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Construction Engineering Research Laboratory

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Department of Defense Legacy Resource Management Program

2012 DoD Historic Building Workshop

After-Action Report for Legacy Project # 10-387

Michelle Michael and Adam D. Smith

September 2012

Approved for public release; distribution is unlimited.

Department of Defense Legacy Resource Management Program

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2012 DoD Historic Building Workshop

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Abstract:

All federal agencies have legislative requirements to document actions and effects on historical properties under their control. This After-Action Report discusses Legacy Resources Management Program project #10-387—the development and hosting of the 2012 Department of Defense (DoD) Historic Buildings Workshop (HBW). As submitted by Michelle Michael, Architectural Historian at NAVFAC SE, and Adam Smith, Architectural Historian at ERDC-CERL, the project was a response to the need for a conference specifically focused on the unique challenges faced by the DoD in its regulatory and stewardship requirements toward the historic built environment. A cooperative agreement with the National Preservation Institute, Inc. was utilized to provide technical conference support. Held in San Diego, CA, 5–8 June 2012, the conference drew 110 attendees from all branches of the military and from State Historic Preservation Offices, the National Park Service, and the Advisory Council on Historic Preservation. This document outlines the planning and execution steps for the workshop, as well as details on attendance numbers, feedback from attendees, and recommendations for future HBWs.

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1 Conference Planning

Background

The Department of Defense (DoD) Historic Buildings Workshop (HBW) was developed by Adam Smith and Michelle Michael and funded by the FY 2010 DoD Legacy Resource Program (Legacy Program). Smith, an architectural historian at Engineer Research and Development Center-Construction Engineering Research Laboratory (ERDC-CERL) and Michael, an architectural historian at Naval Facilities Southeast (NAVFAC SE), had jointly identified the need for a DoD cultural resource workshop that focused specifically on historic buildings and structures and was based on DoD mission needs, feedback from the greater DoD cultural resource community, and the lack of this type of educational opportunity since 2008.

Organization

At the outset of the project, it was decided that due to the existing regular workloads of Smith and Michael, additional assistance would be required to handle registration and organization duties for the conference. A third party with conference planning experience was identified, and the National Preservation Institute (NPI) was tasked with coordinating conference registration, developing a conference webpage, and overseeing facility logistics. NPI was chosen because of their experience coordinating three previous DoD historic building conferences (HBCs). Smith and Michael then focused on the agenda, speakers, and funding, while Jere Gibber (Executive Director of NPI) handled registration, paperwork, rentals, and other organizational aspects for the conference.

Location

Prior to submitting the pre-proposal to the Legacy Program, organizers decided to choose a location near a military installation that would offer a broad range of historic buildings and would be easily accessible to most of the potential attendees. The preliminary site list included San Antonio, Texas (Fort Sam Houston); San Diego, California (Naval Base Point Loma, Naval Air Station North Island, Naval Base San Diego, Marine Corps Recruit Depot (MCRD), and Camp Pendleton); and Washington, DC (Navy Yard, Fort McNair, and Fort Myer). The Washington location was discard-

ed, since the first DoD HBC had been held in Annapolis, Maryland, in 2000. With the Army hosting the 2008 HBC in Kansas City, Fort Sam Houston in San Antonio also was discarded. The result left San Diego as the best choice, with its many Navy and Marine Corp installations.

The organizers, along with NPI's Gibber, made a scouting trip to San Diego in September 2010. Smith and Michael visited and met with the staff at every conference facility operated by the Navy's Morale, Welfare and Recreation (MWR) office in San Diego. It became apparent that a conference size of 100–150 attendees was either too small for some facilities or too large for others. The Admiral Kidd Conference Center at the Naval Mine and Anti-Submarine Warfare Command became the obvious choice as it could accommodate several different attendance scenarios (Figure 1). The organizers met with the Admiral Kidd staff to work out preliminary details of the workshop and draft the contracts. The trip was also a chance to visit neighboring installations to begin planning HBW tours and exercises.

Figure 1. Admiral Kidd Conference Center, September 2010.

Fee

It was decided in the initial planning that the conference should not charge a fee, in hopes of allowing the maximum numbers of DoD cultural resources professionals to attend.

Food

Lunch was provided on the first three days of the workshop with a keynote speaker during the meal on each of those days. No lunch was provided on Friday at the town hall-style event.

Identity

A conference identity icon was deemed necessary by the team to be placed on all conference material including the website, conference announcements, and newsletter. A view of Naval Air Station North Island and downtown San Diego taken by Smith was utilized (Figure 2).

Figure 2. The identify icon photo for the DoD Historic Building Workshop 2012.

Notification

The Cultural Resources Update (CRUD) electronic newsletter sent out monthly by the Legacy Program was utilized as the primary medium to publicize the conference to the DoD cultural resources community. The

Legacy Program also sent out several emails through their web-based RSS feed (Figure 3). In addition, Smith announced the HBW at several DoD workshops during 2010 and 2011.

