

**Navy Shipyard Infrastructure Optimization Program
National Historic Preservation Act Program – Nationwide Programmatic Agreement
Cisco WebEx Conference Call/Online Consultation Meeting #3
Meeting Summary
1400-1600 hrs EST
August 12, 2020**

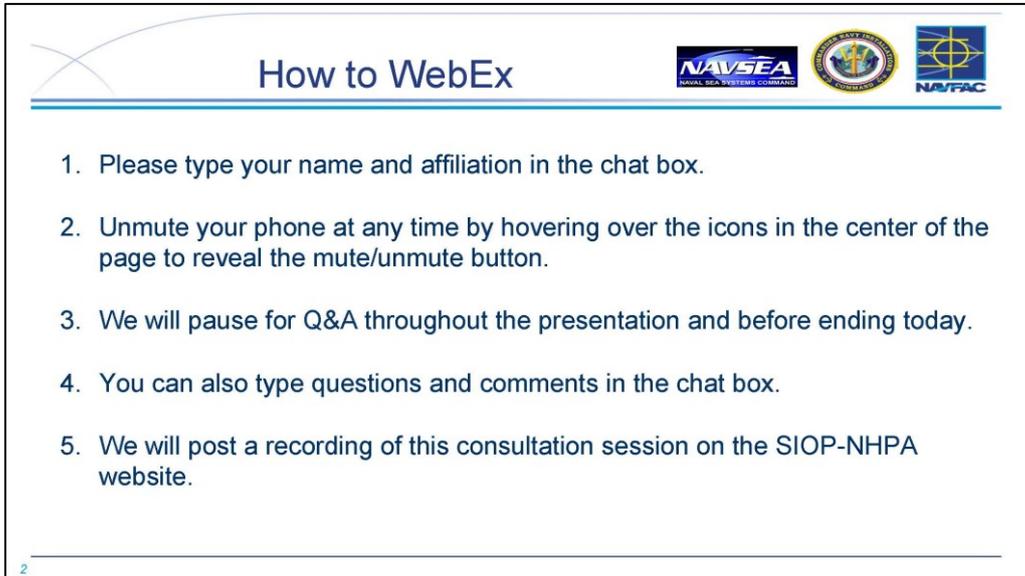
PARTICIPANTS:

ACHP: Katharine Kerr
NCSHPO: Eric Hein
NPS: Elaine Jackson-Retondo, Sarah Killinger
NTHP: Betsy Merritt
HI SHPO: Alan Downer
ME SHPO: Kirk Mohney
VA SHPO: Marc Holma
WA SHPO: Holly Borth
The Archaeological Society of Virginia: Stephanie Jacobs, PhD
City of Bremerton: Garrett Jackson
Coastal Defense Study Group: Terry McGovern
Friends of the Portsmouth Naval Shipyard Museum: Gary Bahena
Friends of the Norfolk Naval Shipyard Museum: Steve Poole
Historic Hawai'i Foundation: Kiersten Faulkner
Historic New England: Dylan Peacock
The Mariners' Museum: Howard Hoege
Pamunkey Indian Tribe: Terry Clouthier
The Portsmouth Naval Shipyard Historical Foundation: Ken Goldman
Preservation Virginia: Sonja Ingram
Strawbery Banke Museum: Elizabeth Farish
Navy Cultural Resources Team: William (Bill) Manley (CNIC/NAVFAC HQ CR)
Amanda Bennett (PSNS)
Bryana Schwarz (NAVFAC HQ)
Charles Heath (NAVFAC MIDLANT)
Danielle Page-Pattison (NAVFAC NW)
Darrell Cook (NAVFAC Atlantic)
(Edward) Clay Swindell (NAVFAC MIDLANT)
Erika deBroekert (NAVFAC Pacific)
Fuzz Harrison (NAVFAC HQ)
Heather Robbins (NAVFAC MIDLANT)
Karen Desilets (NAVFAC Pacific)
Katherine Childs (NAVFAC MIDLANT)
Kerry Vautrot (PNSY)
James Furuhashi (NAVFAC HI, EV2)
John (J.C.) Douglass (NAVFAC Atlantic)
Julie Henkel (OPNAV N45)
Marcus W. Robbins (NNSY)
Nathan Stokes (NAVFAC HQ)
Penne Sandbeck (NNSY)
Peter Michaud (NAVFAC MIDLANT)
Scott Keyes (NAVFAC HQ)
Sherry Anderson (NAVFAC Pacific)
LT Zac Altenburger (NAVFAC HI, EV5)
Navy PMS-555: Bob Clarke, Pete Lynch
AECOM: Scott Seibel, Kisa Hooks

Login & Roll Call

Attendance confirmed through online log-in and roll call by agency.

