exhibit 01**Recommended Competencies for Heritage Program Personnel**

Skills, Knowledge, & Abilities Recommended Competencies	Heritage Professional	Archaeological Technician *
Develop Heritage program plans	X	
Develop historic contexts and Historic Property Plans	X	
Participate in Forest and project interdisciplinary team planning	X	
Consult and coordinate with SHPOs, THPOs, Advisory Council, Indian Tribes, and other public groups	X	
Conduct cultural resource identification	X	X
Supervise and review professional/technician/paraprofessional NHPA Section 106 project and other program work prior to submittal to SHPO, THPO, and Indian Tribes	X	
Review and approve NHPA Section 106 work completed by contractors and cooperators	X	
Evaluate cultural resources for National Register eligibility and prepare nominations	X	
Recommend management use categories	X	
Participate in planning for managed and prescribed fires; develop cultural resource protection standards and measures	X	
Serve as a COR/Inspector/Contact for heritage contracts and agreements.	X	X
Complete NAGPRA inventories, assist in repatriation process	X	
Complete damage assessments for ARPA investigations/cases	X	
Provide technical advice/assistance to Law Enforcement; coordinate monitoring and protection activities	X	
Service as expert witness in ARPA cases	X	
Participate in fire suppression and post-suppression activities to identify, monitor and/or protect cultural resources	X	X

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06.5 - Exhibit 01--Continued

Skills, Knowledge, & Abilities Recommended Competencies	Heritage Professional	Archaeological Technician *
Conduct or supervise archaeological excavation	X	
Conduct historic structure recordation for HABS or HAER	X	
Perform routine maintenance on buildings and ruins	X	X
Stabilize, rehabilitate, restore, and maintain historic buildings	X	
Provide heritage interpretive services; develop interpretive media.	X	
Provide technical assistance to GIS coordinators	X	X
Prepare heritage accomplishment reports	X	
Manage information including Heritage NRM database	X	
Input heritage data in Heritage NRM database	X	X
Input data into GIS	X	X
Write Reports of Findings	X	X
Manage and conserve archaeological collections	X	

* Archaeological Technicians may assist a Heritage Professional with these responsibilities.

06.6 – Paraprofessional Certification

See FSM 2360.91

The use of paraprofessionals is optional. A Regional Forester may elect to implement the program based on recommendations from the Regional Heritage Program Leader. Direction and guidance for training, certification, and use may be provided in Regional manual supplements. A paraprofessional program must be routinely monitored by the Forest or Grassland Heritage Program Leader to ensure adequacy and competency of paraprofessional work. A paraprofessional program that is not managed to Regional standards may be suspended or terminated by the Regional Forester based on recommendations from the Regional Heritage Program Leader.

Paraprofessionals shall complete a certification program and renew their certification every 2 years at a minimum. The Regional Heritage Program Leader and the Heritage professionals at the Forest/Grassland level customize the certification to the geographic area and determine the format and frequency of certification renewal. A paraprofessional who does not maintain their certification or has been decertified due to performance issues, as determined by the Forest or Grassland Heritage Program Leader and Regional Heritage Program Leader, may not continue to perform paraprofessional work.

The Regional Forester certifies paraprofessionals upon successful completion of the certification program as determined by the Regional Heritage Program Leader and the Heritage professional at the Forest/Grassland level. The Regional Forester may delegate paraprofessional certification to the Forest Supervisor; however, it may not be further delegated to an official acting in the capacity of the Forest Supervisor or a District Ranger.

Minimum requirements for paraprofessional certification include 40 hours of formal classroom training followed by 40 hours of field work accompanied by a Heritage professional. The classroom training covers at a minimum:

1. Historic preservation laws and regulations.
2. History and prehistory of the area.
3. How to recognize historic and prehistoric artifacts, features, and landscapes.
4. Unique geological and environmental features that have a bearing on the cultural history of the area.
5. How to conduct an existing data review.
6. How to conduct a field survey.
7. How to record an archaeological site in the field including mapping and photography.

8. An introduction to the Heritage NRM database.
9. How to report findings to the Heritage Professional.

07 – Heritage Program Overview

For related direction see FSM 2360.7.

This section describes how the Heritage Program fits within the larger context of Forest Service management and the administrative tasks that are part of a Heritage professionals' responsibility, in addition to providing technical direction and guidance.

It also provides links to common non-Forest Service references for technical guidance that appear throughout the chapters of FSH 2309.12.

07.1 – Organizational Structure

The Heritage Program resides within the Recreation, Heritage, and Volunteer Programs staff in the Washington Office. Heritage Programs may reside within different staffs at the Regional and Forest/ Grassland organizational levels. All organizational configurations are subject to modification based on Federal mandates, Agency priorities, workforce planning, budgets, and other factors. Heritage professionals are responsible for setting Heritage Program priorities and identifying for resource staff and Line Officers the workforce and budget necessary to meet the Heritage Program and support (NHPA Section 106) workloads.

07.2 – Funding Structure

At all organizational levels, the Heritage Program shares an appropriated National Forest System budget line item with the Recreation and Wilderness programs. Funding is apportioned among the three programs and allocated to Regions and Forests/Grasslands based on Congressional and Agency direction, Regional priorities and emphases, and allocation models. The percentage of funding allocated to individual Heritage Programs varies among Regions and among Forests and Grasslands.