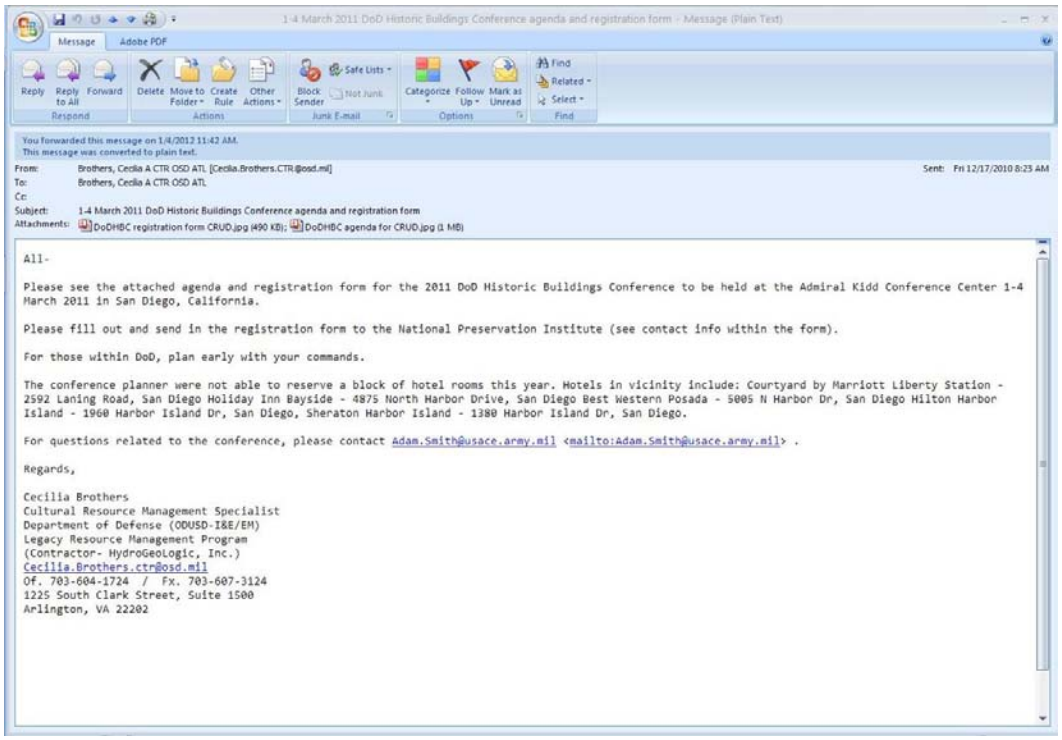

Figure 3. Example of an email from the Legacy Program, announcing the workshop.

In addition to the online newsletter, NPI added a page to its website with information about the conference, a link to the informational flyer (see Appendix A), the draft agenda, and the final agenda (Appendix B).

Attendance

The HBW proposal to the Legacy Program was geared for an expected attendance of as many as 150 people. This number was derived from the number of attendees at the DoD HBC in 2008.

Workshop Dates

The initial date for the HBW was scheduled for March 2011; however, it was postponed until June 2012 due to Congressional budget issues, DoD budget issues, and bans on federal travel during the second quarter of FY 2011.

2 Agenda Development

Once NPI was brought in to handle most of the conference planning logistics, Michael and Smith concentrated on identifying and developing session topics and securing presenters. Appendix B contains the final agenda.

Choosing topics and securing presenters

Diversity of presenters from all branches of the military, other government agencies, state regulators, and the private sector was one of the goals of the HBW, to ensure the highest quality of information, on the most current and relevant issues to the DoD CRM audience. Due to the limited budget, no funds were available for presenter travel expenses; therefore, Michael and Smith relied on their network of professional contacts to fill initial speaker slots. M. Wayne Donaldson, the State Historic Preservation Officer (SHPO) for California, was invited to attend and speak as one of the luncheon speakers, since he also serves as chairman of the Advisory Council on Historic Preservation (ACHP). Other SHPOs who had been recommended by OSD or various installations in consideration of their specific expertise or knowledge were also invited to present; unfortunately; however, none were able to attend. Cultural resources managers were also invited from the National Park Service's Pacific West Region office and from General Services Administration.

Workshop structure

A primary goal of the HBW was to provide a wide variety of subjects and levels of expertise, thereby making the workshop useful and relevant to the larger DoD cultural resources management audience.

Due to attendee comments from the 2008 DoD HBC in Kansas City asking for a more in-depth workshop-style conference, the organizers determined it was necessary to have all attendees of the workshop be in the same room (Figure 4). Sessions were designed to be more interactive with the audience than those utilizing just a presenter with a slide presentation (Figure 5–Figure 7).

Figure 4. The conference room at the Admiral Kidd Conference Center.

Figure 5. A fully interactive session utilizing the gameshow Jeopardy's format was developed for the sustainability discussion by Karen Van Citters and Jayne Aaron.

Figure 6. A slide from the NHPA Section 110 discussion on "Everyone is Against Me but I still Get the Job Done!" developed by Hillori Schenker from NAVFAC Headquarters.

Section 110 Survey: Challenges and Solution; Or "Everyone is Against Me but I Still Get the Job Done!"
DoD Historic Buildings Workshop, San Diego, CA
at 13330 on 8 June 2012

Below is a summary of roles and discussion points used to lead the session 'Section 110 Survey: Challenges and Solution; or 'Everyone is Against Me but I Still Get the Job Done!'"

ROLES:
Each presenter prepared and delivered short (5 minute) briefs from stereotyped personnel. Briefs focused on the character's reasons surrounding the impossibility of completing Section 110 surveys. Each person brought his/her own creativity and spin to the character. Simple costumes and props were used. PowerPoints for each brief were not used.

(1) Installation Commanding Officer- his take on cultural resources; (**T. Beckwith**)
(2) Conservation Section Head- discusses lack of funding and a strong legal driver; (**K. Leahy**)
(3) Installation Engineer- and his latest 1391; (**K. Van Citters**)
(4) Real Property Officer- managing their data changes on recently altered buildings; (**B. Lione**)
(5) CRM- too much to do, no command support, and no funding; (**C. Barnett**)
(6) SHPO review- understaffed, underfunded, and underappreciated; (**S. Bellew**)
(7) Consultant- reports with "potentially eligible" and no character defining features. (**R. Klein**)

INSPIRATION:
You work at/with **Joint Base Swampy-Wilderness-Courage (JBSWR)**, known affectionately as SwampWildRage. JBSWR is proud of its purple mission leading the military higher in the sky, deeper in the ocean, and farther afield.

The Fort Courage parts of JBSWR began as a WWI training camp, and one can still trace the original layout of the camp and find WWII barracks, Quonset huts, and Hammerhead barracks along Confederate General Road and Other Confederate General Boulevard. Rumor has it that Fort Courage was built on a haunted Indian burial ground. In the Cold War era, the nearby AFB Wilderness had a communications mission. The high country on AFB Wilderness is riddled with satellite arrays, radar domes, and miscellaneous detritus; many of these structures are chock full of contaminates. Portions of Naval Surface Warfare Center Swampy were BRAC'd before the joint basing occurred. These portions are still contaminated from the RDT&E that occurred throughout the 20th century. The remaining parcels of land are discontinuous with random buildings and structures, mostly from the Cold War era of weapons testing and ammunition storage. All three portions of JBSWR were involved in the top secret operation vaguely known as SUPERMOON.

