

**PENNSYLVANIA ARMY NATIONAL GUARD  
ENVIRONMENTAL SECURITY AWARDS FY11  
CULTURAL RESOURCES MANAGEMENT AWARD—INSTALLATION**

**ABSTRACT**

The Pennsylvania Army National Guard (PAARNG) Fort Indiantown Gap National Guard Training Center (FIG-NGTC) is the only live fire, maneuver military training facility in the state. Located in Central Pennsylvania, Fort Indiantown Gap has a military mission that supports over 18,000 PAARNG personnel each year, including the largest and most deployed Army and Air Guard, the 56th Stryker Brigade Combat (SBCT) and the 28th Infantry Division. Guard, Reserve, Active Army, Navy and Marine units, law enforcement entities from Pennsylvania and other states, as well as Joint Services with the Air Force, swell the training lands' and facilities' users to over 230,000 personnel each year. Over \$150 million of new construction has been executed over the past several years at FIG-NGTC. All the activities on the 17,150-acre installation are designed to enhance the quality of training lands, not only for environmental resources, but for soldiers as well. This includes a stellar Cultural Resources Management (CRM) program that blends architectural and archaeological resource protection, regulatory and community partnerships, and extensive community outreach and education.

**ACCOMPLISHMENTS**

**Program Management:** The installation CRM program has achieved a number of milestones over the past two years, including the completion of the historic Range House renovation with donated resources, rehabilitation and adaptive reuse of 21 WWII-era barracks, renovation and preservation of a monument to fallen soldiers, development of a regulatory Memorandum of Agreement (MOA) guiding conveyance and protection of excessed armories, and support of a large-scale former munitions range remediation. These achievements are due in part to comprehensive program management:

- The CRM program is led by a dedicated program manager who is further supported by an installation historian, CRM interns, GIS technicians, and other members of the 17-person environmental staff as well as a host of community and civic group volunteers. The installation museum also has a curator, display specialist, interns, and volunteers on staff. The CR manager has the full support of installation command for CRM activities, and she works closely with trainers, range control, and facilities personnel in all their projects to ensure that CRM requirements are fully integrated into planning and implementation. She also serves on the FIG-NGTC Sustainable Range Program Steering Committee, meeting monthly with ITAM and other installation offices.
- The installation ICRMP is fully implemented and up-to-date, with its next 5-year revision planned for 2013.
- Partnership and coordination with regulators is a key component of the CRM program. The CR manager works closely with the SHPO, the Pennsylvania Department of General Services (PDGS) and the Advisory Council on Historic

Preservation (ACHP), and the installation is currently in the process of completing an MOA to augment a cooperative agreement between these regulators, NGB, and PAARNG to guide closure, conveyance, and preservation (by new owners) of armories made redundant by the post's Stryker Brigade-related reorganization. Establishing strong working relationships with these partners, in conjunction with adherence to the ICRMP, and comprehensive CRM training all help to ensure that FIG-NGTC is in constant and continuous CRM compliance.

Partnerships that leverage funding and expertise and expand the capacities of the CRM program have been a great part of the program's success over the past two years.

Examples of these cost avoidances/savings and funding alternatives include:

- Range House Renovation: Though this project, to relocate and rehabilitate the historic Range House had received grants totaling \$132,000, an additional estimated \$30,000 was needed to complete the project, and the CRM budget could not afford the expenditure. Rather than abandon the project, the program turned to the Red Horse Construction Group, made up of retired Air Force troops, who volunteered time and resources, completing the renovation for under \$2000.
- The Red Horse Group is also constructing a three-sided display shed for historic vehicles and a walkway between the Range House and a relocated historic chapel at minimal cost to the installation. FIG-NGTC only has to provide materials; the group provides all labor and their own equipment, saving FIG-NGTC thousands of dollars.
- The website design, maintenance, and hosting for FIG-NGTC's museum website is donated by another community partner, Center State Communications, at an avoided cost of \$10,000 each year.
- A CRM initiative to restore and update the historic Area 13 district over the past two years saved millions of dollars in avoided new construction and mitigation costs.
- Supporting the CRM program with paid interns saves the installation tens of thousands of dollars each year in avoided payroll or contracting costs while providing students with education funding and hands-on field experience.

