

FISCAL YEAR 2006
SECRETARY OF DEFENSE ENVIRONMENTAL AWARDS
U.S. ARMY NOMINATION

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INDIANA ARMY NATIONAL GUARD
CULTURAL RESOURCES MANAGEMENT, INDIVIDUAL



SUSTAINING THE ENVIRONMENT FOR A SECURE FUTURE

BACKGROUND

Karstin Carmany-George has served as cultural resources manager for the Indiana Army National Guard (INARNG) since 2004.

POSITION DESCRIPTION

Carmany-George has established a comprehensive cultural resources program that has received national attention. Based at Camp Atterbury in Edinburgh, Ind., she is responsible for managing cultural resources on all lands leased or managed by the INARNG. With approximately 33,000 acres and more than 400 archaeological sites, Camp Atterbury is the largest INARNG-managed property. INARNG recently acquired the Muscatatuck Urban Training Center (MUTC), a 979-acre property with over 50 archaeological sites and a historic district comprised of 34 structures and six features. Camp Atterbury and MUTC account for about 90 percent of Carmany-George's workload; she spends the rest of her time managing the 17 INARNG properties that have been identified across the state as eligible for listing on the National Register of Historic Places.

ACCOMPLISHMENTS

Overall Cultural Resources Management

Carmany-George is responsible for both cultural resources and compliance, which gives her a wide knowledge base from which to enforce all

"Before Kari came on board, we weren't doing a good job communicating with our internal and external stakeholders. There were growing pains at first, but Kari has really brought them into the CRM process and developed a comprehensive program. Her biggest impact was with our new Muscatatuck Urban Training Center. She worked with the SHPO, local and state historic preservation groups and Native American tribes to streamline the process so that we could start building the site to meet the ARNG's vision. We wouldn't have the program or be where we are today with the Muscatatuck Urban Training Center without her."

-LTC Rick Jones, Supervisory Environmental Specialist for INARNG



This welcome sign greets visitors to Muscatatuck Urban Training Center.

rules and regulations. She significantly rewrote and updated the Integrated Cultural Resources Management Plan (ICRMP) to clarify processes and improve the overall document use. The plan was approved at the completion of its first five-year review. The ICRMP also includes Carmany-George's processes for follow-up and oversight, which ensure that all steps are completed to satisfy Section 106 of the National Historic Preservation Act and any other compliance rules when new projects are undertaken.

She has also written a memorandum of understanding (MOU), memorandum of agreement (MOA), and is in the process of writing programmatic agreements with the State Historic Preservation Office (SHPO), which will streamline work at the historic sites on installations throughout the state.

The cultural resources program budget has increased significantly since Carmany-George was hired. In prior years, no funding was budgeted for Section 106 or 110 compliance, site monitoring or programmatic agreements with the SHPO. Only \$50,000 was programmed every five years for the ICRMP. Carmany-George's FY 2008 budget is approximately \$190,000. She conducts the fieldwork and writes Section 106 archaeological reports for over 95 percent of all new construction projects at Camp Atterbury. She has written more than 140 Section 106 consultative letters to the SHPO and conducted over 140 cultural resource investigations during the past two years. By

completing this work in-house, she has realized cost savings of approximately \$500,000 to the National Guard Bureau (NGB) and INARNG.

Carmany-George's goals as cultural resources manager are detailed below in Figure 1.

Figure 1. INARNG Cultural Resources Program Goals	
•	Maintain compliance even under mobilization. Camp Atterbury has 20 miles of tactical trails – much more than any other National Guard training installation.
•	Develop a good native compliance program.
•	Develop a programmatic agreement for archaeological sites at Muscatatuck.
•	Develop a programmatic agreement to streamline the Section 106 process for Camp Atterbury and other INARNG properties.

Historic Buildings and Structures

Carmany-George has overseen projects to evaluate all Indiana National Guard structures over 50 years old for National Register eligibility. She maintains these sites and structures, including a rail car at Camp Atterbury, an Italian POW chapel and a rock into which Italian POWs carved the camp's name.



Carmany-George has overseen projects to evaluate all Indiana National Guard structures over 50 years old for National Register eligibility. The POW Chapel pictured above is a historic structure.