JBSWR has many projects lined up, at the moment. Among these projects are some big energy projects, a couple of new facilities, and several rehabilitations. ATFP and energy efficiency are emphasized in the upcoming projects. Next year, the construction budget is likely to nosedive. As such, there is additional pressure to get everything done this fiscal year.

Figure 7. The activity sheet from the NHPA Section 110 discussion, "Everyone is Against Me but I still Get the Job Done!".

The organizers felt that Tuesday morning should be devoted to DoD, the Legacy Program, and the four military service branches, to give their overall perspectives on historic buildings and cultural resources management in general.

After that, the days were broken up into multiple one and one-half hour blocks, with breaks and lunches between the blocks. Each block was devoted to particular issues such as Cold War (Figure 8), architectural styles, master planning, sustainability, and disaster preparedness. Each luncheon had a keynote speaker: Tuesday – ACHP Chairman Wayne Donaldson (Figure 9), Wednesday – Andy Yatsko on Navy Architecture in San Diego, and Thursday – Chandler McCoy on Architecture at the Presidio of San Francisco. Friday morning was devoted to a town hall run by Serena Bellew, the Deputy Federal Preservation Officer from the Office of the Secretary of Defense. The HBW was completed before noon on Friday.

Figure 8. Brian Lione, Air National Guard speaking on the Cold War era.

Figure 9. ACHP Chairman D. Wayne Donaldson giving his keynote during lunch on Tuesday.

Field trip

San Diego was chosen for the HBW due to the many Navy and Marine Corps installations and former DoD installations located in the metropolitan area. To go along with the interactive theme of the workshop, the organizers decided that a working field trip with activities for the participants would be necessary. The MCRD San Diego and the former San Diego Naval Training Center (now closed and privatized as Liberty Station) were chosen for Wednesday's field trip, due to their proximity to the Admiral Kidd Conference Center (Figure 10).

Each group of participants was broken up into four smaller groups, and each group was given an exercise (Figure 11–Figure 14). Although the exercises were identical, the tasks were different due to one location being a federal property and the other now under private ownership.

Two charter buses were organized by NPI, with one bus departing to the MCRD and the other bus departing to Liberty Station. Halfway through the afternoon, participants switched to the other location. Both groups met back at the Admiral Kidd Conference Center to present their findings and feedback.

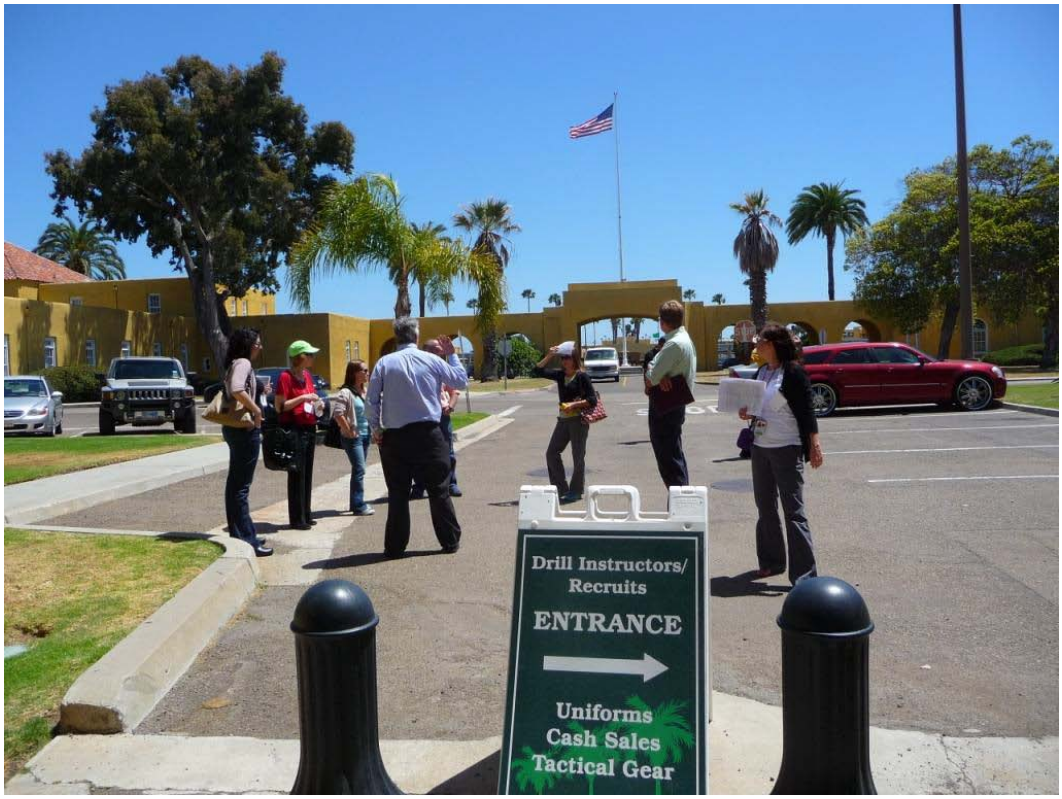

Figure 10. HBW participants during the field trip exercise at the MCRD.

Field Trip Exercise

Energy

The current energy policy for DoD is written to obtain optimum energy savings without consideration for historic buildings. The installation energy czar would like to place solar hot water panels on every building within the historic district.

1) Are the solar hot water panels an adverse effect?
2) Is there another place for the solar hot water panels than the roofs.
3) If they cannot be moved, what kind of internal planning/design can be done before consultation with the SHPO?

Figure 11. Energy exercise held during the MCRD and Liberty Station field trips.

Field Trip Exercise

New Construction

The task is to site a new building within the historic district. The new use is administrative, approximately 40,000 square feet. The command wants the new building placed facing Ingram Plaza at the old NTC (Liberty Station) and on the Parade Deck opposite the theater at the MCRD. For both installations, the proposed site is within the historic district so Section 106 will have to be followed.

Remember historic districts and historic buildings are designed to stand the test of time. Places should evolve with time and illustrate a continuum through the architecture. However, when planning new construction in historic districts or new additions to historic buildings, careful attention should be made to ensure that scale, size, massing, and materials are consistent while incorporating architecture of the present time.

1) Is the new building an adverse effect?
2) Is the new building in an appropriate location?
3) Can the new building's location be moved somewhere else?
4) Where?
5) If it cannot be moved, what kind of internal planning/design can be done before consultation with the SHPO?
6) Give three examples on how the new building might be designed to fit into the historic district to alleviate the adverse effect.

