

30th Annual **ACRA** Conference



September 26-29, 2024

Hotel Albuquerque

Old Town Albuquerque



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ACRA 2024 Program Summary

THURSDAY, SEPTEMBER 26, 2024

8:00am–12:00pm Board of Directors Meeting

Location: Fireplace Room

Moderator: Cinder Miller, ACRA President/ Gray & Pape, Inc.

12:00pm–5:30pm Registration

Location: North Atrium

1:00pm–5:00pm Tour of Acoma Pueblo

Location: Meet buses in front of the Hotel Albuquerque at 12:30pm

Ticketed Event. We are honored to present this year’s tour to the Acoma Pueblo. According to the Acoma website, the Acoma Pueblo is built atop a sheer-walled, 367-foot sandstone bluff in a valley studded with sacred, towering monoliths. Since 1150 A.D., Acoma Pueblo has earned the reputation as the oldest continuously inhabited community in North America. The mesa-top settlement is known worldwide for its unique art and rich culture. Acoma Pueblo offers a window in time where Native people carry on the customary traditions of their ancestors through Native American pottery making and tribal celebrations.

A federally recognized Native American Tribe, Acoma Pueblo has a land base covering 431,664 acres and is home to over 5,000 tribal members with more than 250 dwellings, none of which have electricity, sewer, or water. In 1629, construction began on the massive San Esteban del Rey Mission, a Catholic mission. Both the Mission and the Pueblo are registered National Historic Landmarks and are in the National Register of Historic Places.

Acoma Pueblo was named the 28th Historic Site by the National Trust for Historic Preservation (NTHP) in 2007 and is the only Native American site to be designated. Acoma assists the NTHP to expand its preservation activities and mission beyond bricks and mortar and into community development. Please note that there are etiquette rules that must be





followed during the tour. These rules will be distributed to all attendees prior to the tour.

6:00pm–8:00pm **ACRA 30th Annual Conference**
Welcome Reception

Sponsors: Beta Analytic and Sensys

Location: Tablao

Remarks by Cinder Miller, ACRA President/ Gray & Pape, Inc.

Say hello to your colleagues as ACRA welcomes all of our participants to Albuquerque. Hors d'oeuvres will be served, and a cash bar will be available.

FRIDAY, SEPTEMBER 27, 2024

7:30am–4:30pm **Registration**

Location: North Atrium

7:00am–4:00pm **Exhibitor Hall & Coffee Room**

Location: North Atrium

8:00am–8:15am **President's Welcome**

Location: Alvarado Ballroom

Presenter: Cinder Miller, ACRA President/ Gray & Pape, Inc.

8:15am–9:00am **Session 1: Albuquerque and the Evolution of the**
Acequia Urban Landscape

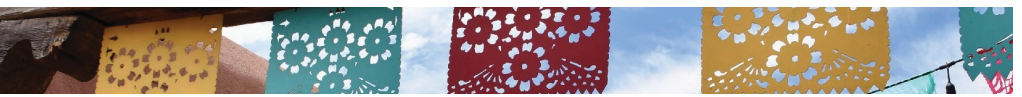
Sponsor: Swift River Environmental Services, LLC

Location: Alvarado Ballroom

Speaker: Moises Gonzales/ School of Architecture and Planning,
University of New Mexico

This talk describes the evolution of the urban acequia landscape of Albuquerque, New Mexico. The cultural landscape of the Southwest was first developed by Native American peoples in present-day New Mexico, Arizona, and California. In the late sixteenth century, expansion of New Spain into the region introduced acequia irrigation methods to establish permanent agricultural settlements. Further expansion of these systems





occurred in the seventeenth and into the eighteenth centuries. Spanish settlement policies followed La Recopilación de Las Leyes de Las Indias which established design criteria for organizing acequia irrigation systems and the built environment. I will discuss the transformation and adaption of the urban acequia landscape from the settlement period under Spanish Law, the Mexican Period, and through the organization as modern cities of the American Southwest. Today, cities in the southwest such as Albuquerque have evolved into major population centers while containing the material memory of the acequia landscape in the urban form of the city. I will discuss the morphological process of urbanization and how irrigation systems became the framework for the spatial organization of Albuquerque's current urban form.

9:00am–9:45am Session 2: Easing the Burden: A Long-Term Cultural Resources Management Program for BLM, PG&E, and SCE

Location: Alvarado Ballroom

Speaker: Jennifer Darcangelo, PG&E

The Bureau of Land Management California (BLM), Pacific Gas and Electric (PG&E), and Southern California Edison (SCE) are streamlining the project review and approval process for thousands of future utility operations and maintenance activities over the next four decades. This strategic partnership provides a systematic and innovative compliance strategy under the BLM's State Protocol Agreement as well as standard deliverables. The Bakersfield Field Office Master Operations & Maintenance and Consolidation pilot project (MOMAC) is a model for agency/utility collaboration on efficient, long-term compliance solutions. This example can drive the discussion of problem solving where cultural resource compliance needs must keep pace with a rapid climate change and increasing need to comply efficiently. This presentation also invites ideas from across the country for similar innovative solutions.

9:45am–10:00am Coffee Break

Sponsor: New South Associates

Location: North Atrium





10:00am–11:30am

Session 3: Federal Agencies and CRM: What the Industry Should Know

Sponsor: Davis-King & Associates

Location: Alvarado Ballroom

Moderator: Michelle Volkema/ Department of Defense

Speakers: George Herbst/ Bureau of Land Management; Joe Giliberti/ Bureau of Reclamation; Héctor Abreu Cintrón/ Department of Veterans Affairs; Stephen Humphries/ American Veterans Archaeological Recovery

This panel session provides a unique opportunity for conference attendees to engage directly with representatives from key federal agencies involved in the cultural resource management (CRM) fields. Over the course of an hour and a half, attendees will gain valuable insights into current projects, upcoming initiatives, and the specific needs federal agencies have from the industry.

