

**Secretary of Defense/  
Secretary of the Navy**

**FY 2002 Environmental Award**

***Cultural Resources  
Management-Team***



*“integrating the past with the future...”*

**Marine Corps Base  
Camp Lejeune, North Carolina**

**INTRODUCTION**

Marine Corps Base, Camp Lejeune, North Carolina, has a cultural heritage originating more than 9,000 years ago, and continues with the rich traditions brought by the Marine Corps when the base was established in 1941. The Cultural Resources Management (CRM) Team is charged with implementing Camp Lejeune’s strategy for assuring mission accomplishment while conserving its wealth of cultural resources.

**BACKGROUND**

The Cultural Resource Management Program, Environmental Conservation Branch, is part of the Environmental Management Division and consists of one full time and one contract

professional archaeologist. Mr. Rick Richardson, M.A., has served as the Base Archaeologist and Cultural Resource Program Manager since February 2001. Ms. Tara Speth, B.A., came on board Camp Lejeune as a contract archaeologist in June 2002.



*Rick Richardson, Base Archaeologist*



*Tara Speth, Contract Archaeologist*

**POSITION DESCRIPTION**

The CRM Team oversees a varied and complex array of historic properties.

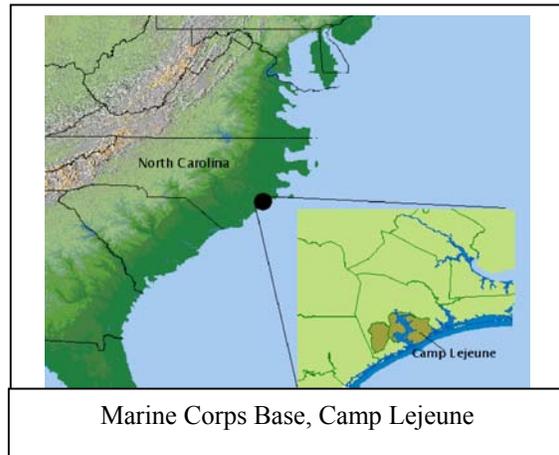
The more than 153,000 acres that comprise the Installation encompass an inventory of over 970 cultural resources, with more than 800 prehistoric and historic archaeological sites. These sites have a long history within the Base, ranging from the Early Archaic Period (8000 B.C.) to early European

colonization and settlement. The prehistoric sites located at Camp Lejeune are associated with known and unknown linguistic groups who once lived in the area. The later prehistoric, or formative period, is associated the Algonquian linguistic group.

In addition to extensive archaeological resources, the CRM Team manages seven historic districts and buildings comprised of 173 historic architectural properties. Constructed during the mobilization of the Marine Corps for World War II, many of Camp Lejeune's buildings and developed areas remain as they were originally constructed, retaining a high degree of architectural integrity. To better manage and use these architectural resources, the team has developed a multiple property listing that identifies and evaluates all significant architectural properties and guidelines for the treatment of those properties.

The CRM Team manages Camp Lejeune's historic properties in compliance with Federal legislation, Department of Defense (DoD), Department of the Navy, and Marine Corps regulations while supporting the Base's training mission. The CRM Team is responsible for historic building management, inventorying and evaluating historic properties, conducting consultation with the North Carolina State Historic Preservation Office (NCSHPO) and the Advisory Council on Historic Preservation (ACHP), reviewing proposed construction and maintenance, military training exercises and associated land use undertakings, and developing and maintaining data files.

Occupying approximately 240 square miles (153,439 acres) of land in Onslow County, North Carolina, Camp Lejeune offers a wide range of geographic features that provide the Marines with diverse settings for multiple training exercises. Installation topography is dominated by the sinuously curving New River and 14 miles of beach along the Atlantic Ocean.