Muscatatuck Urban Training Center

In 2005, the INARNG acquired the 979-acre, secluded, self-contained community once home to the Muscatatuck State Developmental Center and turned the site into the Muscatatuck Urban Training Center, a continually evolving contemporary urban training environment. The site includes a hospital building and 67 other structures such as a power plant, sewer plant and school. While preparing to convert the site to the training center,

Carmany-George developed a mitigation plan for the Muscatatuck buildings that was agreeable to all consulting parties, including the SHPO and Native American Tribes. The mitigation plan opened immediate lines of communication so all parties were kept informed and the project stayed on schedule. She coordinated with and educated partners early, at the time of the SHPO consultation. To more effectively use resources, the initial evaluation did not focus on each individual building; instead, the survey letter was written for the site as a whole. The facility went from never having been surveyed to executing an MOA in 16 months.



The Muscatatuck site has its own power plant, pictured above.

Currently, Carmany-George has nearly completed the Level II Historic American Buildings Survey documentation of 34 buildings and 6 features, a process that began in October 2006. She has overseen the inventory and evaluation of all buildings and the archaeological survey of 505 acres of the 979-acre property. She served as the technical reviewer for the archaeological and architectural reports that resulted from the inventories. She also directed the development and writing of an MOA with NGB, SHPO, and several local historic groups to guide mitigation of the structures at Muscatatuck. This agreement allows unrestricted use of the buildings for training purposes. Carmany-George worked with the SHPO and six other stakeholders in expediting the Section 106 process, which was key to the acquisition of the property and the INARNG's continuing efforts to convert the property into the urban training center.



The school located on Muscatatuck is complete with a bowling alley and gymnasium.

Expediting the acquisition process was important because the site's training capacity is valuable to the Army and Departments of Defense and Homeland Security. The training mission is to create a city-like environment to train troops, first responders, police and other individuals in both foreign and domestic scenarios. In its first year of operation, the facilities at Muscatatuck have been used by more than 16,000 people from military, government and private agencies.

Archaeological Resources

Carmany-George has drafted in-house a statewide programmatic agreement with the SHPO to streamline the Section 106 process for all INARNG properties. She has also implemented a statewide building inventory and evaluation schedule.



Carmany-George directed the development of an MOA for the conversion of the Muscatatuck hospital to the training center.

During the inventory, she identified 12 new archaeological sites and revisited 30 known sites, resulting in the determination that two of the new and one of the known sites require further

investigation for Register eligibility. In the past two years, Carmany-George has cleared the way for 392 acres worth of new construction or ground disturbance at Camp Atterbury. Camp Atterbury has also installed 57 miles of new or rehabilitated trails. Before a new trail can be constructed, an archaeological survey is conducted to ensure that the trail will not cut through any archaeological sites or cultural resources.

Camp Atterbury's 33,000 acres contain over 400 recorded archaeological deposits that require monitoring and management. Carmany-George developed and implemented a site-monitoring program, utilizing GIS, to assess site status and develop more accurate GIS data layers for protection and planning purposes.



Carmany-George conducts an archaeological survey.

Native American Program

Carmany-George's outreach work is focused on Native American tribal consultation. Several federal laws mandate that federal agencies conduct government-to-government consultation with American Indians regarding traditional, sacred and religious properties located on federal lands or land that will be affected by a federal undertaking. The INARNG did not have an active program to accomplish this before Carmany-George was hired. Carmany-George is building on a consultation workshop held in Indiana in May 2004 to begin formalizing consultation procedures and requirements. The first consultation meeting, to which all 16 tribes affiliated with Indiana have been invited, will be held this April 2007.

She is also currently planning a consultation meeting in Indianapolis that will be a move toward developing a programmatic agreement to manage the potentially significant archaeological sites at Muscatatuck. This outreach is creating a positive

working relationship between the INARNG and the tribes. INARNG properties currently do not have any identified sacred sites or artifacts, and the INARNG has had no Native American Graves Protection Repatriation Act issues.

Curation

Carmany-George made the case to the SHPO that representative artifact curation, rather than 100 percent collection, should be conducted on most post-contact sites. Along with an increase in time and money, 100 percent collection can be difficult because of the space constraints within curation facilities. A representative curation saves a tremendous amount of field time during an investigation. At \$175 per cubic foot of space at the state museum, the strategy of not collecting every brick or concrete block on an archaeological site saves the government hundreds, sometimes thousands, of dollars for each site with curated archaeological material.

Carmany-George is in the process of determining preservation measures for uncovered artifacts. These may be preserved in situ, particularly if the area is likely to remain largely undisturbed. In the event that the area will be compromised by new construction or other activities, she works with the Indiana State Museum to curate the artifacts and is developing a curation agreement with the Indiana State Museum. Carmany-George developed an MOU and coordinated with Jennings County Historical Society to facilitate the transfer of any items from the Muscatatuck buildings that are historically significant and that document the site as it was in the 1930s to the society for display and educational purposes.