Figure 12. New construction exercise held during the MCRD and Liberty Station field trips.

Field Trip Exercise

Adaptive Reuse

The definition of adaptive reuse is finding a new use for a historic buildings and adapting it to that use while preserving its character-defining features in accordance with the Secretary of Interiors Standards for Rehabilitation.

Both the old NTC (Liberty Station) and the MCRD have large retail spaces in historic buildings.

1) Vons at the Liberty Station
2) MCX at the MCRD

Please report back to the workshop on:

1) What do you like about the adaptive reuse?
2) What do you not like about the adaptive reuse?
3) What things would you change with the adaptive reuse?

Figure 13. Adaptive reuse exercise held during the MCRD and Liberty Station field trips.

Field Trip Exercise

ADA

ADA/Accessibility - The American with Disabilities Act requires that all buildings be accessible by persons using wheelchairs. Consideration for historic buildings is made within the act which states, "i) Alterations to historic properties shall comply, to the maximum extent feasible, with the provisions applicable to historic properties in the design standards specified in § 35.151(c).

(ii) If it is not feasible to provide physical access to an historic property in a manner that will not threaten or destroy the historic significance of the building or facility, alternative methods of access shall be provided pursuant to the requirements of § 35.150.

Advisory 202.5 Alterations to Qualified Historic Buildings and Facilities Exception. State Historic Preservation Officers are State appointed officials who carry out certain responsibilities under the National Historic Preservation Act. State Historic Preservation Officers consult with Federal and State agencies, local governments, and private entities on providing access and protecting significant elements of qualified historic buildings and facilities. There are exceptions for alterations to qualified historic buildings and facilities for accessible routes (206.2.1 Exception 1 and 206.2.3 Exception 7); entrances (206.4 Exception 2); and toilet facilities (213.2 Exception 2). When an entity believes that compliance with the requirements for any of these elements would threaten or destroy the historic significance of the building or facility, the entity should consult with the State Historic Preservation Officer. If the State Historic Preservation Officer agrees that compliance with the requirements for a specific element would threaten or destroy the historic significance of the building or facility, use of the exception is permitted. Public entities have an additional obligation to achieve program accessibility under the Department of Justice ADA regulations. See 28 CFR 35.150. These regulations require public entities that operate historic preservation programs to give priority to methods that provide physical access to individuals with disabilities. If alterations to a qualified historic building or facility to achieve program accessibility would threaten or destroy the historic significance of the building or facility, fundamentally alter the program, or result in undue financial or administrative burdens, the Department of Justice ADA regulations allow alternative methods to be used to achieve program accessibility. In the case of historic preservation programs, such as an historic house museum, alternative methods include using audio-visual materials to depict portions of the house that cannot otherwise be made accessible. In the case of other qualified historic properties, such as an historic government office building, alternative methods include relocating programs and services to accessible locations. The Department of Justice ADA regulations also allow public entities to use alternative methods when altering qualified historic buildings or facilities in the rare situations where the State Historic Preservation Officer determines that it is not feasible to provide physical access using the exceptions permitted in Section 202.5 without threatening or destroying the historic significance of the building or facility. See 28 CFR 35.151(d).

Please report back to the workshop on:

1) What do you like about how ADA compliant the historic buildings are?
2) What would you change about the ADA compliance?
3) What are some of the ADA compliance elments

Figure 14. ADA exercise held during the MCRD and Liberty Station field trips.

Including additional training opportunities

Navy Cultural Resources meeting

The Department of the Navy was invited to take advantage of having a large group of Navy CRMs in San Diego by holding a two-day meeting on Sunday and Monday, 3-4 June 2012. Since travel budgets were extremely limited, combining the Navy CRM meeting with the DoD HBW was a cost-effective opportunity for a much-needed opportunity for discussion of Navy CRM issues and DoD initiatives. Due to Navy budget constraints, however, the Navy CRM meeting was actually held on Monday (before the con-

ference began) and Thursday morning (separate from the conference); in addition, Navy buildings were the topic of late Thursday afternoon HBW sessions.

Air Force Cultural Resources meeting

The Air Force was also given the opportunity to combine their annual CRM training with the HBW; however, the funding for the Air Force workshop was cut, and the training was pushed back to FY 2013.

Evening events

Adam Smith and Michelle Michael decided at the outset that the theme for the HBW would be interactive, and this idea extended to the evening events. Instead of only one hour-long reception on Tuesday night, evening networking events were scheduled for three evenings at three National Historic Landmarks spread throughout the San Diego area. The first event was held Tuesday at the Sunset Bar at the Hotel del Coronado in Coronado, California where the participants sat outside at the no-host bar and enjoyed one of the largest wood buildings in the world (Figure 15). The Wednesday event was at the Prado Restaurant and Bar in Balboa Park, San Diego, which was designed by Bertram Grosvenor Goodhue and the site of the 1915-16 Panama-California Exposition (Figure 16). The Thursday event was at the Giant Dipper roller coaster in Belmont Park, California.

Figure 15. HBW participants at the Tuesday night get-together held at the Hotel del Coronado in Coronado, California.

Figure 16. Some of the HBW participants at Wednesday night get-together at the Prado in Balboa Park, San Diego.

Final budget distribution

The final budget distribution is outlined in Table 1

Table 1. Conference expense items and amounts.

Expense Item	Expense Amount
Lodging	$1,640.00
Office supplies	$245.00
Photocopying	$170.00
Postage	$465.00
Printing	$910.00
Meeting room	$14,960.00
Administrative services	$15,535.00
Travel	$2,807.00
Tour buses	$968.00
TOTAL	$37,700.00

Conference attendees

Initial estimates of 150 attendees for the 2012 HBW were based on attendance numbers at the 2008 Legacy Program-funded HBCs. Although registration for the 2012 HBW was initially slow, it soon gained momentum, with the final count at 110. Organizers believe the actual attendance was much smaller than initially planned due to budget and travel budget constraints at the headquarters and installation levels throughout FY2011 and FY2012.

The breakdown of attendees is found in Table 2.

Table 2. Participant numbers by affiliation.