Marine Corps Base, Camp Lejeune

The New River originates in northwestern Onslow County and flows to the southeast for a length of almost 25 miles. The area surrounding the New River is characterized by gently rolling slopes, flat savannah plains, bottomlands with wide floodplains, cypress swamps, and pocosins. The New River estuary and the Atlantic Ocean beaches, which provide an unsurpassed setting for amphibious training, also encouraged the adaptation and exploitation of the region's ecological resources by historic and prehistoric cultures. While the varied landscape provides the premier training facility of the Marine Corps, it also supplied an attractive environment for Native Americans and European settlers prior to the Marines arrival in 1941.

## TEAM ACCOMPLISHMENTS

### Overall Cultural Resources Management

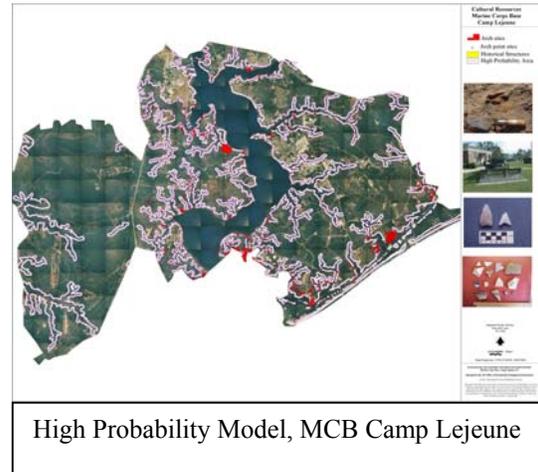
The CRM Team has maintained an exemplary record of compliance despite the large inventory of historic properties to be inventoried, evaluated, protected and managed.

***Integrated Cultural Resource Management Plan*** The CRM Team oversaw the completion of Camp Lejeune's Integrated Cultural Resources Management Plan (ICRMP), developed with the assistance of the NCSHPO. The ICRMP was finalized in April 2002 and provides guidance for managing and protecting the Base's cultural resources, while balancing the needs of the military training mission.

The procedures for fulfillment of Section 106 and Section 110 responsibilities, as outlined in the plan, are designed to streamline the consultation process for new undertakings. These include assessment of previous soil disturbance, soil-site probabilities for encountering previously unrecorded archaeological sites, assessment of impact intensity for a wide range of common land-disturbing activities, and a decision matrix for consultation with the State Historic Preservation Office.

***Cultural Resource Surveys/National Register Evaluation*** Camp Lejeune contains a number of archaeological properties that are managed by the CRM Team. The properties include more than 800 historic and prehistoric sites and thirty of the archaeological sites are currently eligible for listing on the National Register of Historic Places.

Evaluation of more than 250 potentially eligible archaeological sites is ongoing.



Camp Lejeune is currently in the fourth year of a ten-year plan implemented by the team to survey all remaining high probability areas for archaeological sites.

An architectural inventory and evaluation has been completed. Consultation with NCSHPO resulted in a consensus determination that 173 buildings and 7 historic districts are eligible for inclusion in the National Register, based on the role they played in Marine mobilization during the World War II era.

***Cultural Resource Management Committee*** Camp Lejeune's CRM Team is part of the Environmental Impact Working Group and evaluates proposed actions. The CRM Team streamlines the review process that assists in managing cultural resources while supporting hundreds of training and construction actions each year.

Camp Lejeune's enormous holdings of undisturbed forests and its historical setting on the New River provide unique challenges to its Cultural Resources

Management Program. To meet these challenges, an active, well-planned preservation strategy has been implemented. The soundness of the program is demonstrated by the CRM Team's successful efforts to identify and evaluate cultural resources, the development of a positive relationship with the NCSHPO and the integration of cultural resource management into new training and facility construction proposals. The following summarizes the accomplishments of the CRM Team during FYs 1999-2002:

