FY 2014 CHIEF OF NAVAL OPERATIONS (CNO) ENVIRONMENTAL AWARDS COMPETITION
CULTURAL RESOURCES MANAGEMENT - SMALL INSTALLATION
AWARD ACHIEVEMENT PERIOD 1 OCTOBER 2012 – 30 SEPTEMBER 2014

INTRODUCTION

Installation Mission

U.S. Naval Air Facility (NAF) Atsugi, Japan has a unique mission providing facilities, services and material that support over 2,500 personnel and over 100 aircraft of Carrier Air Wing FIVE (CVW-5), Helicopter Maritime Strike Squadron FIVE-ONE (HSM-51), and 36 tenant commands, including Commander, Fleet Air Forward, Aircraft Intermediate Maintenance Detachment (AIMD), Commander, Fleet Air Forward, Patrol and Reconnaissance Force Fifth/Seventh Fleet, and Fleet Readiness Center Western Pacific (FRCWP). NAF Atsugi is the only U.S. Naval airbase to support all five aircraft types of a typical carrier air wing, attached to the Navy's only forward-deployed carrier battle group. The U.S. Navy operates NAF Atsugi jointly with the Japan Maritime Self Defense Force (JMSDF) and works daily to foster good relations and friendship with the host nation while serving to support the U.S. Navy's "Tip of the Sword," ensuring stability in the Western Pacific.

Population and Acreage

NAF Atsugi is host to over 10,000 military and civilian personnel and family members including 2,500 JMSDF and 1,200 Japanese civilians. The joint use arrangement with JMSDF provides unique international military cooperation and makes it an enjoyable place to work and live. NAF Atsugi resides on a total of 1,250 acres of land. NAF Atsugi also provides support for the Auxiliary Landing Field Kisarazu, Iwo To, and inactive properties currently in caretaker status at Naval Support Facility (NSF) Kamiseya.

Setting

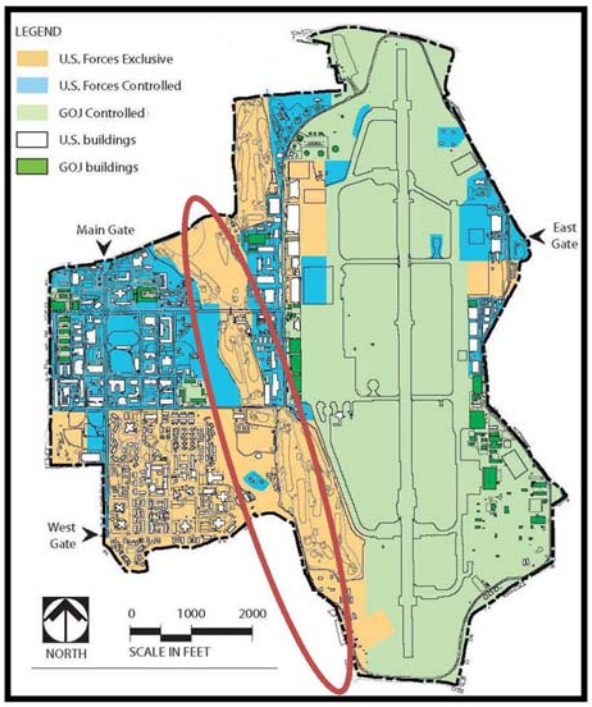
NAF Atsugi is located in the most highly developed, urbanized, and industrialized portion of Japan, within 25 miles from the foot of world famous Mount Fuji in the heart of the Kanto Plain on the main island of Honshu, Japan. NAF Atsugi is also near the ancient capital city of Kamakura, the port of Yokohama, and the hot springs of Hakone. Tokyo, the largest city in the world, is located within 20 miles of NAF Atsugi. The neighboring cities in a 3-mile radius have a combined population of over 2 million people. U.S. Military installations Yokosuka, Yokota and Camp Zama are all within a 20-mile radius, allowing NAF Atsugi to work together with nearby installations to share available resources and experience. The Tade River, a major water source for agricultural irrigation, enters NAF Atsugi at the north end where the installation's two million gallon fuel farm is located and exits at the south end where the installation's more than one million gallon per day wastewater treatment plant is located.