Slide 2: How to WebEx



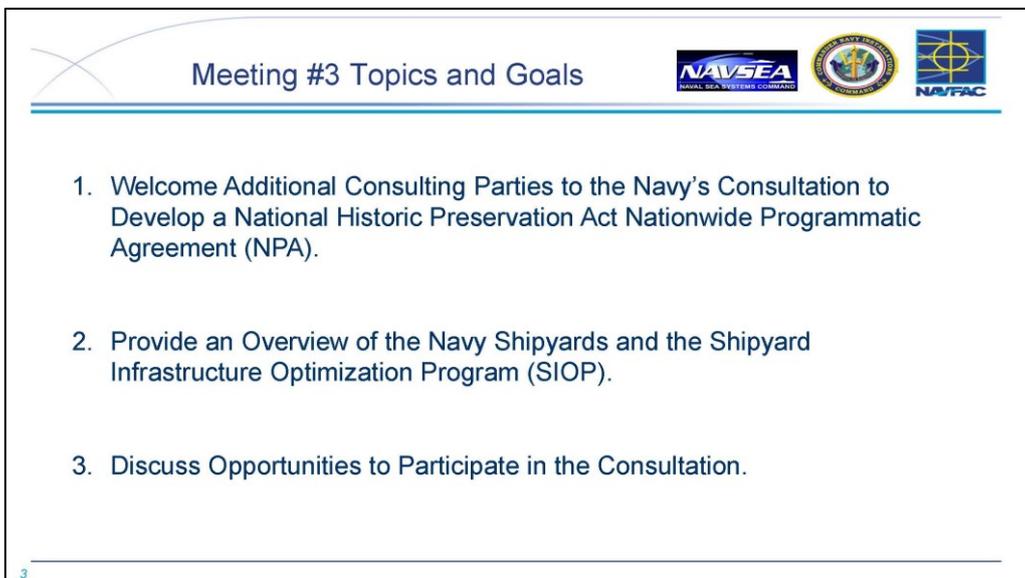
How to WebEx

1. Please type your name and affiliation in the chat box.
2. Unmute your phone at any time by hovering over the icons in the center of the page to reveal the mute/unmute button.
3. We will pause for Q&A throughout the presentation and before ending today.
4. You can also type questions and comments in the chat box.
5. We will post a recording of this consultation session on the SIOP-NHPA website.

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Participants were guided through Cisco WebEx meeting functionality to aid in organization and clear communication.

Slide 3: Meeting Objectives



Meeting #3 Topics and Goals

1. Welcome Additional Consulting Parties to the Navy's Consultation to Develop a National Historic Preservation Act Nationwide Programmatic Agreement (NPA).
2. Provide an Overview of the Navy Shipyards and the Shipyard Infrastructure Optimization Program (SIOP).
3. Discuss Opportunities to Participate in the Consultation.

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The meeting began with a review of the topics and goals to:

- a) Discuss the making of the Navy's Shipyard Infrastructure Optimization Program (SIOP) and the Nationwide Programmatic Agreement (NPA)
- b) Discuss opportunities for consulting party (CP) participation.

Slide 4: Consultation Information

Consultation Information



The Navy's info website <https://navalshipyards-nhpa.com/> provides consultation support information:

1. Under the Documents section of the website we have additional guidance on how to use the WebEx interface for our consultation calls.
2. The Documents section provides copies of meeting notes and presentations.
3. The Programmatic Agreement section includes a list of all parties invited to consult.

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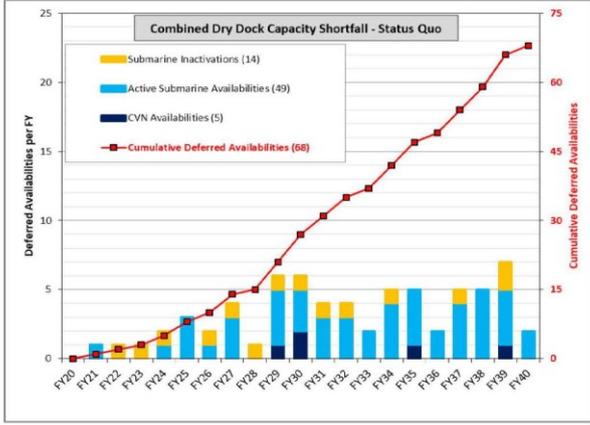
Participants were guided through a brief review of the consultation information available on the website for future reference. The Navy's SIOP NPA website is a key CP resource for participants. It will be where updates, documents, and meeting minutes are posted as the program develops.