**Technical Merit:** The installation CRM program has accomplished a number of program goals over the past two years related to historic structure rehabilitation and adaptive reuse, archaeological survey completion, artifact curation, and more:

**Range House:** The Range House is a National Register-eligible structure, built in the 1890s, that was put at risk by implementation of the Stryker Brigade at FIG-NGTC. Rather than lose the building, the CRM program elected to relocate it across the post and renovate it, inside and out, with grant funding from the Division of Community and Economic Development. This year, the grant funds were exhausted, and an estimated \$30,000 worth of internal restoration was still needed.

- The CR manager coordinated with the Red Horse Alumni Group, which had experience with Habitat for Humanity, to complete the internal restoration, including painting, door and window refinishing, and staircase reconstruction, for a cost of under \$2000. All work was done to Secretary of the Interior standards and with full SHPO approval.
- The structure will serve the dual purpose as a functioning range house (again) as well as a range house museum displaying marksmanship trophies and historic

weapons and range equipment. New HVAC and alarm systems have been installed so that the house can reopen this fall.

- The CR program successfully acquired several military jeeps from the 1950s and '60s. The Red Horse Group is in the process of constructing a display shed for the vehicles as well as a walkway between the Range House and the site for a soon-to-be-relocated chapel. Materials from deconstruction elsewhere on post are being reutilized in this construction.

**Area 13 Renovation:** Area 13 features historic block structures built by the Conservation Corps in the 1930s that served as dining halls and a series of 21 WWII-era wooden barracks. Until now, these buildings really only served a Battle of the Bulge historic reenactment group; most buildings were still in their 1930s/40s state, with minimal updates, such as aluminum windows installed in the 1960s. Faced with a need for modern meeting space, barracks, and MWR areas, the PAARNG began planning to tear down the district and build anew at a cost of several million dollars. As an alternative, the CRM program assisted with a plan to rehabilitate and modernize Area 13, thereby serving the PAARNG mission and FIG-NGTC's historic legacy.

- All the structures in the area have been restored to their original appearance, with later renovations (like the 1960s windows) replaced by period-appropriate styles. At the same time, the buildings were updated with modern standards for electricity and computer cabling. All rehabilitation met with Secretary of the Interior standards.
- The Conservation Corps block buildings were converted into an internet café, meeting rooms, training rooms, a canteen, and indoor recreational space. Because of their original block material, these structures can last for decades more.
- The wooden barracks, which are still being used as living quarters, were also upgraded to enhance living conditions and energy efficiency. Installing cleaner energy systems has reduced energy costs for the barracks by 40% to 50%.
- The area is still available for use by historical reenactment groups.

**St. Joseph's Spring Restoration:** The St. Joseph's Springs - a 1937 structure built by the WPA, provides water for a spring-fed palomino, brown, and rainbow trout farm. For years, this structure had been deteriorating, eventually creating a hazard for collapse on the open post and endangering the flow of water to the fishery. Because restoration funding was not available from the PAARNG budget, the CR manager, working with the Natural Resources Manager, reached out to the Conservation Club, which manages the trout farm, for assistance. The Club



The door at St. Joseph's Spring

has taken on restoration of the door and the associated stone structure controlling the spring's flow and creating the pool for trout.

**Archaeological Resources and Curation:** The entire installation has been surveyed for archaeological resources. In the process of this multi-year process, a number of 1800s farming artifacts, military items, and some minor Native American artifacts were recovered. As of the summer of 2011, all of these artifacts were curated with the State Museum; the full collection is being preserved in accordance with state and federal standards and is available to researchers.

**Post Military Museum:** The museum remains an important part of public outreach for FIG-NGTC, providing education for visitors and preservation of the PAARNG's history in the region. The museum is staffed primarily with retired military and public volunteers. This year, the museum was enhanced by the acquisition of 72 antique bookshelves, several tables, and five 8-drawer filing cabinets from the historic Scotland School for Veterans Children. The school, which provided education for military families' children since 1895 was closed in 2009 because of state budget cuts. Rather than lose these beautiful pieces, however, the CR manager and a school administrator arranged for these items, with their own unique military history, to become part of PAARNG military museum displays this year.