BACKGROUND

Cultural Resources Summary

The 14 cultural properties on NAF Atsugi fall into two categories: Tangible Cultural Properties and Buried Cultural Properties. Seven buildings have been identified as possible Tangible Cultural Properties, while seven archaeological sites have been identified as Buried Cultural Properties. The entire Tatekawa Valley has been identified as an archaeological area.Archaeological excavations date the human occupation of the Tatekawa Valley back to the Paleolithic Era (10,000–30,000+ B.C.). A Neolithic Era Jomon Period pig (sus scrofa) trap was identified, as well pottery dating to the Initial to Middle Jomon Periods (10,000 – 2,500 B.C.). Other time periods all the way up to the Japanese Medieval Era are represented by archaeological deposits along the edge of the Takekawa Valley. The modern landscape is dominated by the airfield which in itself it associated with a major historic event in World War II. This is the airfield in which General Douglas MacArthur arrived on August 28, 1945 after the end of the war in the Pacific. Although the airfield has been continuously improved and maintained, many of the original hangars constructed by the Japanese in the 1930's still remain. The location of the hangars along both sides of the runway reinforces their importance; while their distinctive arched form with a slight point at the ridge, is unlike that of any other building or structure on the installation. All hangars are thought to have been used for aircraft maintenance.

At NAF Atsugi, the Naval Facilities Engineering Command Far East (NAVFACFE) Public Works Department (PWD) Atsugi Environmental Division (EV) oversees implementation of all requirements of the Japan Environmental Governing Standards (JEGS). The JEGS are a combination of U.S. and Japanese environmental laws, installation rights, Status of Forces Agreements and other international agreements that are frequently updated by U.S. Forces, Japan (USFJ) and the Government of Japan (GOJ). The EV team manages the following programs: air emissions; wastewater; petroleum, oil and lubricants; underground storage tanks; drinking water; pesticides; natural and endangered species; environmental management system; radon; historic and cultural resources; asbestos; lead-based paint; hazardous waste; solid waste; PCBs; spill prevention and response planning; and hazardous waste removal and disposal.



Tatekawa Valley Archaeological Area

ICRMP

ICRMP is current, approved, and was updated in 2013. The last revision completely revamped the management plan and took a comprehensive look at how cultural resources are identified and managed on U.S. controlled properties in foreign countries. Until this time, most ICRMPs outside of the United States superimpose US criteria on other countries resources. This etic outsider's view of cultural resources was not conducive to understanding cultural resource management overseas. The current Atsugi ICRMP utilizes an emic insider's view of identifying and determining what constitutes a cultural resource with significant coordination and input from the host nation's version of the State Historic Preservation Officer called Boards of Education.

Staff

The number of staff assigned to CRM was one; her name is Valerie Curtis. She has a Master's Degree in Anthropology with a Specialization in Archaeology; Area Focus was the Pacific and Asia. Graduate work focused on federal historic preservation law specifically related to the Department of Defense. Over 20 years of experience working within the gov't in Cultural Resource Management from the regulatory side (State Historic Preservation Office) as well as a Subject Matter Expert for the Navy.

Agreement

Negotiations with the Kanagawa Prefectural Board of Education in 2013 resulted in an informal working agreement that outlines how consultation and coordination with the host nation regulatory agency will be conducted. This is similar to a Cooperative Agreement, Programmatic Agreement or use of a Program Alternative.

OUTSTANDING ACCOMPLISHMENTS

NAF Atsugi has promoted cultural resources stewardship through innovative management practices and partnering with host nation government personnel to identify and protect valuable cultural resources for future generations.

Award Winning Innovation and Creativity

The NAF Atsugi PWD has improved efficiencies and effectiveness through creative and awarding-winning innovations that leverage technology to meet cultural resource program requirements. Using the first-in-Navy lifecycle Preliminary Environmental Assessment Review (PEAR) process and tools created by NAF Atsugi PWD, in 2014 alone, more than 30,000 environmental requirements were considered for more than 50 construction/rehabilitation projects and service contracts. Every construction, maintenance, and repair project goes through a rigorous CR review process for 30 applicable CR requirements in JEGS.