The session will feature 45 minutes of presentations by federal agency representatives from organizations such as the Department of Defense, the BLM, the Bureau of Reclamation (BOR), and the Department of Veterans Affairs (VA). These presentations will cover a range of topics including cultural competency, partnerships and collaboration opportunities, as well as guidance on how to pursue job opportunities within these agencies.

Following the presentations there will be an interactive Q&A segment where attendees can engage directly with the panelists, providing a rare chance for industry professionals to voice their questions and concerns. This session not only aims to inform but also to foster dialogue between federal agencies and the cultural resource industry, emphasizing the importance of collaboration and mutual understanding.

Join us for this essential discussion to better understand how to navigate and thrive in the cultural resources field in partnerships with federal agencies.





11:30am–1:00pm

Boxed Lunches/ Free Time and Committee Meetings (Optional)

Sponsor: Applied EarthWorks Inc.

Boxed lunches will be provided to all conference attendees. Want to get more involved in ACRA? Several committees are having a working lunch during this time to discuss their goals and initiatives. This is an optional event; additional details will be provided during the slate of sessions.

1:00pm–2:00pm

Session 4: Why Should Business Leaders Care About HR? It'll Cost You If You Don't

Sponsor: Archaeological Investigations Northwest, Inc.

Location: Alvarado Ballroom

Speaker: Nichole Atallah/ PilieroMazza PLLC

Driving sustainable growth requires input and dedication from all facets of the leadership team. But often human resources is overlooked as a necessary overhead expense instead of a key tool in driving growth and organizational change. Missteps in this function can lead to lost opportunity at best and significant liability at worst. In this session we will provide the information you need to more effectively utilize human resources to achieve your business goals and reduce risk.

2:00pm–3:00pm

Session 5: From High School to Community College: A Pathway to Becoming a CRM Practitioner

Sponsor: Richard Grubb & Associates, Inc.

Location: Alvarado Ballroom

Moderator: Richard Grubb/ Richard Grubb & Associates, Inc.

Speakers: Ann Scott/ Terracon and Co-Chair of ACRA's Academic Collaboration Committee; Robby Heckman/ Statistical Research Inc.; Matt Metcalf/ Bucks County Community College; Mary Prasciunas/ Pima Community College

With the projected heavy workload for CRM firms in the short and long term and the shortage of qualified people graduating from universities, it is incumbent upon ACRA as the CRM trade association to be a leader in the





effort to encourage students to pursue careers in CRM upon graduating with degrees in archaeology, architectural history, and history or related fields to fill the jobs that will be created by the increased workload. ACRA's Academic Collaborations Committee has begun the task of developing relationships with universities and colleges through the University Recognition Program created out of the University Partnership Program. An update on the progress of the two programs will be discussed. At last year's conference, Part One of our discussion focused on the types of interactions between universities and CRM firms based on distances from each other. Part Two reaches back to opportunities for high school graduates to enroll in community college programs designed to give those students the chance to learn about different aspects of CRM. Building on their Certificate Program aimed at non-traditional adult students, Bucks County Community College in Newtown, Pennsylvania is developing new pathways for high school students to learn about cultural resource careers that ultimately lead to a transferable Associates degree. Pima Community College's Field Archaeology Program in Tucson, Arizona allows students to complete an archaeology certificate which will give them a significant and relevant skill set to conduct any type of archaeological field project. Finally, the session attendees will be given advice and suggestions by the panelists about how best to engage their local high schools and community colleges to increase the visibility of CRM as a career path as well as how to directly create opportunities for students at CRM firms.

3:00pm–3:15pm Coffee Break

Sponsor: InContext

Location: North Atrium

3:15pm–4:30pm Session 6: Accelerating Section 106 Using the Rail ROW Program Comment

Sponsor: SWCA Environmental Consultants

Location: Alvarado Ballroom

Moderator: Johnette Davies/ Amtrak

Speakers: Elizabeth Breiseth/ Federal Transit Administration;
Anthony Ross/ Federal Railroad Administration; Rachel Mangum/
Advisory Council on Historic Preservation; Guy Blanchard/ WSP USA,
Inc.





This panel will explore the Program Comment to Exempt Consideration of Effects to Rail Properties Within Rail Rights-of-Way (Rail ROW Program Comment), an alternative method of compliance with Section 106 of the National Historic Preservation Act. Use of the Rail ROW Program Comment to streamline Section 106 reviews often results in elimination or significant reductions of consultation requirements for projects within rail and rail transit rights-of-way. However, use of the Rail ROW Program Comment often requires involvement of Secretary of the Interior-Qualified Professionals and robust analysis.

This panel of agency and railroad industry representatives will provide an overview of the Rail ROW Program Comment, share best practices for using the activities-based approach, and engage attendees in practical exercises to better prepare participants to scope and deliver cultural resource products for projects that may qualify for Rail ROW Program Comment exemptions.

4:30pm–5:30pm Session 7: Empowering Leadership: The Power of Transparency in Senior Roles

Sponsor: Brockington Cultural Resources Consulting

Location: Alvarado Ballroom

Moderator: Charity Kys/ Historical Research Associates, Inc.

Speakers: Cinder Miller, ACRA President/ Gray & Pape, Inc.; Burr Neely/ Statistical Research, Inc.