**2<sup>nd</sup> Brigade Combat Team Monument:** This monument is a piece of the PAARNG's ongoing legacy and military contribution. The monument honors fallen soldiers from the War in Iraq; it was originally constructed in theater and brought back to FIG-NGTC by the 2<sup>nd</sup> Brigade. The monument is a partially open obelisk in which the dog tags of soldier casualties have been suspended. Air moves through the structure, creating a wind chime-like sound, and at night, it is lit from within. At FIG-NGTC, the monument has become a place for remembrance and healing. Soldiers' families, friends, and community members often leave notes and mementos at its base, which the CRM program collects, catalogs, and curates in the military museum, much like mementos from the Vietnam War Memorial are curated in the Smithsonian.



Obelisk memorial for the 2<sup>nd</sup> Brigade Combat Team.

In the Pennsylvania climate, however, the monument began to deteriorate, becoming rusted. The CR manager worked with command and a multi-directorate committee to determine a maintenance protocol for the monument as well as for its restoration and preservation. The name plaques that made up part of the piece, which were originally repurposed from a damaged combat humvee, were repaired, and a community partner was located who donated the time and materials to galvanize the monument to prevent future rusting. The emotional impact of this piece is tremendous for the PAARNG, the installation, and the surrounding community, and its preservation is deeply important to all, as an honor to PAARNG soldiers' sacrifice and a tribute to the PAARNG's ongoing role in protection of state and nation.

### **Orientation to Mission**

All elements of the CRM program serve the direct and indirect needs of the PAARNG military mission. Finding cost savings through partnerships allows more funds to be directed to mission critical initiatives or training, and rehabilitation and adaptive reuse solutions for historic structures create needed resources at reduced costs. Strong working relationships with regulators help to ensure that training and operations are never impeded by compliance issues.



An open house event hosted in support of the MMRP.

Over the past two years, the CRM program has served an important role in a critical, multi-year remediation project for the Military Munitions Response Program (MMRP). Prior decades of military training resulted in legacy unexploded ordnance, discarded munitions, and munitions constituents in a ricochet area located on state game lands adjacent to FIG-NGTC. The PAARNG is now addressing this area to prevent risk to state land users and prevent environmental issues related to these materials, but implementing the project required extensive consultation on the part

of the CRM program with the SHPO. Several historic sites are in the affected area, including an old military post and an 1800's hotel and spa. Remediation staff was trained in cultural resources practices for inadvertent discovery before testing, excavation, or detonation could begin on the 8,002-acre site. The CRM program was also part of the public outreach component of the MMRP planning period, attending public meetings with explanatory booths and responding to public inquiries about preservation of the game lands. With the achievement of CRM clearance, the remediation process was at last able to begin in 2010. A number of recovered munitions are currently being cleaned and preserved for display in the FIG-NGTC military museum. Other artifacts discovered, generally related to the historic hotel and spa or to hikers who traversed the area (which is part of Appalachian Trail), are being turned over to the current landowners and the Lebanon County Historical Society.

The CR manager and installation historian have also been integral to the process of closing out redundant armories. As part of the establishment of the Stryker Brigade on post, a number of new readiness centers were built with better road access, training requirements, appropriate equipment and vehicle parking, energy savings, and other modern requirements. Older armories that were no longer suitable to mission needs had to be excessed, lessening the maintenance and preservation burdens on the PAARNG, but for older structures, this process required some mitigation. The FIG-NGTC CR manager and historian developed guidance for disposing of these properties and are in the process of creating an MOA with the SHPO, PDGS, ACHP, and NGB to address the needs for preservation covenants in the sale or transference of National Register listed or eligible armories. Completing this process to prevent adverse impacts is a critical part of the CRM compliance for establishment of the Stryker Brigade at FIG-NGTC.