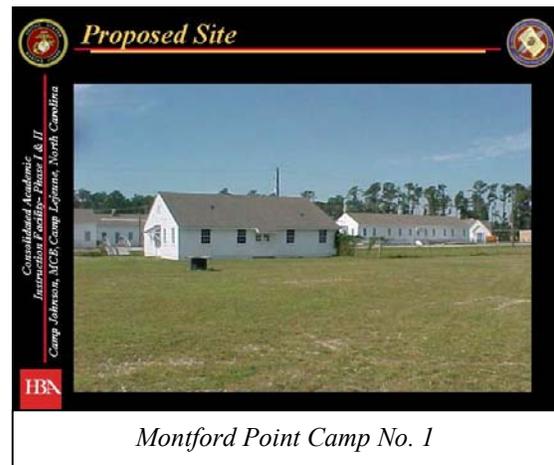
- Completed Section 106 consultation for the demolition of three historic buildings in the Montford Point Camp No. 1 Historic District.
- Oversaw the completion of archaeological survey of more than 6,000 acres of high probability soils resulting in the recordation of more than 400 sites.
- Continued partnering with the State on a regional coastal study.
- Completed final Integrated Cultural Resource Management Plan.
- Oversaw the completion of the public outreach publication, *Semper Fidelis: A Brief History of Onslow County, North Carolina and Marine Corps Base, Camp Lejeune*.

**Historic Buildings Management**

Following up on the 1999 intensive field recordation and documentation of more than 2,500 buildings over fifty years of age, and the resulting document, *Historical Architectural Evaluations, Marine Corps Base, Camp Lejeune, Onslow County, North Carolina*, the CRM Team is now implementing the

*Guidelines for Historic Buildings Management, Marine Corps Base, Camp Lejeune, Onslow, County, North Carolina*. These guidelines were prepared to assist in the management and treatment of individual buildings and historic districts on Base. The purpose of the guidelines is to streamline the review process involved in the management of historic properties mandated by Sections 106 and 110 of the National Historic Preservation Act of 1966, as amended.

In addition, the CRM Team successfully completed consultation with the



NCSHPO, the Montford Point Marines Association, Inc., and the Advisory Council on Historic Preservation (ACHP) for developing a Memorandum of Agreement (MOA) to mitigate the adverse effect of a major military construction project in the Montford Point Camp No. 1 historic district on Base. As a result of the Team's effort, all mitigation measures have been completed and the MOA was signed by the ACHP in September 2002. Completion of the compliance procedures allowed for construction of a new Consolidated Academic Instruction Facility within the National Register

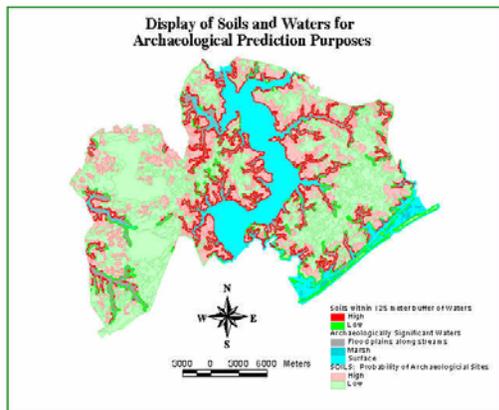
boundary of the historic district. The new construction required the demolition of three historic buildings within the district.



*Future Academic Instruction Facility*

### Archaeological Survey Model

The CRM Team continues to refine the archaeological survey model. High probability areas that are within 125 meters of water and associated floodplain soils will be a determining factor. GIS plays an integral role in the development of this model, which will



*Predictive Model*

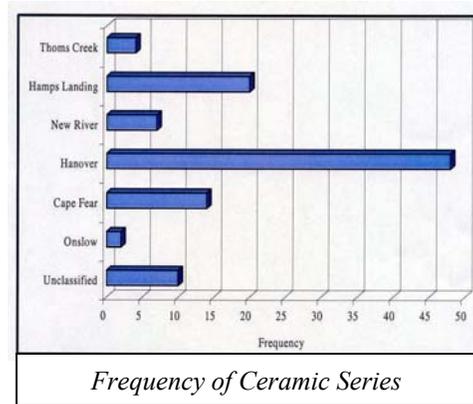
result in cost savings to the government, as well as expedited project reviews.