As a senior leader in your organization, do you actively work on your leadership skills and seek feedback on your performance? And, if you do, do you share that feedback with your organization? For emerging professionals and mid-level managers, does your leadership seek out your feedback and implement constructive suggestions?

Few leaders in the heritage resource management industry focus on enhancing their leadership skills, and even fewer seek feedback on their management and leadership abilities. Most professionals in our industry are typical seller-doers—experts in our field who were trained for technical proficiency, not leadership. Our education rarely included courses on leading adults, giving and receiving feedback, or driving organizational success in a way that is productive, inspiring, and builds trust. Apart from





those in very large firms, few of us pursue leadership training once we assume leadership roles in our organizations.

This session will offer suggestions for senior leaders to understand their impact on organizational culture. We will explore the concepts of leadership and what it means to be a successful leader, emphasizing the vulnerability and transparency required in today's employment environment. Topics will include the importance of leaders' presence, their influence on corporate culture, and the qualities that emerging professionals seek in leaders.

We will present two case studies highlighting how leaders and their organizations have navigated leadership changes. These case studies will illustrate the development of transparent cultures and the incorporation of feedback to strengthen connections with staff.

This session is valuable for everyone, from Presidents/CEOs to new professionals in our fields. Attendees will have the opportunity to share their thoughts via a QR code, with the results presented on stage. Additionally, a reading list for those interested in further developing their leadership skills will be provided.

6:00 pm **Small Business Happy Hour**
Women Leaders in CRM Happy Hour

Location: Level 5 (offsite — 2000 Bellamah Ave NW; Top floor of Hotel Chaco next door to Hotel Albuquerque)

SATURDAY, SEPTEMBER 28, 2024

7:30am–10:00am **Registration**

Location: North Atrium

7:00am–4:00pm **Exhibitor Hall & Coffee Room**

Location: North Atrium

8:00am–9:15am **Session 8: The Airlie House Revisited: Visioning
Future Directions in CRM Archaeology Workshop –
Outcomes and Action Agenda**





Sponsor: Metcalf Archaeological Consultants, Inc.

Location: Alvarado Ballroom

Moderator: Terry Klein, SRI Foundation


Speakers: Kimball Banks/ Metcalf Archaeological Consultants, Inc.; John Douglass/ Statistical Research, Inc.; Sarah Herr/ Desert Archaeology; Kim Redman/ Alpine Archaeological Consultants, Inc.; Signe Snortland/ Metcalf Archaeological Consultants, Inc.

The Airlie House Revisited: Envisioning New Directions for CRM Archaeology workshop was held at the National Conservation Training Center in West Virginia in May 2024. Fifty individuals were nominated to participate in the workshop by their peers across the country. These individuals represented CRM firms, academia, federal and state government agencies, Native American Tribes, and members of archaeological organizations, such as the Society for American Archaeology (SAA), the Society for Historical Archaeology (SHA), and the Society of Black Archaeologists (SBA). The workshop built on the work of six seminars held in 1974 at Airlie House in Virginia, that were jointly organized by the SAA and the National Park Service (NPS). The principal organizers of the 2024 Airlie House Revisited workshop were, once again, the SAA and NPS.

The goal of the 2024 workshop was to provide a vision for future directions in CRM archaeology and was structured around four broad themes identified through a national survey of archaeologists and a national webinar organized by SAA. These themes were: 1) Workforce training and careers in CRM; 2) Decolonization/engaging descendent communities/ diversity, equity, inclusion, and belonging; 3) Archaeological collections, including records; and 4) Improving the practice of CRM in terms of efficiencies and outcomes.

This session will present the results of the 2024 Airlie House Revisited workshop, focusing on the primary outcome of the workshop: a national action agenda that promotes more efficient and robust CRM archaeology project planning and execution, as well as increasing and enhancing the benefits to and partnerships with communities, the public, industry, and government. The session panel includes individuals who participated in the 2024 Airlie House Revisited workshop.





9:15am–10:15am

**Session 9: ACRA's Washington Update/
Government Relations**

Sponsor: ASC Group, Inc.

Location: Alvarado Ballroom

Moderator: Andrew Goldberg, ACRA Lobbyist/ Agora

Speakers: Andrew Goldberg, ACRA Lobbyist/ Agora; Kimball Banks, ACRA VP for Government Relations/ Metcalf Archaeological Consultants, Inc.; Burr Neely, Statistical Research, Inc.

This session will focus on ACRA's lobbying and advocacy efforts in Washington over the past year. The presenters will review significant developments in the legislative and regulatory arenas, including historic preservation and infrastructure, and how the midterm elections may affect CRM. They will also discuss ongoing efforts to engage member firms, broaden ACRA's outreach with allied groups, engage federal agencies, and how you can speak up for the industry.

10:15am–10:30am Coffee Break

Sponsor: Stantec

Location: North Atrium

**10:30am–11:15am Session 10: Exploring Non-traditional Methods of
Heritage Preservation: A Focus on Community
Engagement**

Location: Alvarado Ballroom

Moderator: Jasmine Saxon, Community Connections, LLC.

Speakers: Jasmine Saxon/ Community Connections, LLC.; Jessica Ericson/ Community Connections, LLC.

Explore the spirit of preservation with Community Connections LLC, a women-owned archaeological consulting firm committed to advancing community-informed outcomes and non-traditional cultural resources practices. We'll examine case studies such as Guardians of Historic Lakewood and International Archaeology Day to unravel the complex dynamics between archaeology, preservation, and community engagement, while advocating for inclusive heritage resource management practices. By investigating the success and challenges of





community heritage projects, we prioritize a future of unity, understanding, and the preservation of our collective heritage.