Affiliation	Number of Participants*
OSD	1
Army (including National Guard and Reserve)	34
Navy	36
USMC	4
Air Force	6
Consultants	23
SHPO/NPS/ACHP	4
Total	**110**

*=no shows are not reflected in these numbers

3 Conference Survey Results

There were 51 evaluations turned in at the end of the workshop. Table 3–Table 7 give the results from those evaluations. Not all respondents answered every question.

Table 3. Conference attendee responses to overall ratings for conference.

Indicator	Rating Scale*				
	1	2	3	4	5
Overall Quality of Program			2	25	27
Knowledge of Material			3	32	24
Clarity of Presentation			10	30	20
Usefulness/relevance of content		1	8	24	26
Usefulness of handouts	1	7	17	22	10
Convenience of location	2	2	8	15	30
Comfort of conference rooms		2	4	25	29
Comfort of hotel guest rooms			2	18	29
Convenience of restaurants	4	6	11	15	19
Question				Yes	No
Would you recommend the conference to a professional associate?				58	1
Were you required to attend this conference?				6	54
Will the conference help you meet your job requirements?				57	1

*Scale: 1 (low) – 5 (high)

Table 4. Conference attendee responses to "How did you learn about this conference?"

Source	No. of responses
CRUD	15
Coworker	10
Adam Smith	6
Annual Cultural Resources conference	5
Bob Beardsley	5
National Guard Bureau	5
Hillori Schenker	2
Serena Bellew	2
NPI	2
Brian Lione	1
IMCOM	1

Source	No. of responses
Word of Mouth	1
AEC	1
ACRA	1

Table 5. Attendee responses to the question, "In what ways did this conference exceed, meet, or fall short of your expectations?"

Respondent	Whether Workshop Met Expectations
1	I thought that everyone was well prepared, good group, and good discussions. Shame AF was not better represented.
2	Exceeding in terms of experiencing wide range of DoD/CRM issues.
3	Gave me a good, broad understanding of CRM issues and a lot of ideas on how to improve CRM at my installation.
4	Exceed - loved the interactive and creative session formats! Excellent work! Thank you!
5	Range of topics was great. Nothing can replace the value of meeting face to face with other managers and hearing their stories, problems, and solutions.
6	Good representation from all levels and installation commands. Useful to hear common issues that will hopefully be addressed. However, often times other issues have been mentioned but no remedy, but very worthy discussion. [Rest was illegible]
7	The instructors combined experience of course was spectacular but also the experience of the participants and the format that allowed sharing of various experiences/projects.
8	It met expectation for the usefulness of getting together with our counterparts and sharing lessons learned.
9	Setting was amazing! Need more discussion like the last day. Covered many different current issues that was informative about other people's problems.
10	The workshop was very useful and interesting as a whole but some sessions were repetitive and ran too long but overall very useful particularly the interactive sessions.
11	Really hoped for more content and discussion on Cold War Inventory and future of CRM - we lost track somehow.
12	Exceed: networking, knowledge of other installation challenges, areas for improvement in program. Fell short: CRM in the Future; is LEED still going to be applicable in 5-10 years; energy requirements; Section 106 and NEPA in future. Not many materials or fact sheets were handed out.
13	Field trip. Exercise with other CRMs or subject matter experts. Exchanging knowledge.
14	Met all expectations. Skit/role playing exceeded expectations. Great job! Bravo!
15	Exceed: quality and enthusiasm of presenters and attendees. Fell short: rushed agenda; discussion cut short.
16	Was very informative and engaging.
17	Beautiful location. Relevant discussions, small venue (easy to talk/share)
18	I was very impressed to have SHPOs, ACHP, OSD, AEC, and all attend and work together.
19	Although touted as a workshop, too much time spent on presentations that had little applicability across regions (e.gl. Charlene Wong's)

Respondent	Whether Workshop Met Expectations
20	In a lot of ways, some sessions were not useful to the experienced CRM--keep it focused on what is useful to the knowledgeable, local CRM.
21	
22	
23	Interactive and group presentations.
24	Topic resulted in thoughtful discussion that produced shared lessons learned.
25	I'm new to Federal work (architectural historian w/consultant) so I had no expectations--workshop was very helpful in getting a handle on concerns/practices of military CRMs.
26	I really appreciated case studies--wire glass windows, Camp Mabry, etc--presented problems and potential solutions.
27	Exceeded! Applies to DoD and private sector projects!
28	The sessions were interactive and generated interesting discussions. The workshop met my expectations.
29	There was a lot of discussion but little resolution (though very hard to achieve). Information was useful but would have liked to hear more suggestions for dealing with CR challenges over [illegible].
30	Exceeded! Excellent combination of speakers, field trip, role-playing, etc.
31	The workshop exceeded my expectations. The information presented is directly applicable to the program I support.
32	Because I am not a CRM, I did not know what to expect. For my purpose it was acceptable.
33	Very relevant topics to my job requirement. Better than NGB Conservation workshops from my perspective.
34	Good workshop. A little overlap (unnecessary) in some "panel" presentations.
35	Needed less background info in slides and more opportunities for discussion/question/answer on topics.
36	The interaction and discussions in a broader group setting were really great and demonstrated common issues well. Unfortunately we don't have concrete answers to the issues.
37	Relevant actions other bases. Learn what is going on.
38	I enjoyed the case study aspect of the workshop, but I felt that the presentations were very much geared for EV business line and not CI business line. But conversation could be appropriate for CI architects and PMs.
39	Great opportunities to benefit from similar lessons learned. Exceeded all expectations in every way. One and only chance to strategize and gain support at HQ/OSD levels. Opportunities to collaborate with DoD branches to share resources.
40	Always good to network and gain greater insights into the workings of the CRM milieu at DC and disparate installations.
41	The broadly representative and robust participation made the workshop very valuable. We still need to work on making the material more directly applicable to our CRMs.
42	As a contractor, this workshop has been rather fascinating in demonstrating the decision making that trickles down to us with much less explanation. Grateful to attend.
43	NAS North Island. Point Loma. These would have been better than the MCRD.

Respondent	Whether Workshop Met Expectations
44	The breakout work on a problem session activity should constitute a greater percentage of these "workshops" instead of being lectured at with lectures that we are already very familiar with already. We are seasoned professional that don't need to stare at slides of stories we already know. Instead let's work together on the different issues. Brainstorm with experienced colleagues in these rare opportunities to get together.