### Archaeological Surveys throughout the Base

Using Camp Lejeune’s current archaeological survey model and in close consultation with the NCSHPO, the CRM Team successfully surveyed high probability areas for proposed projects and silvicultural prescriptions. Additionally, contract services for archaeological surveys of large parcels averaging approximately two thousand acres annually are managed by the Team. The number of archaeological sites at Camp Lejeune have more than doubled since 2000 from approximately 397 sites to over 800 as the compliance inventories continue.

### Regional Coastal Study

To develop a regional context for archeological sites in coastal North Carolina, the CRM Team has partnered with the State Historic Preservation

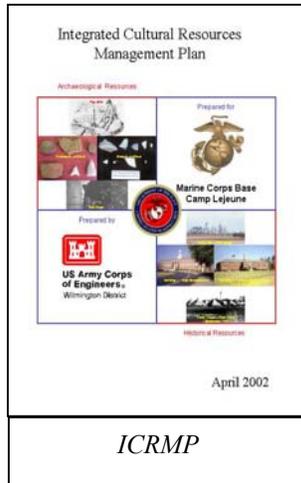


*Frequency of Ceramic Series*

Office to support a state-initiated study of these sites. Developing this context will allow both the resource managers and the State of North Carolina to better assess what is truly significant and worthy of protection. In addition to supporting the mission of the Base appropriately, this process translates into cost savings by avoiding unnecessary

protection and evaluation of sites that do not require or merit additional steps.

### Continued Management of Cultural Resources



The CRM Team recently submitted the *Integrated Cultural Resources Management Plan (ICRMP)*. The ICRMP will provide Camp Lejeune

with the information necessary to determine the severity of the impact of a wide range of land-disturbing activities; the probability, based on landscape position and soil type, of encountering archaeological sites; and routine maintenance procedures for historic buildings that do not require further review.

Camp Lejeune's CRM Team has promoted the overall training mission by freeing up land for future training activities, while protecting valuable historic and archaeological sites.

#### Archaeological Resources

Camp Lejeune's CRM Team has accomplished the following goals in archaeological resource management during FYs 1999-2001:

- Site inventory
- Site protection and compliance
- Data recovery
- Research/scientific contributions

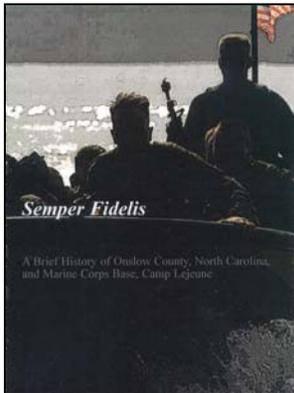
**Site Inventory** Inventoried sites on Camp Lejeune include over 800 known archaeological sites and information is stored in the Base's archaeological sites database. A total of 30 sites have been determined eligible for listing on the National Register of Historic Places, while 520 have been evaluated as not eligible for listing. The remaining recorded sites have not been assessed and are considered potentially eligible. The archaeological sites under Camp Lejeune's management include sites dating from the Early Archaic Period (8,000 B.C.) through the early 20th century settlement of eastern North Carolina.

**Site Protection and Compliance** All proposed training actions at Camp Lejeune are reviewed through the National Environmental Policy Act (NEPA) process to evaluate their impact on recorded archaeological sites. In addition, archaeological surveys are conducted for those proposed actions that may impact unrecorded sites. To protect recorded sites from inadvertent damage by military units in the field, the CRM Team clearly marks National Register eligible sites as off-limits to vehicular traffic and any form of digging. Proposed actions that may impact eligible sites require consultation with the NCSHPO.

**Data Recovery** The primary objective of data recovery is to mitigate adverse impacts from proposed training, development, or silvicultural activities on National Register eligible or potentially eligible sites when there is no practicable alternative. The data recovery effort is maximized through coordination with the NCSHPO.

Research orientation, a central focus of eligibility testing, applies known recovery techniques and methods, which contribute important information to the existing database. The CRM Team oversaw the completion of data recovery on three National Register eligible sites during 2001 and 2002.