Slide 5: The Shipyard Challenge

The Shipyard Challenge



- The Navy's shipyards perform a vital role in national defense by maintaining nuclear submarines and aircraft carriers for the fleet.
- As currently configured, the shipyards require systemic improvements to facilities, utilities, dry docks, equipment, and information technology infrastructure.
- Shortfalls in nuclear vessel support capabilities at the Navy's shipyards compromise Naval Fleet readiness.
- SIOP is the Navy's plan to comprehensively improve ship maintenance effectiveness.



Combined Dry Dock Capacity Shortfall - Status Quo

Legend:
Submarine Inactivations (14)
Active Submarine Availabilities (49)
CVN Availabilities (5)
Cumulative Deferred Availabilities (68)

Fiscal Year	Submarine Inactivations	Active Submarine Availabilities	CVN Availabilities	Cumulative Deferred Availabilities
FY20	0	0	0	0
FY21	0	1	0	1
FY22	0	1	0	2
FY23	0	1	0	3
FY24	0	1	0	4
FY25	0	1	0	5
FY26	0	1	0	6
FY27	0	1	0	7
FY28	0	1	0	8
FY29	0	1	0	9
FY30	0	1	0	10
FY31	0	1	0	11
FY32	0	1	0	12
FY33	0	1	0	13
FY34	0	1	0	14
FY35	0	1	0	15
FY36	0	1	0	16
FY37	0	1	0	17
FY38	0	1	0	18
FY39	0	1	0	19
FY40	0	1	0	20

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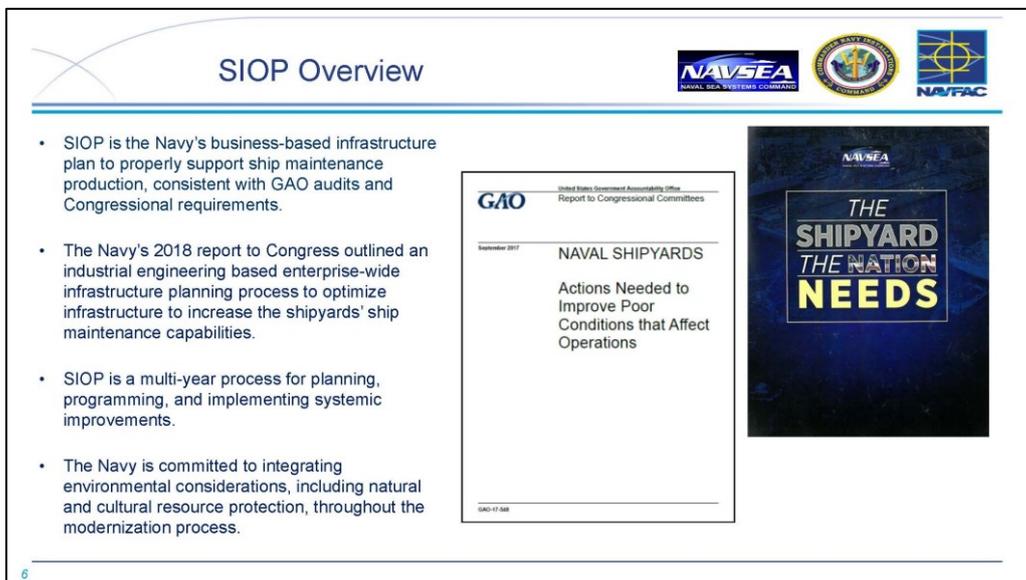
Shipyard challenges led to the SIOP NPA. The two main questions to answer:

- 1) How did we get here?
- 2) Why is this critically important now?

Shipyards are crucial to national defense. Originally, they were configured to build ships, but now they are places where ships are maintained and modernized, which necessitates their optimization to meet current and future needs. This has necessitated a systematic way of thinking, considering everything from how long it takes employees to maneuver about base to which materials are used.

The graph, specific to Combined Dry Dock Capacity Shortfall, demonstrates the gap between what we have vs. what we need.

Slide 6: SIOP Overview



SIOP Overview

- SIOP is the Navy's business-based infrastructure plan to properly support ship maintenance production, consistent with GAO audits and Congressional requirements.
- The Navy's 2018 report to Congress outlined an industrial engineering based enterprise-wide infrastructure planning process to optimize infrastructure to increase the shipyards' ship maintenance capabilities.
- SIOP is a multi-year process for planning, programming, and implementing systemic improvements.
- The Navy is committed to integrating environmental considerations, including natural and cultural resource protection, throughout the modernization process.