Table 6. Attendee responses to the question, "What topics would you be interested in at a future DoD Historic Buildings Conference?"

Respondent	Future Topics of Interest
1	Very similar. Trends in DoD. Success stories. What new resources are available.
2	Cold War. Engineering/Technical Resources
3	I would like to hear more on instances where precedent was set even though there were no clear regulations requiring. Also a topic on iNFADS.
4	More facilitated town hall on purple topics
5	Landscape issues - buildings as elements of historic landscapes. Historic rural landscape.
6	Follow-up on issues mentioned and how they will be or was or was not addressed.
7	Cold War. Mid-century Modern. Creative mitigation.
8	More examples of common problems - ATFP, renewable energy, substitute materials, creative solutions for reuse of historic buildings, new construction in historic districts.
9	WWII archaeology and Cold War archaeology (evaluating significance)
10	ICRMPs: why do they really matter? Guidelines for eligibility.
11	More time on Cold War buildings/structures. More time given to districts, evaluate and management.
12	How to apply energy requirements to historic buildings that the SHPO/NPS as well as DoD will buy into. It is possible to make 1940-1970 buildings energy efficient without destroying integrity.
13	Sustainability maintenance for historic buildings
14	A presentation covering replacement materials for historic elements: roof, window, siding.
15	More discussion time, problem solving sessions
16	NEPA, sustainability, contexts, reuse
17	Funding rehabilitating and maintenance
18	More on strategies for dealing with the issues that confront real installations - ICOs, SHPOs, DFRP, etc.
19	ATFP
20	Maintenance and repair
21	Management of buildings. Written CRM program at large.
22	PA and ICRMP development
23	Interpretation of SOI standards. Art of negotiation/consultation. Viewsheds and visual effects - how to assess.
24	Same as this time. More case studies throughout DoD.

Respondent	Future Topics of Interest
25	More creative mitigation examples or creative alternatives of handling historic properties. More examples of ATFP and compliance with no adverse effect.
26	ICRMPs. These will most likely be the same issues in the future: funding 110. What to do with maintenance and disposition of historic properties.
27	Sustainability. Cold War.
28	Elaborating more on how to work well with DPW, engineers, real property, etc. Maybe getting some of these folks to sit in on the panes for discussion would be useful.
29	Treatment of historic fabric per SOI standards. ATFP.
30	More brainstorming together. Less sitting and listening to colleagues stories that are redundant. We have been there and done that. [Note: rest of comment was illegible]
31	Case studies with implications for takeaways.

Table 7. Attendee responses to the question, "Where would you like to see a future DoD Historic Buildings Workshop being held? What DoD resources are nearby?

Respondent	Future Workshop Site Suggestions
1	Florida. East Coast.
2	San Diego is ideal
3	Liberty Station since it is easy to get into.
4	All around San Diego
5	Norfolk
6	Hawaii or Virginia or Florida
7	Pearl Harbor National Historic Landmark
8	Chicago
9	Washington, DC; Honolulu; San Diego; San Francisco
10	Alaska
11	East Coast or Great Lakes
12	West Point
13	AFB or Army installation with standard "ugly" WWII and Cold War buildings.
14	Norfolk; Great Lakes
15	Monterrey, CA; Honolulu
16	Washington, DC
17	Port Hueneme
18	Portland, OR
19	San Antonio
20	East Coast
21	San Diego; Fort Huachuca
22	Hawaii; New Orleans; Chicago; Indianapolis
23	East Cost
24	Washington, DC
25	San Antonio
26	Monterrey, CA

4 Lessons Learned

The following points reflect the opinions of Adam Smith and Michelle Michael, based on their experiences in developing and executing the 2012 HBW:

- Budgeting for the time and money to make an initial site visit to the proposed conference and installation sites is well worth it. A site visit allows the organizers to meet with the conference center staff and view firsthand the facilities and hopefully anticipate any potential problems before they arise.

- It is recommended that setup and use of conference center audio-visual equipment be included in any future conference budgets as it is very beneficial and a time savings for the organizers.

- Partnering with NPI allowed organizers to focus on building a good agenda, while the logistics of registration and hotel interaction were handled by an experienced third party. Since both organizers had to continue with full-time positions while planning this conference, NPI's involvement was invaluable.

- Response to this conference proved that there is a legitimate need for such training within the DoD historic building community. It had been four years since the last HBC, and the overwhelming response from attendees indicated they would like to have this training opportunity on a more regular/shorter cycle, even with budget and time constraints.

- The workshop format was successful and is recommended for future workshops. Having everyone in one room for a specific and streamlined format allowed for shared experiences and lessons learned as well as conversation about possible solutions. The format was the big difference between the 2008 HBC and 2012 HBW; the workshop format seemed to better meet participants' needs.

- Rather than hosting a conference-center reception with additional cost, identify locations that can accommodate a large crowd for optional evening gatherings or happy hour. The gatherings were a big hit for the 2012 HBW because they provided for important networking and sharing in a casual environment.

- Develop and implement a policy regarding contractor advertisement. Several contractors asked about displaying brochures or giving gifts such as umbrellas or bags. Because there was no policy in place, the organizers chose not to let anyone display business paraphernalia. If it will not be allowed, make a statement in the conference brochure stating so. If it can be allowed, a space will have to be set up and maintained for this purpose. Guidelines will be required to ensure that all contractors are treated equally.

- When planning a workshop on a military installation, ensure that coordination with the appropriate security personnel is done “early and often.” Security coordination is especially true when providing access to non-DoD contractors and citizens. More often than not, clearance will be required and can take weeks to complete. Therefore, required information about non-DoD identification cardholders will be need to be gathered during the registration period.

Appendix A: Conference Flyer

Figures A1–A3 are reproductions of the conference flyer sent in January 2012 to the participants of the HBC held in Kansas City in 2008 and subsequently out through the Legacy Program RSS feed.