### **Transferability**

FIG-NGTC has long had an excellent reputation as an environmental steward, both in the region and nationally, in cultural resources, natural resources, and environmental quality. Within the CRM program, the combination of organization-wide buy-in to preservation goals, adherence to the ICRMP, an incredibly strong network of community, veteran military, and regulatory partners, and rigorous record-keeping as part of the PAARNG EMS guarantee the consistency and longevity of the program on post. The CRM staff is committed to expanding their practices and lessons learned beyond the PAARNG's boundaries as well. The CR manager completed a six-year term

in 2011 as the Northeast Regional Representative on the National Guard Bureau Environmental Advisory Council; she spent three years as chair of the Cultural subcommittee followed by three years service as chair of the Natural/Cultural Committee. During her tenure, she took advantage of innumerable opportunities to support and enhance NGB policy with FIG-NGTC's experiences. In addition the CR manager and the installation historian are affiliated with the following organizations to share expertise and information with the greater military and cultural resources conservation communities:

NGB Museum Advisory Committee	Company of Military Historians
NGB Historian Advisory Committee	American Association of Museums
Board, Pennsylvania Guard Military Museum	Executive Board, 28 <sup>th</sup> Infantry Division Association
Lebanon County Historical Sites	109 <sup>th</sup> Field Artillery Heritage Association
Lebanon County Historical Society	Jonestown 250 <sup>th</sup> Anniversary Ball Committee
American Society of Military Insignia Collectors	American Association for State and Local History, Military Affinity Group
Lebanon County Bicentennial Celebration Committee, FIG-NGTC representative	Lebanon County Tourism Promotion Agency and Steering Committee
Honorary Member, 95 <sup>th</sup> Division Artillery	Legion 883 Auxiliary Historian

### Community Interaction

The FIG-NGTC CRM program is uniquely characterized by its community interaction, education, and outreach, extending far beyond the affiliations listed above. FIG-NGTC is an open post, with an extremely robust hunting and fishing program, as well as popular resources related to its growing populations of endangered Royal Fritillary butterflies. In FY10 and 11, the post won National Public Lands Day grants with which children from the inner-city Hershey School and scout troops helped to build a butterfly garden at the Museum Complex and constructed and installed bird and bat boxes.



Visitors to FIG-NGTC take part in a butterfly-watching event for the Royal Fritillary.

Eagle Scout projects involving tree planting and ramp construction were also done at the museum this year. In addition:

- Native American consultation is done with 12 tribes. The CRM program was also funded this year to host a 3-day tribal consultation workshop this fall for 75 to 100 attendees for the region.
- As mentioned above, CRM projects are completed with assistance from partners including the Red Horse Alumni Group and the Conservation Club. The museum is also heavily staffed by volunteers and veterans. The design, maintenance, and hosting for the museum website is donated by partner Center State Communications, which also assists with the newsletter. In addition to the website,

the CRM program has taken advantage of virtual community-building with a popular Facebook page that is regularly updated with events and pictures.

- The CRM program hosts an annual golf tournament to raise funds for the museum and Range House; \$7000 was raised in 2010. An annual picnic for the museum is also held for fundraising, and \$1000 was raised in 2010.
- Over the past two years, the CRM program has hosted booths, education displays, educational materials, and discussion opportunities at the Annual Armed Forces Day, Historic Annville Days, MMRP Open House events, Annual Guard Day at the state Capital, Annual Diversity Day at FIG-NGTC, multiple Chamber of Commerce events, annual FIG-NGTC Earth Day celebrations, displays in the FIG-NGTC Administrative Building, and more. They have also hosted several conferences.
- The CR manager and historian routinely give lectures on and off post for private groups, school classes, civic groups, and preservation organizations. They have also provided tours on post in FY10 and 11 for Legions, Auxiliaries, veterans groups, senior citizen groups, Scouts troops, military reunion groups, units visiting for training, school field trips, recruiting events for high school students, reenactment groups, and more.
- The CRM program has been a valuable higher education resource for university students. An intern program in cooperation with Shippensburg University, Washington College, and Penn State provides paid internships through which students learn the full range of CRM operations. Interns take part in fieldwork, curation, consultation, compliance documentation, closing of historical properties, historical documentation and inventories, public outreach, and museum administration—in short, an unparalleled, hands-on opportunity for real-life experience.