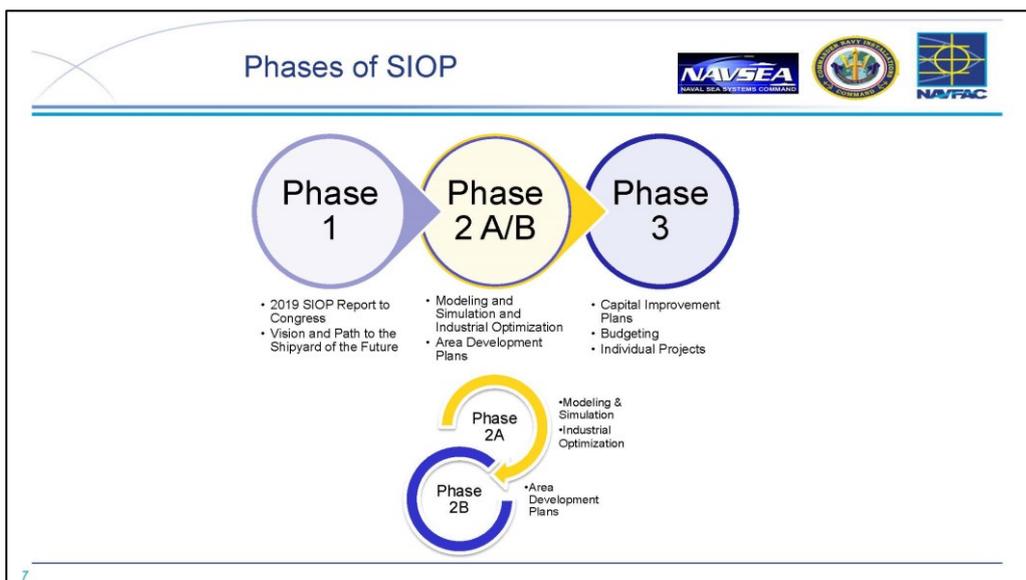
GAO United States Government Accountability Office
Report to Congressional Committees
September 2017
NAVAL SHIPYARDS
Actions Needed to Improve Poor Conditions that Affect Operations
GAO-17-388

THE SHIPYARD THE NATION NEEDS

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Prior assessments done by the Government Accountability Office (GAO) and higher Navy commands showed the infrastructure was not meeting current needs let alone forecasted ones. SIOP is the Navy's business-based infrastructure plan to properly support ship maintenance production based on industrial engineering metrics that integrates environmental considerations throughout the modernization process. Navy Subject Matter Experts (SME) and stakeholder engagement is an exciting and critical part to the success of the program.

Slide 7: Phases of SIOP



Phases of SIOP

Phase 1

- 2019 SIOP Report to Congress
- Vision and Path to the Shipyard of the Future

Phase 2 A/B

- Modeling and Simulation and Industrial Optimization
- Area Development Plans

Phase 3

- Capital Improvement Plans
- Budgeting
- Individual Projects

Phase 2A

- Modeling & Simulation
- Industrial Optimization

Phase 2B

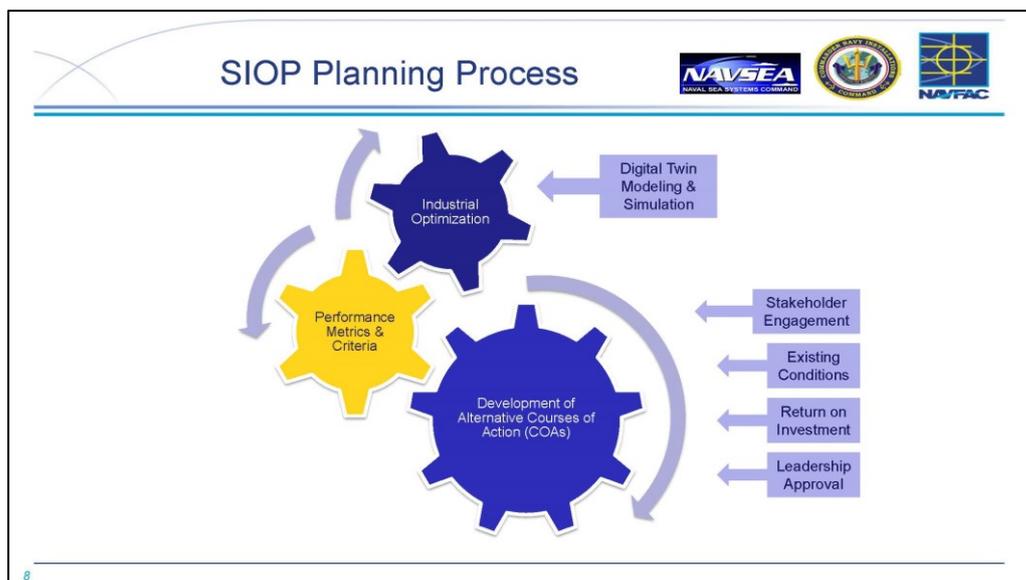
- Area Development Plans

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Phase 1 began in 2017 and is complete. This phase served to identify the issues at each yard and envision "The Shipyard of the Future." Phase 2, the current phase, utilizes sophisticated industrial engineering analysis, modeling, and planning to prepare for and justify future improvements through Area Development Plans (ADPs). ADPs are based on a comprehensive understanding of the

existing conditions and configurations of each shipyard in order to realize an improved shipyard. In the near future, Phase 3 will account for the problems identified in Phase 1 and the assessments of Phase 2 to create “end output” implementation plans and projects that create improvements. Elements of this phase include Capital Improvement Plans (CIPs), budgets, and individual projects.