First Navy Installation Worldwide to Perform Life Cycle Environmental Impact Assessment for all Construction and Renovation Projects

NAF Atsugi Public Works Department - Environmental Compliance Branch
Environmental Aspect Assessment

Project Number: MCD WO# 12-8312-033/SR:8164614				
Project Title: Repair TCE Plant, Bldg 382, NAF Atsugi, Japan				
Project Review Completion Date:				**Contract Type**
Documents Reviewed: Specifications and Drawings				Atsugi MACC
☑ Preconstruction Project Phase ☑ Construction Project Phase ☐ Operation and Maintenance Project Phase		Instructions: Click "Build Checklist" after all applicable radio buttons have been selected.		
Aspect		**Actual or Potential**	**No Concern**	**Comments**
Air Emissions	Boilers	○ A ○ P	◉	
	Solvent Cleaning/Parts Washers	○ A ○ P	◉	
	ODS - Ozone Depleting Substances	○ A ○ P	◉	
	Motor Vehicles	○ A ○ P	◉	
	Boiler/Furnace/Incinerator/Cr Electroplating/Halogented Solvent Cleaning Stacks	○ A ○ P	◉	
	Non-Emergency Generator	○ A ○ P	◉	
	Diesel/Gaseous/Gasoline Engine Generating and Gas Turbines Units	○ A ○ P	◉	
	Painting	○ A ○ P	◉	
Water Use	Drinking Water	○ A ○ P	◉	
	Drinking Water - records	○ A ○ P	◉	
	Drinking Water Sampling - Drinking Water Monitoring Plan	○ A ○ P	◉	
Wastewater	Vehicle Washing/Wash Racks	○ A ○ P	◉	
	Food Preparation - Grease Traps	○ A ○ P	◉	
	Chemical Storage and Floor Drains	○ A ○ P	◉	
	Industrial Process Wastewater Discharges	○ A ○ P	◉	
	OWS to Wastewater DWTS System - Records	○ A ○ P	◉	
	OWS to Wastewater DWTS System - Site Visit	○ A ○ P	◉	
	Hangars - Site Visit	○ A ○ P	◉	
	Septic Tanks	○ A ○ P	◉	
Stormwater	Stormwater - visual inspection	○ A ○ P	◉	
	Stormwater - Transformers and Tanks	○ A ○ P	◉	
	Stormwater BMP - Records	○ A ○ P	◉	
	OWS - Storm Water Connection - Site Visit	○ A ○ P	◉	
	Hangars - Site Visit	○ A ○ P	◉	
	OWS - Storm Water Connection - Records	○ A ○ P	◉	
	Construction Activities - Records	○ A ○ P	◉	
Haz Mat	Hazardous Materials - site visit	○ A ○ P	◉	
	Managing Excess HM and Empty Containers	○ A ○ P	◉	
	Hazardous Materials - Spill Contingency (SPRP) requirements - records	○ A ○ P	◉	
POL-tanks and containers	Aboveground Storage Tank - Site visit	○ A ○ P	◉	
	Aboveground Storage Tank- Tank Records	○ A ○ P	◉	
	Aboveground Storage Tank w/ Secondary Containment Basin - Site Visit	○ A ○ P	◉	
	Loading/Unloading - interview and site visit	○ A ○ P	◉	
	POL - Spill Contingency (SPRP) requirements	○ A ○ P	◉	

The PEAR process and tools, which received an Innovation Award from NAVFAC FE's CO, fully integrates EMS into project reviews which prevents negative impacts on valuable cultural resources prior to completion of design documents. NAF Atsugi proactively modified management practices and procedures in anticipation of a future requirement - the revised 2015 ISO 14001. NAF Atsugi met the life cycle review requirement of the revised standard in FY2014 although the compliance period is from 2015 through 2025.

NAF Atsugi developed a technically strong, repeatable, efficient, thorough, and professional process that creates a deliverable to serve a number of purposes: meet the life cycle review requirement, consider all 600 environmental requirements, create of record of review and action recommended/taken, and communicate to design engineers, contracts personnel, and senior leadership required actions to address actual or anticipated non-compliance associated with a proposed action. The process is accomplished efficiently by using a spreadsheet tool with the following features: a multi-tabbed, macro-driven spreadsheet based on a contractor's summary of applicable requirements that includes the following key features: a hot button aspect assessment to identify potentially impacted environmental program areas (excerpt provided above) , a hot button work phase selection to indicate the applicable project phases (preconstruction, construction, or O&M), contract mechanism dropdown menu to indicate which of 5 sets of specifications will be used to define work requirements, database of standard contract clauses to address specific environmental requirements, and macros that link the database to the contract type, impacted program areas and deliverable. The review process includes a review of each of the factors listed above and an assessment of more than 600 requirements in a repeatable, record-creating way, that defines roles and responsibilities of personnel required to address issues. Most importantly, this fully integrated EMS approach to a technically strong and comprehensive review process ensures compliance with requirements and reduces significant sources of waste and harmful discharges and emissions without negatively impact construction and contract schedules. Only a 2-day to 2-week turnaround time is required to complete the review, depending on the life cycle considerations and project complexity.