**Public Information** The CRM Team has presented interpretative information, both on and off Base, to various civic organizations and other groups interested in cultural resources preservation. Public interpretation of the Base's cultural



*Popular History Publication*

resources are included in the pamphlet that is given to the public as part of the Camp Lejeune *Self-Guided Tour*, the *Oral History Project* publication, and the popular history publication

*Semper Fidelis: A Brief History of Onslow County, North Carolina, and Marine Corps Base, Camp Lejeune.*

Additionally, an advanced history class from a local high school participated in recent archaeological excavations aboard Base. Volunteers from the Marine and surrounding community population are allowed to participate in archaeological investigations through the Conservation Volunteer Program.

**Research and Scientific Contributions**

In consultation with the NCSHPO, the CRM Team incorporates research



*High School History Class Field Trip*



initiatives and scientific contributions into Camp Lejeune's long-term goals of inventorying its lands and providing eligibility testing of the resources requiring further analysis. Research focuses on historic and prehistoric occupation, subsistence, and population distributions in eastern North Carolina, with the goals of better defining and understanding the archaeological record and adding to the archeological database.

**Curation**

Materials recovered through archaeological investigations are curated in a Federally approved repository, in accordance with 36 *Code of Federal Regulations*, Part 79 (Curation of Federally Owned and Administered Archaeological Collections). The repository is located in Raleigh, North Carolina, under the management of the Office of State Archaeology, Division of Archives and History, North Carolina Department of Cultural Resources. The CRM Team is working towards development of a Memorandum of Agreement with the State to ensure the

future care of all archaeological materials recovered on Base.

### **Cultural Resources Education**

Camp Lejeune's CRM Team conducts presentations on cultural resources to all Base personnel through individual and group briefings. As part of this effort, the Base has compiled the Trainer's Environmental Handbook to provide procedures for the encounter of cultural resources in the field. In addition, the Base conducts a Comprehensive Environmental Training Program that includes cultural resources protection.

The CRM Team at Camp Lejeune also contributes to the educational programs of academic institutions by performing large-scale archaeological surveys, eligibility testing, and data recovery in coastal North Carolina. The information generated from these studies provides insight into the functions of past cultures, both historic and prehistoric.

### **Environmental Enhancement**

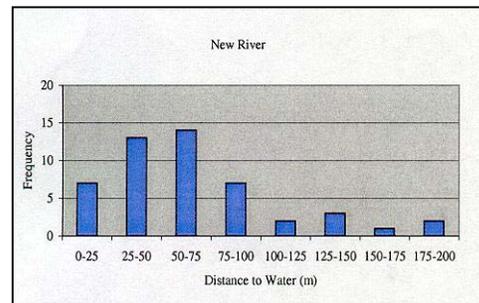
The coordination of multiple land uses at Camp Lejeune has continued to improve through participation of the CRM Team, with the primary elements being timber prescriptions and training operations. Prescriptions are considered not only with respect to forest management objectives, but also for cultural resources, fish and wildlife management, outdoor recreation opportunities, aesthetics, and military training requirements. Possible effects to cultural resources are avoided or mitigated through site evaluation and recovery techniques.

The CRM Team recently conducted archaeological excavations on a

prehistoric site located at the Base Paradise Point Golf Course. A Native American burial was discovered during the investigation. As a result of the Team's effort, total site preservation was incorporated into the design of two new holes at the golf course. In consultation with NCSHPO, the site was determined eligible for the National Register, and an interpretive marker will be placed on the site.

### **Mission Enhancements**

Camp Lejeune has made dramatic changes in managing its cultural resources through the use of improved inventory strategies and eligibility testing. The CRM Team continues to



*Distance to Water for Woodland Sites*

refine the predictive site-soil survey model to be more accurate. The elimination of lands with low probability for cultural resources and previously disturbed areas from further review has opened more areas for training maneuvers. Mission enhancement has occurred through these investigations by assessing lands with a low probability of significant resources, thereby enlarging the area of accessibility. Continued refinement of the predictive model by the Team will reduce future impacts to cultural resources and increase the area available for Camp Lejeune's training mission.