Heritage Program Leaders are responsible for working with their respective Recreation and Wilderness Program Resource staff and Line Officers to insure that funding is sufficient to support a base Heritage Program as outlined in FSM 2360 and the Heritage Program Managed to Standard performance measure (see below). Funding contributed through special earmarks, grants, and partnerships augments the base program.

Base Heritage Program funding supports on-going activities necessary to appropriately care for and manage cultural resources for public benefit under the authority of NHPA Section 110, the Archaeological Resources Protection Act, and the Historic Sites Act, including cultural resource identification, evaluation, allocation, protection, stewardship, and public education. Base funding also supports coordination with other Forest Service programs and external organizations, information management, and collections management.

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The cost of work done under the authority of NHPA Section 106 when Agency or Agency-authorized undertakings have the potential to affect cultural resources is borne by the program proposing or authorizing the undertaking (primary purpose). Heritage Program Leaders are responsible for requesting and negotiating funding from other Forest Service resource programs, based on annual programs of work that require Heritage support pursuant to NHPA Section 106. Support funding should cover all project-related costs, including but not limited to field work, report preparation, consultation with parties identified in 36 CFR 800.2(c), NEPA participation, Heritage NRM and GIS data entry, curatorial work, and overhead costs (for example, vehicles, supplies).

07.3 – Heritage Program Performance

To meet Federal accounting requirements, the Forest Service applies performance measures to Agency appropriated funds. “Heritage Program Managed to Standard” (HPMS) is the Heritage Program performance measure. The purpose of HPMS is to evaluate Forest/Grassland Heritage Program performance and identify individual program strengths and shortcomings where additional investment is needed.

HPMS include seven indicators that reflect a full range of cultural resource-benefitting activities described in FSM 2360. See chapter 21.

Forest/Grassland accomplishment in each indicator is counted using standard criteria. Points are awarded for the accomplishment of each. The Heritage NRM database (formerly known as the Forest Service’s Heritage Infra database is used to measure performance and report accomplishment. HPMS guidelines and training are available through the Forest Service Intranet.

Heritage professionals are responsible for working with Forest/Grassland staff and Line Officers to address and meet the HPMS performance measure. This requires annual work planning to identify and budget for those activities, such as NHPA Section 110 survey or National Register nominations that will count toward the performance measure.

HPMS activities must be integrated with the NHPA Section 106, ARPA, NAGPRA and other Heritage Program work during annual program planning. Acres inventoried as part of project analysis and related compliance activities are not part of the HPMS but are accounted for in the Secretary of Interior’s Annual Report to Congress on the Federal Archaeology Program (“DOI” report) and, in some cases, annual reports submitted to SHPOs under Regional programmatic agreements.

As part of NHPA Section 106 support to other resource programs, the Heritage Program also assists Forests and Grasslands in meeting integrated performance measures or targets for major projects, such as hazardous fuels reduction and travel planning. This requires interdisciplinary work planning involving Heritage professionals and other specialists.

07.4 – Common References and Sources for Heritage Program Management

The following links are useful tools for Heritage Program management on National Forest System lands:

1. Advisory Council on Historic Preservation (www.achp.gov/) provides extensive guidance, information, and training in all facets of NHPA Section 106.
2. Secretary of the Interior's Standards and Guidelines for Archaeology and Historic Preservation (www.nps.gov/), which applies to all Federal agencies, includes the following topics:
 - a. Preservation Planning.
 - b. Identification.
 - c. Evaluation.
 - d. Registration (nomination).
 - e. Documentation and Treatment of Historic Properties.
 - f. Historical Documentation.
 - g. Architectural and Engineering Documentation.
 - h. Archaeological Documentation.
 - i. Historic Preservation Projects.
 - j. Qualification Standards.
3. National Park Service (www.nps.gov/history/hps). The National Park Service Heritage Preservation Services provides a variety of historic preservation information and training through its Preservation Briefs, Preservation Tech Notes, Technical Reports, co-published books, and training programs.
4. The National NAGPRA website managed by the National Park Service (www.cr.nps.gov/nagpra/INDEX.HTM) provides extensive resources including templates for notices to be published in the Federal Register, national databases for culturally affiliated and culturally unidentifiable Native American inventories and Native American consultation, NAGPRA law and regulations, and training.
5. Society for American Archaeology (www.saa.org) recommends policy positions that influence Federal cultural resource management programs. The SAA site damage assessment guideline is one example.

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6. National Trust for Historic Preservation (www.preservationnation.org) offers perspectives and forums in support of Federal stewardship of cultural resources on public lands and may conduct formal audits of Federal Historic Preservation Programs.
7. U.S. Army Corps of Engineers (www.usace.army.mil) Division of Historical Resources is a source of technical information and examples of archaeological site stabilization and erosion remediation projects throughout the United States.
8. Missoula Technology and Design Center (<http://fsweb.mtdc.wo.fs.fed.us>) offers a “Facilities Toolbox” for practical applications and Agency guidelines on restoration and rehabilitation.
9. The National Park Service’s Museum Management Program (www.cr.nps.gov/museum/) contains a wealth of information on the management and conservation of collections.
10. The Historic Preservation Learning Portal (<https://www.historicpreservation.gov/web/guest/home>) is a partnership initiative of the National Park Service and other Federal agencies to provide historic preservation information.
11. The U.S. General Services Administration (GSA) has a historic preservation website that offers guidance on the management of historic buildings. (<http://www.gsa.gov/portal/content/104441>).