First Navy Installation in Far East to Maintain a Real Time Stoplight for All Environmental Programs

JEGS 2012 Chapter	Program Area	Requirement	Compliance		Non-compliance Fix Difficulty			Non-compliance Resolution Lead	
			Indicator	(%)	Hard (%)	Medium (%)	Easy (%)	EV Division (%)	Others (e.g.,NAF, Tenant, PWD) (%)
4	Waste Water	JEGS 2012		91.2	50	25	25	100	0
		Stormwater Plan		92.3	0	0	100	100	0
		OPNAV 5090.1D		100.0					
11	Pesticides	OPNAV 5090.1D		100.0					
		Military Directives, Instructions, Standards, and Handbooks		100.0					
12	Historic and Cultural Resources	JEGS 2012		100.0					
		OPNAV 5090.1D		100.0					

Indicator	
100	100% compliance
60	60 >= % compliance < 100
60	<60% compliance
	Compliance assessment is incomplete
	Compliance assessment is 100% complete

Another innovative management tool used to ensure protection of CR is the Compliance Tracker tool (stoplight excerpt provided above) which won an Innovation Award from the NAVFAC FE CO as part of the PEAR tool creation award. Environmental program managers manage their programs using the Compliance Tracker tool developed by NAF Atsugi EV to assess and document compliance status with 900 requirements and develop and track plans of actions and milestones with responsibilities and required levels of effort. NAF Atsugi's internal audit program includes EMS Manager completion of a detailed status review of each program's compliance status with the program manager on a quarterly basis. The Environmental Division Director reviews Compliance Tracker data with EV staff, including the CR program manager and reports real time compliance status to the senior installation management (monthly) and Regional Environmental Coordinator (quarterly). Mission risk and level of effort are the primary factors considered during senior leadership meetings to prioritize work. Weekly cross functional team meetings with supported commands and other

PWD staff are held to focus attention and resolve specific issues prioritized by senior leadership to be of significant importance. Impacts of the management tools and processes discussed herein were created to ensure that these program improvements extend well beyond the next fiscal year and after frequent personnel turnover.

Not only is the Compliance Tracker used as a comprehensive environmental program management tool as discussed in the Management Approach section above, but it also rolls up to a real-time stoplight summary of compliance with each of 50 applicable and individual requirements (including JEGS, OPNAV 5090.1D, and instructions) for each program area. With a quick glance, senior leadership can determine areas for program improvement and make informed risk-based decisions based on additional information provided on the stoplight and related to each noncompliance area including: percent known compliance status (i.e., has compliance with the requirement been assessed?), noncompliance fix difficulty (easy = minimal effort to resolve, medium = 1 to 5 days work required by program manager or practice owner, hard = significant amount of time required, e.g., contract action), and noncompliance resolution lead which integrates EMS requirements by identifying roles and responsibilities in a graphic visual manner. (Environmental program spreadsheet excerpt is provided below.) The above Compliance Tracker excerpts shows that the CR program is in compliance with all applicable requirements. The excerpt below demonstrates the how closely the Compliance Tracker records detailed compliance status for each CR requirement.

C12. CHAPTER 12 HISTORIC AND CULTURAL RESOURCES	In Compli-ance (Y or N)	Proof of Conformity/Compliance (e.g., Section number of management plan, etc.)	Location of Record to Demonstrate Conformity (e.g., file cabinet number, share drive path)
C12.3.1. Installation commanders shall take into account the effect of any action on any property listed on the World Heritage List or on the GoJ equivalent of the National Register of Historic Places for purposes of avoiding or mitigating any adverse effects.	Y	PEAR Review	I:\DIVISION\ENVIR\EMS
C12.3.2. Installations shall have access to the World Heritage List and the GoJ equivalent of the National Register of Historic Places.	Y	Chapter 1, Page 7 and 10 of 2013 ICRMP	CRM cubicle contains all these documents Also electronic copy kept in P:EV\Environmental_Managment_Plans\CR
C12.3.3. Installation commanders shall ensure that personnel performing historic or cultural resource functions have the requisite expertise in world, national, and local history and culture. This may be in-house, contract, or through consultation with another agency. Government personnel directing such functions must have training in historic or cultural resources management.	Y	NAFA hired an archaeologist the meets the Secretary of the Interior qualifications	Personnel Records
C12.3.4. Installations shall, after coordination with the appropriate GoJ authorities, prepare, maintain, and implement a cultural resources management plan that contains information needed to make appropriate decisions about cultural and historic resources identified on the installation inventory, and for mitigation of any adverse effects.	Y	ICRMP documents meeting with Kanagawa BOE, Ayase BOE, and Yamato BOE	CRM cubicle contains all these documents Also electronic copy kept in P:EV\Environmental_Managment_Plans\CR