11:15am–11:45am Session 11: ACRA Business Meeting

Location: Alvarado Ballroom

Presenter: Amanda Stratton, ACRA Executive Director

ACRA has been making positive changes to strengthen its profile and promote a thriving cultural resource management industry. Join your fellow members to look back at the events of the past year, hear about the important ACRA initiatives and programs slated for the future, and discuss maximizing your membership value.

**11:45am–1:45pm Lunch on your Own; Take a Student to Lunch
(Optional)**

For those who registered for the optional student lunch activity, pairings will be announced prior to the event.

**1:45pm–3:00pm Session 12: Pay Equity and Transparency: Aligning
Compensation Practices with People & Culture
Goals**

Sponsor: Heritage Business International, L3C


Location: Alvarado Ballroom

Moderator: Charity Kys/ Historical Research Associates, Inc.

Speakers: Serilda Summers-McGee/ Workplace Change; Kaci Korinek/ Workplace Change

This session aims to empower participants with a deepened understanding of pay equity, transparency, and how to align pay practices with organizational strategies. We will explore factors that contribute to disparities, common organizational challenges, and elements of compliance, offering strategies for achieving and sustaining fair, effective, transparent pay practices. Equipped with practical insights, case studies, and reflective prompts, participants will better understand how to identify and implement pay practices that support their organizational success.





3:00pm–4:15pm

Session 13: Where Have We Been and Where are We Going: Technology, Data Sovereignty, and a Better Future for Environmental Services and Cultural Resources Management Tool

Location: Alvarado Ballroom

Moderator: Patrick Bowen/ VHB

Speakers: Mel Gordon/ Codifi LLC.; Nate Boyless/ Metcalf Archaeological Consultants, Inc./FactorEarth; Jose Lopez/ VHB

With rapidly changing technology and an ever-increasing volume of resources, many environmental practices and procedures have become outdated, preventing us from delivering the best possible product to the client while also creating cost competitive proposals to ensure long term client relationships. The panel members have all been at the forefront of creating and utilizing new types of technology to advance their own work within their respective fields. Utilizing data and experiences from our collective work, the panel will cover key topics that are imperative to the continuation of our fields.

4:15pm–5:30pm

Session 14: Tribal-Led Fieldwork and Tribal Resources: How can Consultants Prepare to Successfully Work with Tribes and Agencies?


Sponsor: Far Western Anthropological Group


Location: Alvarado Ballroom

Moderator: Nesta Anderson/ Legacy Cultural Resources

Speakers: Mecca e' (Stacy Laravie)/ National Association of Tribal Historic Preservation Officers

As regulatory agencies issue additional guidance about the importance of Tribal Knowledge, Traditional Cultural Places (TCPs), and working with Federally recognized Tribes, consultants need to navigate how to balance this approach with managing client understanding and expectations while also upholding cultural sensitivities. This conversation will explore how consultants can work successfully with Tribal Nations, discuss tribal-led fieldwork as a best practice, cultural awareness, and explore considerations and unique circumstances in working with regulatory agencies on a Tribal-led project.





6:00pm–9:00pm

ACRA Awards Social at the New Mexico Museum of Natural History & Science

Sponsors: Mead & Hunt and Statistical Research, Inc.

Location: New Mexico Museum of Natural History & Science (offsite – located three blocks southeast of the hotel at 1801 Mountain Rd NW)

Awards Presenters: Charissa Durst, ACRA Awards Committee Chair/ Hardlines Design Company; Cinder Miller, ACRA President/ Gray & Pape, Inc.

Join ACRA at New Mexico Museum of Natural History & Science for food and libations to celebrate ACRA's industry award winners. The venue is located within walking distance of the hotel. Museum exhibits will be open to attendees upon completion of the awards presentations.

SUNDAY, SEPTEMBER 29, 2024

Breakfast on your own.


Speaker Biographies



Héctor Abreu Cintrón

Federal Preservation Officer, Department of Veterans Affairs

Héctor Abreu Cintrón is the Federal Preservation Officer (FPO) for the Department of Veterans Affairs. He served as the Deputy FPO at the VA for three years before becoming the FPO in 2023. He is an American Institute for Conservation Professional Associate (AIC PA). He has previously worked for General Services Administration (GSA), NPS, and the ACHP. Finally, he was a faculty member at the Savannah College of Art and Design in Savannah, GA and was also the Chair of the Historic Preservation Program.





Nesta Anderson (ACRA VP for Diversity)

Owner, Legacy Cultural Resources

Nesta Anderson is an archaeologist and historian and the co-owner of a woman-owned small business headquartered in Austin, Texas. She has worked in cultural resources management for more than 20 years, and is currently the Vice President of Diversity for ACRA, Secretary for the Texas State Board of Review, and the Government Affairs Committee Chair for the Council of Texas Archeologists. Nesta has had the privilege of working with a variety of descendant groups and representatives from Tribal nations on projects that include historic cemetery excavations, Traditional Cultural Places surveys, historic contexts, National Register of Historic Places (NRHP) nominations, and archaeological excavations. These experiences have provided her with opportunities to focus on facilitation of descendant voices to augment and strengthen history and to develop a better understanding of the trust necessary to appropriately share sensitive information while protecting cultural and spiritual values.