Slide 8: SIOP Planning Process



SIOP is a planning process based on industrial engineering that has a constant connection to performance. The “Digital Twin Modeling and Simulation” is used to create optimal layouts for ships and submarines; they are based on the individual needs of each ship/submarine. These optimized models feed into “Performance Metrics & Criteria.” Performance is a broad-based term that incorporates myriad criteria based on a typical installation planning process (i.e., creating safe environments, enhanced quality of life, improved travel paths, safeguarding cultural resources). Once performance metrics are achieved in a modelling environment, it is overlaid with existing shipyard conditions which leads to the “Development of Alternative Courses of Actions (COAs).” Environmental studies to include those that identify historic properties get incorporated at this stage. The gears used to visualize this process stress how intertwined and dependent each of these steps are to each other. It is important to recognize the technical complexity of the SIOP process. Information between Navy SMEs, historic preservation regulatory agencies and professionals, and interested parties is shared throughout the process to inform the NPA.

Multiple factors feed into the COAs. Stakeholders provide feedback to the Industrial Optimization Team which is factored into the Performance Metrics & Criteria. Existing conditions (i.e. structural conditions of the dry docks, wharfs, topography, wetlands, contaminated sites, cultural/historic resources, security & enforcement issues) inform shipyard layouts. Modelling includes a financial cost analysis to categorize return on investment based on different scenarios. The preferred COA, which is dependent on all the aforementioned factors, is subject to leadership approval.

Slide 9: A Nationwide PA Strengthens SIOP

A Nationwide PA Strengthens SIOP

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SIOP is the Navy's business-based approach to support ship maintenance, consistent with the GAO audit and Congressional requirements.

Goals

- Establish the primary components of the Sections 106 and 110 consultation process for all SIOP project locations
- Conduct two-tiered engagement with consistency at the national level and procedures tailored to local shipyard resources and stakeholders and finite reviews of Navy actions

Benefits

- Leverage national expertise to maximize historic preservation strategies
- Streamline and standardizes requirements for project reviews
- Reduce fleet maintenance schedule impacts
- Reduce redundancy and workload for SHPOs and other consulting parties

The NPA framework will combine national engagement with consistent local participation at the shipyard level, from the early planning stage through the life of SIOP.

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An NPA helps and strengthens the implementation of SIOP. An important take-aways from relationship is how to resolve adverse effects in a consistent manner. An NPA sets up specific procedures that will enable the successful planning and implementation of SIOP from its beginning stages to the end of the project. It lays out how to successfully and consistently share information through the engagement of CPs and SMEs on a national scale, even though it eventually gets implemented at the local level. The Navy needs to optimize and continue functionality during this process. Therefore, timing and synchronicity are important; review periods identified in the NPA assist with this effort. Due to the scale of the modernization process, there is a stronger basis for sharing and coordinating responsibilities; this in and of itself is part of the optimization process. There are a lot of historic districts, landmarks, etc. to consider. The goal is to streamline the review as much as possible. The participation of historic preservation professionals and interested parties in plan development is part of adherence to applicable laws.

Slide 10: NPA Components

NPA Components

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The NPA creates an alternative framework for NHPA compliance:

- Defines roles and responsibilities at the national level.
- Establishes uniform procedures for local planning and review of SIOP actions relative to historic properties.
- Identifies national scale research and documentation to support the program.
- Includes a template for Local Management Procedures (LMPs) to be completed and implemented at each shipyard.

Nationwide Programmatic Agreement

- Consult with the Advisory Council on Historic Preservation, National Conference of State Historic Preservation Officers, 4 State Historic Preservation Officers, Native Americans and Native Hawaiians, the National Park Service, additional consulting parties, and the public to develop a Nationwide Programmatic Agreement (PA) for compliance with NHPA Sections 106 and 110 for shipyard modernization actions at the public shipyards and future IMFs, as applicable.
- Establish in the NPA a framework for shipyard-specific Local Management Procedures to standardize and streamline local measures to comply with Section 106 and Section 110 requirements in ongoing implementation over the life of the modernization program.