2012 DoD Historic Buildings Workshop
Call for Workshop Proposals

Following the success of the 2008 DoD Historic Buildings Conference, the Office of the Secretary of Defense through the DoD Legacy Resource Management Program, invite proposals for the 2012 DoD Historic Buildings Workshop in San Diego, California, 5-8 June 2012. OSD requests proposals that cover current challenges, best practices, and lessons learned in the management and use of DoD historic buildings and districts. The proposed plan for the workshop is as follows:

- Nine topic sessions with each being an hour and half long
- One session for OSD and Service perspectives
- A half day field trip to MCRD San Diego
- A half-day Legacy Resource Managment Program town hall

Priority will be given to session topics that include one or more of the following: sustainability, energy, adaptive reuse, ATFP, NEPA, lessons learned, creative mitigation, integrating historic buildings into the master planning process, or command awareness of historic buildings.

Proposals need to include the following information:
(1) Sessions that encourage audience participation are recommended.
(2) Narrative addressing the focus, importance and timeliness of the topic, no more than 250 words.
(3) If proposing a session, please submit a title for the session and names and narratives for each of the three talks during the session.
(4) Name and organization of the proposer.

Send inquiries and proposals to the conference organizer:
Adam Smith
ERDC-CERL
by email: adam.smith@usace.army.mil
by phone: 217-373-5897

Submission Deadline: 2 March 2012

Figure A1. Conference Flyer: Page 1.

The workshop will be held at the Admiral Kidd Conference Center at the Naval Mine And Anti-Submarine Warfare Command in San Diego, California, 5-8 June 2012

San Diego International Airport is two miles away from the Admiral Kidd Conference Center

Attendees will need to make their own hotel reservations.

There's a Navy BOQ about a 5-minute walk from Admiral Kidd.

Hotels in vicinity:
Courtyard by Marriott
Holiday Inn
Best Western
Hilton Harbor Island
Homewood Suites
Pearl Hotel

There are also a variety of hotels in downtown San Diego which is a quick 10 minute drive from the conference center.

Figure A2. Conference Flyer: Page 2.

REGISTRATION FORM
DOD HISTORIC BUILDINGS WORKSHOP
SAN DIEGO, CALIFORNIA

Deadline to register: 30 April 2012

Registration is Free!

Yes ☐ No ☐ DoD Historic Buildings Workshop, Tuesday 5 to Thursday 7 June
Yes ☐ No ☐ Legacy town hall, Friday 8 June
Yes ☐ No ☐ CAC card
[non-CAC card participants must be registered in advance with installation security]

Name:
Title:
Affiliation:
Address 1:
Address 2:
City:
State:
Zip:
Tel:
Fax:
Email:

Mail:
National Preservation Institute
P.O. Box 1702, Alexandria, VA 22313-1702

Fax: 703.768.9350 AND call 703.765.0100 to confirm fax has been received

Email: info@npi.org; **Questions?** 703.765.0100; info@npi.org.

Figure A3. Conference Flyer: Page 3.

Appendix B: Final Agenda

Figures B1–B7 represent the final agenda given to each on-site participant during registration.

2012 DoD Historic Buildings Workshop AGENDA

	Tuesday	Wednesday	Thursday	Friday
830	Registration	Enhancing the Master Planning Process: Integrating Historic Buildings and Master Planning and Historic Properties: A Proactive and Programmatic Approach	Sustainability Jeopardy	Questions and Answers: Now is the time to see if anyone else has that building you're wondering about!
900	Introduction - Adam Smith and Michelle Michael			
930	OSD Perspective			
1000	Break	Break	Break	
1030	Service Perspectives	Future of CRM in the DoD	Emergency Preparedness	Town Hall/Wrap up with DoD/Air Force/Army/Marine Corps/Navy
1130	Legacy Program Perspective		Creative Mitigation	
1200	Lunch *ACHP Chairman & CA SHPO - Wayne Donaldson*	Lunch *Navy Architecture in San Diego*	Lunch *Speaker, TBD*	
130				

Figure B1. Final Agenda: Page 1.

2012 DoD Historic Buildings Workshop
AGENDA

	Tuesday	Wednesday	Thursday	Friday
130	Dealing with the Cold War Inventory	Field Trip to MCRD San Diego and ex-Naval Training Center (now Liberty Station) Assignment: The participants will be randomly assigned a number, the numbers will correspond with one of the following considerations: 1) Adaptive reuse, 2) Energy Efficiency, 3) Whole Installation Design, 4) Preservation, 5) Life Safety, and 6)ATFP. As we tour, group leaders will ask group to make notes of how the assigned consideration can be incorporated into the buildings and/or district.	Building Sessions presented by the Navy All Participants Welcome!! Topics - Adaptive Reuse, Window Replacement, ICRMPs, and Creative Mitigation	
300	Break		Break	
330	Dealing with the Cold War Inventory: Small group results	Discussion of Tour findings.	Section 110 Survey: Challenges and Solution; Or "Everyone is Against Me But I Still Get the Job Done!"	
430	Architectural Styles: An Overview and Mid-Century Modern			
500				

Figure B2. Final Agenda: Page 2.

Figure B3. Final Agenda: Page 3.

DEALING WITH THE COLD WAR INVENTORY
Thursday 7 June 1:30 to 3:00

DoD has a vast inventory of Cold War-era resources (buildings and structures), many constructed in the past fifty years, but some dating back to 1949. Since the early 1990s, DoD has attempted to identify and evaluate those Cold War resources that may be exceptionally significant and eligible for inclusion in the national Register of Historic Places (NRHP). DoD has surveyed tens of thousands of resources for exceptional significance, and then again as the resources reach 50 years old under the "normal" NRHP criteria. Two decades of surveys, numerous reports and historic contexts have made DoD the experts on their Cold War resources. It is time to approach the management of these resources as a whole, and apply program alternatives under 36 CFR 800.14 to streamline that effort, to include an obviated need for re-survey.

DEALING WITH THE COLD WAR INVENTORY: Small Group Results
Thursday 7 June 3:30 to 4:30

Small group discussion and report-outs from the earlier session at 1:30 to 3:00.

ARCHITECTURAL STYLES: AN OVERVIEW
Thursday 7 June 4:30 to 5:00

Session will include a discussion of the recently finished The Architecture of the Department of Defense: A Military Style Guide and a discussion of a recently completed Legacy project to produce guidelines for inventory and National Register evaluation of Mid-century Modern buildings.