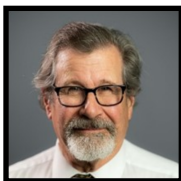


Nichole D. Atallah

Partner, PilieroMazza PLLC

Nichole Atallah counsels clients in a broad range of employment matters, including compliance with Title VII, ADA, ADEA, FLSA/wage and hour, FMLA, wrongful termination, and reduction in force. She advises clients in general business matters, including interpreting and drafting employee compensation and benefit arrangements, confidentiality, non-compete and non-solicitation agreements, as well as separation agreements.

Ms. Atallah has substantial experience assisting government contractors with FAR Part 22 compliance, including the Davis Bacon Act, the Service Contract Act, and Equal Employment Opportunity requirements specific to government contractors. Additionally, she has advised tribally owned entities on unique labor and employment issues, including Native American preferences, sovereign immunity questions, and Title VII jurisdiction.



Kimball Banks, PhD, RPA (ACRA VP for Government Relations)

Principal Investigator, Metcalf Archaeological Consultants, Inc.

Kimball Banks has 40+ years' experience in archaeology, cultural resource management, and historic preservation. He has worked for the Bureau of Indian Affairs (BIA) and the BOR as an archaeologist. Since 2009, he has been employed by Metcalf Archaeological Consultants, Inc. He is currently Chair of SAA's Government Affairs Committee and is the acting Executive Board representative for ACRA's Government Relations Committee. For the past five years he has moderated a forum at the SAA annual meetings on what graduate students need to know to be an archaeologist that they are not being taught in university departments.



Guy Blanchard

Vice President, Architectural History, WSP USA, Inc.

Guy Blanchard is a Secretary of the Interior (SOI)-qualified architectural historian and attorney who has worked in consulting since 2011. Although based in Portland, Maine, he has had the opportunity to work throughout the country on projects requiring National Environmental Policy Act (NEPA), Section 4(f), and Section 106 compliance, particularly for highway, aviation, transit, and rail. In 2021, Guy worked part-time, in-house with Amtrak, and since 2022, Guy has been the cultural resources lead on the Program Management Oversight team at Metra in Chicago. Other recent and current clients include the Massachusetts Bay Transportation Authority (MBTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Michigan Department of Transportation (MDOT) Office of Rail, and the Los Angeles County Metropolitan Transportation Authority (LA Metro). He graduated with a B.A. in Art History from Vanderbilt University, Master of Historic Preservation from the University of Georgia, and J.D. from Villanova University.



Patrick Bowen, MHP

History Team Lead and Senior Historian, VHB

Patrick Bowen is the History Team Lead and a Senior Historian at VHB, an environmental engineering firm



headquartered on the East Coast. Based in Atlanta, Patrick has spearheaded numerous large-scale projects since joining the company in 2019. His work primarily focuses on developing comprehensive historical analyses and surveys for notable clients such as the Georgia Department of Transportation, Georgia Transmission Corporation, and the Florida Department of Transportation. Patrick earned his undergraduate degree in Sociology from the University of North Carolina at Greensboro and holds a Master's degree in Historic Preservation from Georgia State University. He is currently pursuing his doctorate in History at Georgia State University, further cementing his expertise and dedication to the field. One of Patrick's most distinguished projects includes managing an extensive 1,200-square-mile survey of historic resources across seven counties in Southeast Georgia. This ambitious project involved the field survey of over 20,000 parcels, showcasing his adept coordination skills and in-depth knowledge of historical contexts. Patrick is also recognized for his forward-thinking approach to integrating new technologies into his team's workflows. Together with his GIS lead, he has innovated methods that streamline processes and enhance the precision of the products delivered to clients.

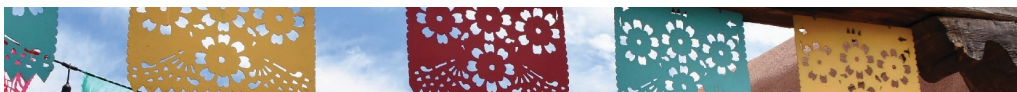


Nate Boyless, MBA

President and CEO, Metcalf Archaeological Consultants, Inc.

Nate Boyless is the President and CEO of Metcalf Archaeological Consultants, Inc. In 2018, he founded Factor Earth LLC to offer software solutions to professionals in the CRM and environmental consulting industries. The company is wholly owned by Metcalf which in turn is 100 percent employee owned, sharing the success of both companies with the crew members who make it all happen.

Since beginning development of proprietary software applications in 2017, Metcalf now owns six patents protecting the innovative solutions powering the company's suite of FactorEarth apps. The company sold its first software-as-a-service (SaaS) license in 2020 and has since signed more than two dozen agreements with new clients. The overarching vision behind the development and design of the technology – to reveal more about the world around us using immersive and engaging tools to record the human story.





Elizabeth Breiseth

Federal Transit Administration (FTA)

Elizabeth Breiseth is a SOI-qualified Architectural Historian with 18 years of federal and private sector experience.

Elizabeth is an Environmental Protection Specialist in

FTA's Office of Environmental Policy and Programs and serves as the agency's Federal Preservation Officer. As the Federal Preservation Officer (FPO), she provides policy direction and technical assistance to FTA's ten regional offices regarding Section 106 of the National Historic Preservation Act (NHPA). Elizabeth previously served as an Environmental Protection Specialist in the FTA Region 5 office where she was responsible for overseeing and providing technical assistance for the region's portfolio of environmental reviews. Prior to joining FTA in 2017, Elizabeth worked in the Hazard Mitigation Division at Federal Emergency Management Agency (FEMA) Region 5 handling environmental reviews and grants. She served as the Hazard Mitigation Officer for Minnesota and Michigan and was the mitigation division's Environmental Protection Specialist. Elizabeth's private sector experience is in cultural resource management, leading Section 106 consultations efforts for a variety of project types throughout the country. Elizabeth holds a Bachelor of Arts degree from McGill University in Montreal and a Master of Arts degree from George Washington University in Washington, D.C.