### **Cultural Resource Compliance**

The CRM Team at Camp Lejeune has demonstrated cultural resource compliance through the following activities:

**Interaction with the State Historic Preservation Office** All undertakings aboard Camp Lejeune that have the potential to affect significant cultural resources are coordinated with the NCSHPO and the ACHP. In addition, cooperation with SHPO has been instrumental in the development of programmatic agreements, partnering the coastal North Carolina regional study, and developing a site survey predictive model.

**Fiscal Responsibility** To develop a regional context for archaeological sites in coastal North Carolina, the CRM Team partnered with the NCSHPO to support a state initiated study of the sites. Developing this context will allow both the resource managers and the State to better assess what is truly significant and worthy of preservation. In a related partnering initiative, the Team worked to refine the archaeological survey predictive model, which will refine the ability to determine high probability areas for survey. Through these efforts, the number of sites recorded on base has more than doubled in the last two years. Both initiatives support the mission of the Base and translates into cost savings by avoiding unnecessary survey, protection and evaluation of sites that do not require or merit additional steps. Under the direction of the current CRM Team, funding for compliance inventories have increased since 2000 from just over \$200,000 annually, to almost \$500,000 annually. When the

ten- year plan to survey all high probability soils on Base has been completed in 2008, no further Section 110 inventory surveys will be required.

**Enforcement Requirements and Legal Protections** Base Order 11000.19 and DoD Directive 4715.3 establishes a policy of integrating archaeological and historic protection requirements into the planning and management of DoD activities. The policy has been implemented through the Environmental Impact Review Board and associated review processes, which provide the Commanding General with the necessary information to make informed decisions.

Primary responsibility for enforcement of cultural resources protection at Camp Lejeune is assigned to the Assistant Chief of Staff, Installations and Environment, in coordination with the Military Police Division and the Base Game Warden. Additional protections are enforced through the development of training manuals, ICRMP SOPs, and close oversight by the CRM Team.

**Success in Resource Management** All historic buildings and structures aboard Camp Lejeune have been inventoried and evaluated, and the results coordinated with NCSHPO in 2000.



*Old Naval Hospital  
Historic Building H-1*

The CRM Team in consultation with NCSHPO has implemented guidelines for the treatment of all eligible buildings and districts. The guidelines serve as the baseline for all historic building maintenance projects and new construction within established historic districts.



*Lobby of Old Naval Hospital  
Historic Building H-1*

Recent consultation with NCSHPO, the ACHP, and other interested parties resulted in a ratified Memorandum of Agreement for adverse effects to a National Register eligible historic district. The demolition of three contributing buildings to the district was required, and construction of a new building within the historic boundary was proposed. Successful consultation and implementation of a mitigation plan by the CRM Team resulted in no construction delays.

In 2001, data recovery at a prehistoric burial ossuary containing the remains of 158 Native Americans was completed. Consultation and oversight by the CRM Team resulted in no construction delays, and the data recovery was completed as construction proceeded. The final results of the ossuary excavation were recently submitted to NCSHPO.



*Archaeological Excavation  
of Ossuary*

## CONCLUSION

Camp Lejeune has set the environmental management standard for Marine Corps excellence in cultural resource protection through the implementation of an innovative, effective Cultural Resources Management Program by the CRM Team. Recent success has been accomplished through the formation of an effective partnership with the North Carolina State Historic Preservation Office; by taking a progressive approach to the development of programmatic agreements, which speed the review process and promise enhanced and more economical management actions at cultural resource sites; and by fully integrating cultural resource protection efforts with the Base Facilities and Training, Education, and Operations Departments. The CRM Team has accepted the challenge of implementing proactive initiatives to identify and protect archaeological and historical resources. Our risks have reaped significant rewards, as we have protected the last vestiges of past cultures while ensuring the viability of our training mission.

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