The Compliance Tracker has been shared with colleagues, FEC and HQ staff and is transferable and scalable; it could be added to compliance trackers of each installation in a FEC or throughout Navy or DOD to roll up an accurate and comprehensive real-time environmental posture. The level of effort for staff to maintain the Compliance Tracker is not negligible but certainly attainable given

NAF Atsugi's staff's abilities to complete and maintain the Compliance Tracker despite its high percentage of 2013 and 2014 gapped positions.

Impacts of the management tools and processes discussed herein were created to ensure that these program improvements extend well beyond the next fiscal year and after frequent personnel turnover. The tools and processes will continue to endure despite frequent staff turnover because the processes are written, repeatable and trained in accordance with Environmental Management Procedures.

Exemplary Partnering with External Stakeholders

Stakeholder outreach at NAF Atsugi is exemplary. Consultation with various city Boards of Education as well as the Prefectural Board of Education is frequent and comprehensive and has resulted in an agreement to that outlines how consultation and coordination with the host nation regulatory agency will be conducted. Numerous site visits by city and prefectural government personnel occurred and regular open communication was encouraged and successful. Although usually written entirely in English, the ICRMP is currently being translated into Japanese to assist in an easier exchange of information with the Host Nation representatives. This will be the first ICRMP in the Far East that has been entirely translated into the language of the Host Nation. This effort has been praised by the Board of Education in building bridges of communication between the US and Japan. It is suggested that other installations translate not only their ICRMPs, but also other environmental documents such as Integrated Natural Resource Management Plans too. Plans are underway for other environmental documents to be translated.

Cultural Resource Management Summary

NAF Atsugi's cultural resource management program is noteworthy. Below is a list of accomplishments.

- ICRMP is current, approved, and was updated in 2013 and includes a comprehensive look at how cultural resources are identified and managed on U.S. controlled properties in foreign countries. The ICRMP includes and emic insider's view of identifying and determining what constitutes a cultural resource with significant coordination and input from the host nation's version of the State Historic Preservation Officer called Boards of Education.
- Negotiations with the Kanagawa Prefectural Board of Education in 2013 resulted in an informal working agreement that outlines how consultation and coordination with the host nation regulatory agency will be conducted. This is similar to a Cooperative Agreement, Programmatic Agreement or use of a Program Alternative.
- The PEAR process tied to EMS and inclusion of a digging permit process was instituted in 2013 that greatly improved the processing and comprehensiveness of the review of projects for impacts to cultural resources. A detailed tracking system was implemented so that all projects and work orders that were reviewed could be easily called up when information was needed and tracked. This allowed extremely timely run around time for project reviews with an average of a one day turn-around time. This, in turn, improved mission capability in that projects were quickly reviewed and could be on their way to implementation. The Cultural Resource Management Program is thoroughly orientated to mission so that no mission delays occurred because of cultural resources issues. The facilities for the Airwing were supported in a cost-effective and timely manner.
- Consultation with various city Boards of Education as well as the Prefectural Board of Education is frequent and comprehensive. Numerous site visits occur and regular open communication is encouraged. Although usually written entirely in English, the ICRMP is currently being translated into Japanese to assist in an easier exchange of information with the Host Nation representatives. This will be the first ICRMP in the Far East that has been entirely translated into the language of the Host Nation. This effort has been praised by the Board of Education in building bridges of communication between the US and Japan. It is suggested that other installations translate not only their ICRMPs, but also other environmental documents such as Integrated Natural Resource Management Plans too. Plans are underway for other environmental documents to be translated.
- Utilizing existing programs: All overseas employees, both civilian and military, and their dependents, must take an Inter-Cultural Relations class to orient themselves to living in a foreign country. The Cultural Resource Manager worked with the instructors of that class to include cultural resources awareness training. This saved time and effort by utilizing an existing program to disseminate cultural resources information for NAF Atsugi. This can easily be done at all other installations overseas with minimal effort.