Jennifer Darcangelo, MA, RPA

Tribal and Cultural Resource Lead, Pacific Gas and Electric Company (PG&E)

Jennifer Darcangelo serves as a Tribal and Cultural Resource practice lead for PG&E, one of the largest utility

companies in the U.S. PG&E provides gas and electric service to approximately 16 million people throughout a 70,000-square-mile service area in northern and central California. Jennifer began her 30-year career as an archaeologist with a focus on precontact archaeology in California. An alumna of Sonoma State University, Jennifer holds an MA in Cultural Resources Management. She has managed state and federal cultural resources compliance in both the government and private sectors, however her emphasis over the last decade has been collaboration with





Tribes, agencies, and stakeholders. Having spent her entire childhood on public lands as the daughter of a career United States Forest Service (USFS) forester, her current efforts to facilitate compliance for utility operations across federal agency lands is personally important to her as part of ensuring the safety of the public and the protection of resources.



Johnette Davies

Senior Manager Historic Preservation, Amtrak

Johnette Davies serves as Senior Manager Historic Preservation for Amtrak, where she leads compliance with Section 106 of the NHPA and related federal cultural resources legislation for Amtrak projects nationwide. Her current duties include developing and leading a team of talented cultural resource professionals; developing internal cultural resources procedures and tools for process improvement, including coordination of Section 106 with NEPA processes and related joint procedures; supporting integration of Section 106/ NEPA compliance and historic property data into emerging enterprise tools; and serving as subject matter expert for some projects as the SOI-qualified professional in history and architectural history. She has over two decades of experience in cultural resource management. She holds a B.S. in History from Central Michigan University and an M.S. in Historic Preservation from the University of Pennsylvania.



John Douglass, Ph.D., RPA

Vice President, Statistical Research, Inc.

John Douglass is a Vice President at SRI and an adjunct Professor at the University of Arizona, where he teaches heritage management. He has conducted research in California, the American Southwest, the Midwest, and Belize and Honduras. He has organized and chaired forums, seminars, and workshops on archaeology and serves or has served on the boards of directors of the SAA, the Register of Professional Archaeologists (RPA), the Arizona Archaeological and Historical Society, and Xela Aid Partnerships in Self Reliance (a non-profit aid organization in Guatemala).





Jessica Ericson

Co-founder and Archaeologist, Community Connections, LLC.

Jessica Ericson has been passionate about archaeology and traveling since she was young. After receiving her undergraduate degree from Colorado State University in 2014, she spent the next 10 years working as a field archaeologist surveying various landscapes and partaking in excavations across seven+ western U.S. states. In between projects, Jessica led tours as a guide for various adventure tour operators across the United States. Her experience in the archaeology and tourism industries brings a unique perspective to her work at Community Connections. When Jessica co-founded Community Connections, her mission was to bring archaeology to the public through tours and education. She firmly believes that collaborating with the public creates new ways to experience archaeology and history. Jessica loves eating quesadillas, connecting with friends and loved ones, traveling anywhere and everywhere, and drinking tea on a peaceful spring morning.



Joe Giliberti, RPA

Agency Archaeologist and Federal Preservation Officer, Bureau of Reclamation

Joe Giliberti is the Agency Archaeologist and FPO for the BOR. Joe has worked for various federal agencies including the U.S. Army Corps of Engineers (USACE), U.S. Department of Energy (DOE), the USFS, and the Natural Resources Conservation Service (NRCS). Joe began his career in archaeology working as a state archaeologist. Joe also has extensive experience working in private consulting.



Andrew Goldberg (ACRA Lobbyist)

Principal, Agora

Combining a passion for forward-thinking public policy with a commitment to giving everyone a voice in the civic process, Andrew Goldberg has spent more than three decades building and leading winning advocacy programs.

After studying architecture and design at the University of Pennsylvania, Andrew got his start in politics running local and state campaigns in New





York. In Washington, Andrew served as a top legislative aide to key members of Congress, helping two freshman members establish their policy agendas and enact far-reaching legislation on education, health care, and other issues.

After a stint in the UK, where he created a parliamentary lobbying program for a British healthcare association, Andrew was named the first-ever full-time executive director of Democrats Abroad, the party's overseas arm. Andrew then moved to the American Institute of Architects. There, he rose from manager of federal regulatory relations to become senior director of federal relations and ultimately managing director of government relations and advocacy, transforming its advocacy program to raise the profile of its members in Washington and push several landmark bills to enactment.

In 2018, Andrew formed Agora, a government relations consulting firm that specializes in helping associations in the infrastructure and environment sectors grow their influence in Washington. Andrew is also the co-founder, with former U.S. Representative Russ Carnahan, of BuildingAction, a broad-based coalition advocating for sustainable building policies.

Andrew has served on the Board of Directors of the National Home Performance Council, the Executive Committee of the High Performance Buildings Coalition, the Advisory Board of the Environmental and Energy Study Institute, and the Advisory Board of the U.S. House Livable Communities Task Force. Andrew has served as a media spokesperson for several organizations and has been quoted in Politico, Roll Call, the Hill, the Washington Post, and others.

A native New Yorker, Andrew lives in Maryland with his wife, two kids, and dog. He has served as cubmaster of his son's cub scout pack and assistant coach in the Bethesda-Chevy Chase (BCC) baseball league. He is an unabashed Yankees fan, but will work with Red Sox fans on a case-by-case basis.