Pearl Harbor
Consult with SHPO, NPS, NHOs to develop and implement LMP

Puget Sound
Consult with SHPO, Indian Tribe, NPS, NGOs to develop and implement LMP

Norfolk
Consult with SHPO, Indian Tribes, NPS, NGOs to develop and implement LMP

Portsmouth
Consult with SHPO, Indian Tribe(s), NGOs to develop and implement LMP

Future IMFs
Consultations TBD based on location in the US to develop and implement LMP

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The SIOP NPA is consistent with most NPAs in regard to its:

- a) Roles and responsibilities
- b) Uniform procedures at the national and local levels
- c) Identification of national scale research and documentation projects to support the SIOP program and avoid mitigation

The SIOP NPA defines procedures at the national level and creates templates for local procedures and protocol to include the stakeholder involvement required for project approval; it complies with Sections 106 and 110 of the National Historic Preservation Act (NHPA). Adequate but finite time review periods assist with reliable project.

This is a true tiered effort where the NPA framework can be applied to other locations in the future, as needed (e.g. intermediate maintenance facilities (IMF)). The plan is to develop the NPA with the full cooperation and coordination of historic preservation professionals, Navy cultural resource management (CRM) SMEs, and local CPs at each installation. The development and success of LMPs depends on this local level coordination and cooperation.

Discussion

Question: Mr. Clouthier, Pamunkey Indian Tribe

Curious, is there a reason tribes are plural or singular under certain shipyards?

- **Navy response:** No. All tribes with interest in local shipyards have been invited to participate.

Question: Ms. Jackson-Retondo, NPS

Will the LMPs become exhibits to the NPA?

- **Navy response:** That has not been completely worked out. The NPA will have a template that includes the LMP.
 - **Comment (Ms. Jackson-Retondo, NPS):** Other transit project's we've worked on that have required an NPA have me thinking about this, perhaps the Advisory Council can weigh in.
 - **Comment (Ms. Kerr, ACHP):** This is a good point to figure out. We would recommend that the Navy note this as a point to clarify as the NPA is drafted; it is not critical to figure out now.
 - **Navy response:** A first draft of the NPA will be available at the next meeting where this point can be revisited/addressed. The Navy will work to be clear on how LMPs are enforced in the NPA.

Slide 11: Local Management Procedures

Local Management Procedures



LMP Primary Components (consistent with the NPA):

- Identify local stakeholders.
- Identify local roles, responsibilities, and accountability.
- Identify review procedures and timelines for the ADP and projects during implementation.
- Provide a summary of historic properties, key features, and any future identification requirements.
- Record measures to avoid, minimize, and mitigate effects at the shipyard level and individual projects, as applicable.
- Include periodic reporting and updates with consulting parties throughout SIOP at each shipyard.

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The primary components of the LMPs were discussed. Key take-aways include the importance of: i) stakeholder involvement to the process; ii) clearly defined roles, responsibilities and accountability for Navy personnel; iii) potential reassessment/evaluation of historic property eligibility; iv) LMP integration with installation-wide Area Development Plans (ADP) LMP; v) consistent documentation; and iv) consistent periodic reporting.

LMPs are not static, rather they are working documents that are subject to reviews and updates over time, especially as project progress and more information comes forward. This “working” feature allows for ongoing accountability.

Slide 12: Integrating LMPs and ADPs

Integrating LMPs and ADPs



SIOP and Preservation Planning

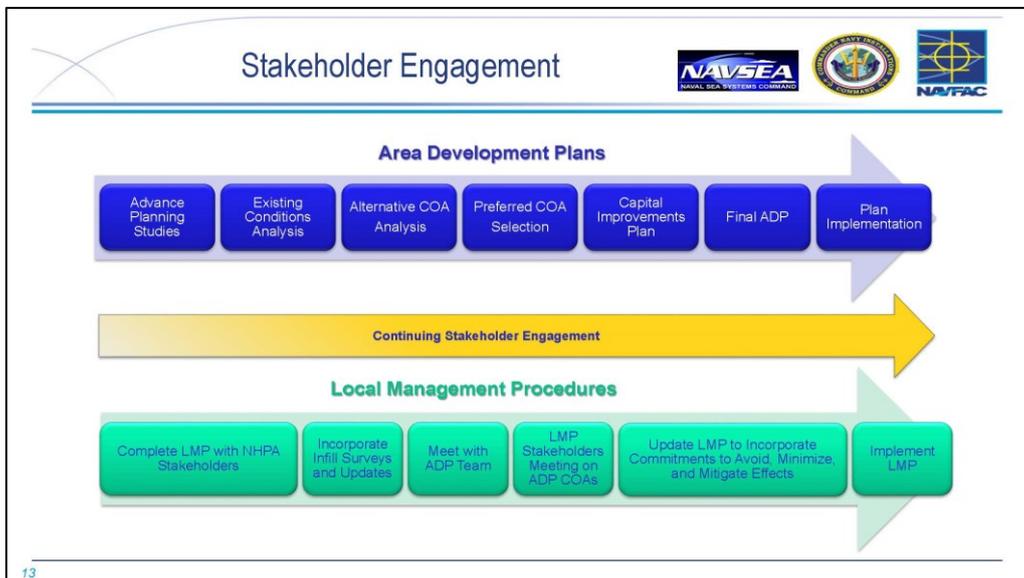
- A key goal of the NPA/LMP approach is to provide all stakeholders with a consistent framework for integrating NHPA considerations with SIOP planning and implementation.
- Complete and implement shipyard-specific LMP's in direct coordination with the development and implementation of ADPs.
- Support LMP stakeholder engagement at key points during development and implementation of the ADPs.
- Document in the LMPs the applicable planning and measures to avoid, minimize, and mitigate adverse effects.
- LMPs will require regular engagement and communication with local stakeholders over the life of the program.
- We anticipate that the NPA will have an annual reporting requirement that summarizes progress on nationwide documentation commitments and overviews of the four LMPs.