ENHANCING THE MASTER PLANNING PROCESS: INTEGRATING HISTORIC BUILDINGS
Wednesday 6 June 8:30 to 9:30

This panel discussion will include presenters from the Army and Navy who will discuss recent enhancements to the master planning process and then provide case studies that depict innovative approaches for integrating historic buildings. Key elements of the DOD UFC for Installation Master Planning will be presented, including the ten strategies that support DOD-wide overarching installation planning philosophy. Related concepts of energy and sustainability, land use management, adaptive reuse, stakeholder participation and coordination will also be addressed, and presented within the context of meeting the military mission while ensuring consideration of historic buildings and districts.

This session is particularly timely, as participants will gain knowledge of the new UFC. They will also learn about improved planning processes to facilitate integration and consideration of historic buildings, particularly relevant in these times of fiscal constraints. Participants will also learn about the successful partnership between the Navy and the Army to conduct a series of Area Development Plans (ADPs) in Hawaii, which can be thought of as "mini master plans." This new paradigm enables a hands-on approach to creation of neighborhood plans that become part of a larger master plan.

Figure B4. Final Agenda: Page 4.

MASTER PLANNING AND HISTORIC PROPERTIES: A PROACTIVE AND PRAGMATIC APPROACH

Wednesday 6 June 9:30 to 10:00

Including historic properties management into the master planning process allows for better overall integration of historic preservation with military policies and mission objectives. Early consideration and evaluation of historic properties within the master planning process helps meet requirements set forth in Section 106 and Section 110 of the National Historic Preservation Act regarding identification and protection of historic properties owned by federal agencies. In addition, combining historic properties in the master planning process increases awareness of historic properties to the decision makers, offers opportunities for full engagement from critical stakeholders, and presents a forum for early appraisal of historic properties and feasibility determinations of their future use/reuse. For installations that have National Register listed or eligible historic districts, incorporation of historic properties into master planning is even more crucial. When dealing with historic districts, master planning provides a means to determine appropriate design guidelines, identify all significant character-defining features, incorporate maintenance and treatment plans, and establish parameters for new construction within the district.

FUTURE OF CRM IN THE DOD

Wednesday 6 June 10:30 to 12:00

Panel discussion with audience participation regarding pending budget issues, transformation issues, energy issues, ATFP issues, and other issues brought up by the audience.

SUSTAINABILITY JEOPARDY

Thursday 7 June 8:30 to 10:00

This session includes an interactive game and a panel that will present past Legacy Resource Management Program projects/concepts that addressed the following topics with regard to historic buildings: sustainability, energy, adaptive reuse, and lessons learned. Sustainability has many initiatives within the DoD and preservationists are continually working to determine how to best integrate into historic buildings – the presentations and game will provide a means by which sustainability issues can be learned. DoD Legacy Program has funded four projects that explore approaches to energy and sustainability for historic buildings, including recent guidance and case studies. This panel will provide an overview of each project and how CRMs and planners can use these products when renovating historic buildings.

EMERGENCY PREPAREDNESS

Thursday 7 June 10:30 to 11:30

Session will include the results from the Emergency Preparedness off-site at the Nashville SMR back in July 2011, a discussion regarding the current Legacy project on Emergency Preparedness, and an update from Fort Leonard Wood, Missouri on the rebuilding of their historic district from the devastating New Years Eve tornado on 31 December 2010.

Figure B5. Final Agenda: Page 5.

CREATIVE MITIGATION

Thursday 7 June 11:30 to 12:00

Discussion of a Legacy project for the USMC regarding best practices/guidelines for innovative interpretation and public outreach projects.

BUILDING SESSION PRESENTED BY THE NAVY

Tuesday 5 June 1:30 to 3:00

At Home with Public/Private Venture (PPV): Collaborative Teamwork Rehabilitating Naval Air Station North Island's Gold Coast, CA

Restoring the Plunge: Successful Restoration/Rehab of the Del Monte Roman Plunge at the Naval Postgraduate School in Monterey, CA

The Last Elephant Cage: A Case Study in Demolition of a Cold War Property at the Naval Base Coronado Silver Strand Training Complex, CA

Replacement of Corrugated Wire Glass Windows at Public Works Department Maine

A Hybrid Approach to ICRMPs in the Navy Region Southwest

SECTION 110 SURVEY: CHALLENGES AND SOLUTION; OR "EVERYONE IS AGAINST ME BUT I STILL GET THE JOB DONE!"

Tuesday 5 June 3:30 to 5:00

Low environmental budgets, reduced military spending, and overworked SHPOs combine to make completing Section 110 reports difficult. Without reports or official SHPO concurrence, the full inventory of installation historic buildings, structures, and sites remains unfinished. Complete inventories allow for time and monetary savings during project planning and fulfill other needs such as GIS and real property requirements. Historic buildings and districts may be avoided or programmed for, as the project allows, saving time and money for other mission needs.

Discussing strategy and solutions to the budget challenges will help CRMs plan and program for Section 110 surveys.

Figure B6. Final Agenda: Page 6.

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Attendees will need to make their own hotel reservations.

There's a Navy BOQ about a 5-minute walk from Admiral Kidd.

Hotels in vicinity:
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Best Western
Hilton Harbor Island
Homewood Suites
Pearl Hotel

There are also a variety of hotels in downtown San Diego which is a quick 10 minute drive from the conference center.

Figure B7. Final Agenda: Page 7.

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14. ABSTRACT

All federal agencies have legislative requirements to document actions and effects on historical properties under their control. This After-Action Report discusses Legacy Resources Management Program project #10 387—the development and hosting of the 2012 Department of Defense (DoD) Historic Buildings Workshop (HBW). As submitted by Michelle Michael, Architectural Historian at NAVFAC SE, and Adam Smith, Architectural Historian at ERDC-CERL, the project was a response to the need for a conference specifically focused on the unique challenges faced by the DoD in its regulatory and stewardship requirements toward the historic built environment. A cooperative agreement with the National Preservation Institute, Inc. was utilized to provide technical conference support. Held in San Diego, CA, 5–8 June 2012, the conference drew 110 attendees from all branches of the military and from State Historic Preservation Offices, the National Park Service, and the Advisory Council on Historic Preservation. This document outlines the planning and execution steps for the workshop, as well as details on attendance numbers, feedback from attendees, and recommendations for future HBWs.

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