Moises Gonzales

Professor of Urban Design and Chair of the Community and Regional Planning Program, University of New Mexico

Moises Gonzales is Professor of Urban Design and the Chair of the Community and Regional Planning Program at the School of Architecture and Planning at the University of New Mexico. He also serves as the Director of the Resource Center for Raza Planning, which is a community outreach center within the School of Architecture and Planning whose mission is to provide technical assistance in the areas of community development, design, and natural resource planning for traditional communities throughout New Mexico. Moises's teaching focus is in Physical Planning and Urban Design as well as Historic Preservation of the Southwest. Moises is co-editor with Enrique R. LaMadrid of the recent book, *Nación Genízara, Ethnogenesis, Place, and Identity in New Mexico* by University of New Mexico Press (2019). Moises Gonzales is also co-author along with Robert William Piatt, Jr. of the book, *Slavery in the Southwest Genizaro Identity, Dignity and the Law* by Carolina Academic Press (2019).




Mel Gordon, MBA, PMP, CSM

President & COO, Codifi LLC

Mel Gordon is the President & COO of Codifi LLC, a pioneering software company dedicated to digital fieldwork and empowering professionals to excel in any environment. With over 18 years of information technology (IT) and business operations leadership across data-centric product companies, Mel has consistently focused on building and scaling innovative software solutions in exponential growth environments. Having worked closely with company founders throughout her career, she finds it a privilege to transform their passionate visions into scalable solutions and operating environments. Mel has a proven track record in driving strategic initiatives, launching innovative products, and scaling for growth. Partnering with Dr. Michael Ashley, Mel has guided the operational build-out of the Codifi team and product to deliver an enterprise-grade digital archaeology solution to the market. Mel is a dedicated advocate for wellness and diversity, equity, and inclusion (DEI), fostering a remote-first corporate culture that values inclusion and humane productivity. As an active-duty military spouse and





mom to two young children, Mel is especially passionate about the potential impact of digital archaeology solutions in creating supportive fieldwork conditions for parents and driving data sovereignty.



Richard Grubb (ACRA VP for Membership)

Vice President, Richard Grubb & Associates, Inc.


Richard Grubb is Vice President of RGA, a full-service cultural resources consulting firm founded in 1988. After directing cultural resource surveys and client services at RGA for over 30 years, Richard has now assumed the role of Director of Business Development. RGA became an ACRA member firm in 2004 and Richard became personally involved in the association in 2014 when he joined the Membership Committee. In subsequent years he chaired the Membership Committee, formed ACRA's Small Business Committee, and founded the association's Partnership Program. He has served on ACRA's Board of Directors for eight years and was appointed to the Executive Committee in 2019 where he holds the title, Vice President for Membership. Richard is also an active member of the American Society of Highway Engineers (ASHE) where he serves as Chair of the New Jersey section's Education Committee whose primary responsibility is to encourage the formation of university student chapters. Of the ten ASHE student chapters nationwide Richard has overseen the formation of four chapters in New Jersey with one more forming in 2024.



Robby Heckman, RPA

President, Statistical Research, Inc.

Robert (Robby) Heckman is the President of SRI. Mr. Heckman received his B.A. in anthropology from the University of Arizona in 1992 and his M.A. in anthropology from Northern Arizona University in 2002. Mr. Heckman joined SRI in 1992 and has served in a multitude of capacities for the firm since that time. He has extensive experience planning and managing large and complex projects across all of the western states for various federal, state, and local agencies as well as tribal and private clients. Mr. Heckman and SRI have a proven track record of working collaboratively with our clients and the communities in which we work to provide data-driven management solutions that enable better-informed decisions, planning, and allocation of funding resources.





George Herbst

*Deputy Preservation Officer, Bureau of Land Management
- California*

George Herbst is the Deputy Preservation Officer with BLM California, also assisting BLM Headquarters as acting FPO. He has worked previously with Department of Defense (DOD) and the BOR throughout the western U.S. and Indo-Pacific region overseeing domestic and foreign historic preservation programs.



Sarah Herr, PhD.

Co-owner, Desert Archaeology

Sarah Herr, PhD., is the majority owner of Desert Archaeology and an editor of the SAA journal *Advances in Archaeological Practice*. These two roles fulfill many of her research interests in frontiers, demography, Western Apache landscapes, ethics, and the history of cultural resource management in the United States.



Stephen Humphreys

CEO and Co-founder, American Veterans Archaeological Recovery

Stephen Humphreys is the CEO and co-founder of American Veterans Archaeological Recovery (AVAR), a unique 501(c)(3) non-profit organization that conducts expert archaeological fieldwork worldwide by combining the drive and precision of military veterans with academic training and supervision.




Terry H. Klein

Executive Director, SRI Foundation

Mr. Terry Klein is the Executive Director of the SRI Foundation, a non-profit historic preservation organization located in New Mexico. Terry has been involved in CRM for over 35 years, teaching courses and conducting workshops nationwide on Section 106 of the NHPA, Section 4(f) of the Department of Transportation Act, and NEPA. He has also served as the principal investigator or co-principal investigator for several national studies on effective practices for considering historic preservation factors during project planning and early





project development, and on streamlining Section 106 compliance for projects and programs. Terry has also assisted federal and state agencies across the country in preparing and implementing statewide and project-level Section 106 programmatic agreements.