Cultural Resources Awareness and Education

Carmany-George has presented at the NGB conservation workshop, SHPO, other local historical societies and worked with other guard cultural resource managers to share challenges and success stories of the Muscatatuck site.

Part of Carmany-George's success can be attributed to her training internal offices in proper cultural resources management protocols for new construction, digging, maintenance and other ground disturbing activities. These protocols

encourage the offices to communicate at the onset of a project, which allows Carmany-George to complete the cultural resources management related surveys, documentation and mitigation in a timely manner so project schedules are not impacted. Since 2004, Carmany-George has written cultural resource investigative reports and consulted with the Indiana SHPO for over 140 separate projects. She is in the process of developing cultural resources videos to be shown to new employees coming into Camp Atterbury. She conducts two annual training programs: 1) to educate equipment operators on the procedures for breaking ground; and 2) to train program managers and Department of Public Works personnel in the benefits of internal cooperation. She also delivers training packages to Armory managers across the state.



Carmany-George is shown above conducting a training class.

Community Relations

Carmany-George has provided information and educational opportunities for neighboring communities. She participated in open houses at the Muscatatuck site to present the history of the facility and the cultural resources management issues associated with INARNG's use of the facility. She partners with Purdue University, which will be using Muscatatuck as a lab facility for its Homeland Security courses. Purdue and Carmany-George are collaborating to develop a virtual tour of Muscatatuck. Other ways that Carmany-George is involved with the community are detailed in Figure 2.

Environmental Enhancement

Carmany-George is developing a cemetery restoration workshop that will also act as a community outreach program. The workshop will focus on maintenance, restoration and recordation of headstones at 10 known historic cemeteries located on INARNG-managed

Figure 2. Community Involvement

- Provides tours of 8 cemeteries on Camp Atterbury and 2 on Muscatatuck
- Reaches out to involve more local conservation groups, like Jennings County Historical Society, the Historic Landmarks Foundation of Indiana, and other interested citizens
- Volunteers at Indiana University/Purdue University Fort Wayne during Archaeology Month
- Member of the Indiana Archaeology Council
- Member of the Indiana Division of the National Association of Environmental Professionals

properties. Working with the SHPO and local preservation groups, she will give preference to citizens of the communities surrounding Camp Atterbury and Muscatatuck. The workshop serves several purposes that include giving back to the communities near INARNG properties and creating an educated volunteer force that can help with cemetery preservation. Carmany-George’s cultural resource briefings to troops helps raise awareness of federal and state cultural resources laws thereby reducing Archaeological Resources Protection Act violations. The briefings serve to raise the awareness of troops to the presence of resources to reduce site damage and increase training area safety.

Mission Enhancement

Carmany-George works hard to maintain training and increase efficiency. By working closely with the SHPO, she is able to streamline the entire cultural resources management operation and ensure INARNG activities are not threatened by problems with cultural resources. Surveys and

evaluations clear training lands and buildings for use, for example, the 57 miles of new and rehabilitated tactical trails and 392 acres of range and facility development already mentioned. Her work to mitigate the effects to the Muscatatuck urban training site, a \$50 million project, will provide troops with invaluable training opportunities in urban fighting, which the troops need to be successful in Iraq and Afghanistan. Carmany-George is also ensuring that the INARNG cultural resources program can continue without her. The revisions to the ICRMP and her focus on training across internal offices have built a strong foundation for the program.



Aerial photograph of some of the buildings on the Muscatatuck Urban Training Center.

Cultural Resources Compliance

Before Carmany-George arrived, the INARNG had little contact with the SHPO and they were not meeting all of their legal requirements to satisfy Section 106. Now that they have conducted consultations, they are currently at 100 percent compliance with the law.

CONCLUSION

With expertise in archaeology and knowledge of architecture; a streamlined, efficient administrative approach; and extensive technical skills, Carmany-George is building a cultural resources program at INARNG that has become indispensable to the INARNG environmental program and proven the value of a comprehensive program.



Troops train at the Muscatatuck Urban Training Center.

On the cover: U.S. Army Sgt. 1st Class Michael Fields, center, with the 396th Combat Support Hospital (Forward), listens to a class on improvised explosive devices located at Camp Atterbury, IN. (U.S. Army photo by Staff Sgt. Russell Lee Klika)