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As more data and alternatives are identified and understood, the LMPs become stronger documents that address issues and constraints. The Navy will look at local impacts and propose alternatives to best inform the ADP decision making and implementation process. During the ADP process, local

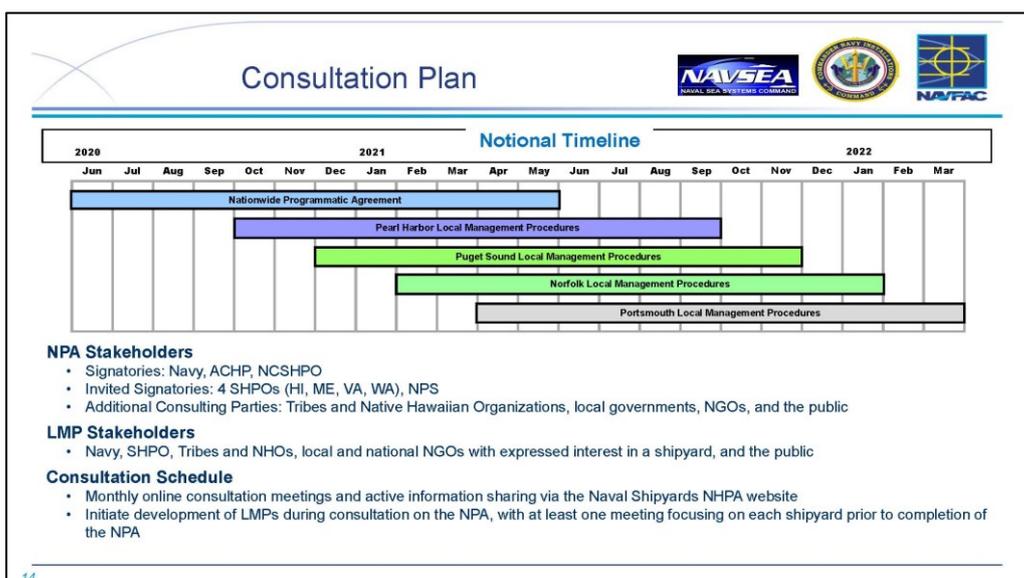
workshops could/should occur so that the LMPs and ADPs complement. Both documents legally binding and have reporting requirements.

Slide 13: Stakeholder Engagement



This diagram shows how ADPs and LMPs develop together. Currently, local studies are in progress to update surveys (i.e., environmental, cultural resource, archaeology). For example, in developing prior base layouts/shoreline configuration the Navy is able to forecast where archaeological resources may be to a certain degree. Continued stakeholder engagement is a key component of both plans.

Slide 14: Consultation Plan



Consultation began in early June to support ADP development. The goal is to complete the NPA by May 2021. The initiation of consultation for LMPs occurs prior to the completion of the NPA. We will continue to have monthly online meetings. Though in-person meetings may be possible in the

future, everything remains virtual. We will begin with Pearl Harbor followed in series by Puget Sound, Norfolk, and Portsmouth. There are two important things to note:

1. There are projects coming on board that need feedback soon.
2. This is a two-way communication process. By engaging consultation at each shipyard prior to the completion of the NPA, the quality of the NPA is improved because it is fully informed by local resources/constraints/needs.

Discussion

Question: Ms. Jackson-Retondo, NPS

In regard to the broader NPA, for shipyards that have yet to be determined, have the stakeholders associated with those shipyards been invited to participate in the NPA??

- **Navy response:** There are no more shipyards. However, for IMFs, the intent is that the working products from the NPA can be used for the future optimization efforts of similar Navy maintenance facilities that have the potential to affect historic properties.
 - **Comment (Ms. Jackson-Retondo, NPS):** For example, the facility on Guam, would that fall into this area?
 - **Navy response:** The Congressional mandate is only for the four shipyards. The process for the NPA is such that it can be broadened. IMFs/other facilities where ship repairs occur are not the current focus and fall outside of the “portfolio.” However, the expectation is that the LMPs will be a template that can be used at other facilities.

Slide 15: Participation Options

1510-1512

Participation Options

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NAVAL FACILITIES ENGINEERING COMMAND

NPA development – This team will draft the preamble, stipulations, a template for completing LMPs, and timelines for LMP implementation.

LMP development – Teams of local Navy SMEs, SHPO, and stakeholders at each shipyard will inform development of the NPA and review fulfillment of their LMPs.

National documentation and creative mitigation – This team will participate in identifying the goals, priorities, and products for documentation at the national level, as well as creative mitigation options for the LMPs.

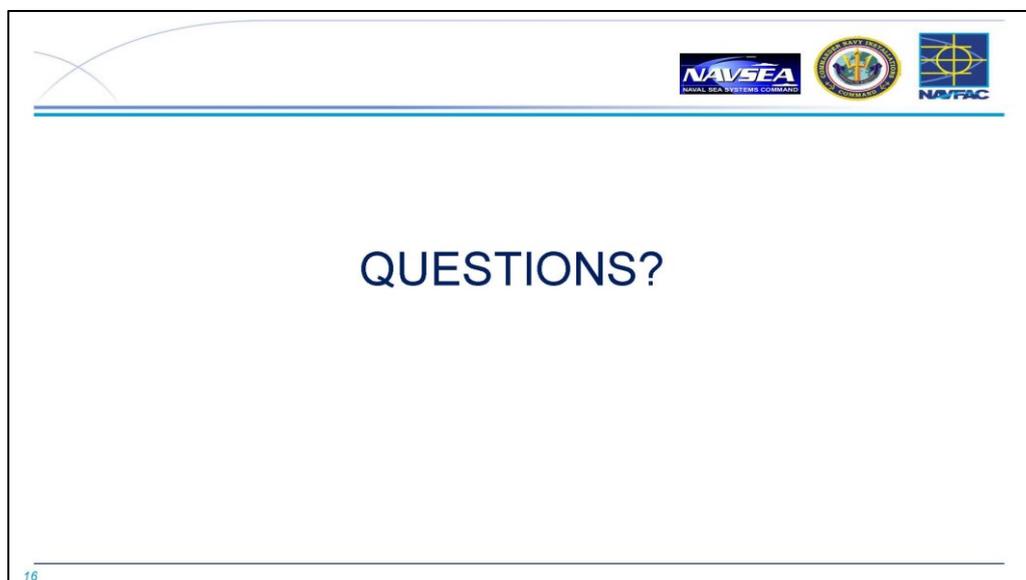
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Throughout the consultation process, the Navy is providing the CPs multiple participation options. A poll will be sent to participants for them to identify their area(s) of interest. In brief, the three areas are:

- a) **NPA development:** This is a technical writing process driven by specific issues. The document will be shared/posted on the secure area of the website with opportunities to comment.

- b) **LMP development:** This document is the result of local expertise (local Navy SMEs, SHPO, stakeholders) collaboration between those who know the area/installation the best. LMP development is a process that: i) identifies issues; 2) develops information specific to the shipyard; and 3) acknowledges ongoing/future projects.
- c) **National documentation and creative mitigation:** This is one of the most interesting parts of this process. It is important to recognize the nationwide breadth of this effort and to think from a national perspective, because there's an opportunity to pull information together in ways that have not been done before. Although documentation efforts are the more traditional form of mitigation, we are interested to see what other creative measures arise that could be adapted into local procedures (i.e. adaptive reuse, interpretation).

Slide 16: Questions



There were no questions presented during the provided Q&A period.

Navy closing comments: The meeting slides will be posted on the website along with a meeting summary. Be sure to check the website periodically for documents as they are shared/developed.

Scheduling options will be provided for next meeting.

A link to the meeting recording will be provided on the website; options for video recordings are being researched by the management team.

Participant engagement is encouraged as it allows the Navy to fully respond to its NHPA responsibilities, establish timelines, and strengthen documents historic preservation planning documents and implementation. Feel free to contact the local Navy Cultural Resource Management SMEs at each installation:

- Pearl Harbor – Erika deBroekert
- Puget Sound – Amanda Bennett; Jenny Dellert
- Portsmouth – Kerry Vautrot; Peter Michaud
- Norfolk – Penne Sandbeck

The meeting was closed after receiving no further comments.