Kaci Korinek

Vice President of People Operations, Workplace Change


Kaci is a VP of People Operations with Workplace Change, where she focuses on providing tailored solutions that create thriving and inclusive workplaces. In the past, Kaci has held several Human Resources (HR) roles in the private and public sector, which include serving as HR Deputy Director for the Oregon Employment Department and as Learning and Development Manager for Gallup. Kaci has developed expertise in organizational change, employee relations, compensation, learning and development, equity and inclusion, talent acquisition, and policy development. Kaci holds a master's degree in HR Management and Development from the University of Denver, a bachelor's degree in Human Relations from Doane University, and a change management certification from Prosci.



Charity Kys

Chief People Officer, Historical Research Associates, Inc.

Charity Kys is the Chief People Officer for Historical Research Associates, Inc. (HRA), where she leads people operations for both HRA and HRA's partner firm, Gray & Pape, Inc.. Over her career, Charity has provided HR support for consulting, public utility, medical, and nonprofit entities, developing progressive HR solutions that align with a company's organizational strategy. Charity enjoys partnering with owners and executives to achieve company initiatives by fostering an environment of inclusivity, innovation, and continuous learning. Charity holds a degree in Social Sciences and Business Administration from Washington State University and a SHRM Certified Professional certification from the Society of Human Resources Management.





Mecca e' (Stacy Laravie)

Indigenization Director for the National Association of Tribal Historic Preservation Officers

Stacy Laravie, Ponca name Mecca e' Stacy Laravie is a mother, Inherent Family Chief, Matriarch, Ponca tribal member, water protector, seed keeper, steward of the Ponca corn, and knowledge keeper. She grew up along the Missouri River, Niobrara River, and Ponca Creek, the home of her 3x Great Grandfather Chief Standing Bear of the Ponca Nation. She is founder of "Ithishi," a nonprofit with the objective to feed or nourish. Nourish the mind, body, and spirit through healing Foods and traditional ways, in hopes of preserving culture and healing her Indigenous relatives. Stacy assists in stewarding the Ponca corn seeds and growing the Ponca corn through her nonprofit. She is an indigenous chef. She is a traditional knowledge keeper specifically in land, water, plant, and food medicines. She will be publishing her first book in 2025 about Ponca plants and has a Nebraska History Podcast. A former Tribal Historic Preservation Officer (THPO) for her tribe but now is National in her Tribal Preservation efforts. She is the Indigenization Director for the National Association of Tribal Historic Preservation Officers (NATHPO). In all these roles, it is her inherent responsibility and humble honor to fight for tribal sovereignty, to protect and preserve the land, culture, ancestors, language, and existence of the Ponca people.



Jose Lopez

GIS and Technology Lead, VHB

Jose Lopez is the GIS and Technology lead at VHB, an environmental engineering firm headquartered on the East Coast. Based in Atlanta, Jose provides broad support to several departments including Transportation Systems (Planning and Engineering), Environmental Services (History, Archaeology, Ecology, NEPA and Air & Noise) and Roadway Design. Jose has led a charge in modernizing field data collection, helping teams move away from pen and paper and into dynamic mobile and web-based systems. Practicing GIS for over a decade, Jose constantly seeks out new ways to leverage GIS advancements for cultural resources. He is particularly innovative at creating interactive web applications and modernizing deliverables. In his



free time, Jose enjoys fishing, cooking, film photography, and biking.



Rachel Mangum

Advisory Council on Historic Preservation

Rachael Mangum is the Assistant Director of the Federal Permitting, Licensing, and Assistance Section (FPLAS) within the Office of Federal Agency Programs (OFAP) at the ACHP. She joined the ACHP in June 2020 and served for a year and a half as the Department of the Army liaison to facilitate the Army's development of a new Program Comment for historic housing. She moved to FPLAS as a Program Analyst, reviewing Section 106 compliance for the Federal Aviation Administration (FAA), Federal Railroad Administration (FRA), and Federal Transit Administration (FTA), the Environmental Protection Agency (EPA), and the U.S. Department of Housing and Urban Development (HUD) before becoming Assistant Director in November 2023. Rachael joined the ACHP with 20 years of experience in cultural resources management supporting federal agencies and state Departments of Transportation in their NHPA and NEPA compliance. She has conducted or overseen archaeological and architectural resource investigations to identify and evaluate historic properties, managed archaeological and archival collections and their curation, and assisted agencies in the resolution of adverse effects on complex projects. She received her M.A. in Anthropology from The George Washington University and B.A. in Anthropology from Wake Forest University. She is on the Register of Professional Archaeologists.



Matthew Metcalf

Coordinator of the Historic Preservation Program, Bucks County Community College

Matt Metcalf is Coordinator of the Historic Preservation program at Bucks County Community College in Newtown, Pennsylvania, where he teaches courses in archival research for historic preservation, oral history, and U.S. History surveys. At Bucks, Matt has helped develop new courses addressing evolving preservation topics, including cultural landscapes, field documentation, and historic preservation administration for the established Certificate program catering to non-traditional students. As a result of an innovative



partnership with the U.S. Department of Labor's Job Corps program and the NPS, he established a pathway for younger, traditional students to achieve a transferrable Associate's degree with a cultural resources focus. As liaison for the Historic Preservation program, Matt serves as a consultant for civic associations, historical societies, government boards, and members of the public in greater Bucks County working to identify, document, conserve, and share historic resources with the public.



Cinder Miller, Ph.D. (ACRA President)

President, Gray & Pape, Inc.

Dr. Cinder Miller is the President of Gray & Pape, Inc. and of ACRA. She has worked in the field of CRM for more than 25 years, managing projects in 27 states and overseas for a wide variety of public and private sector clients. She has worked with ACRA, on committees and on the board, for nearly 20 years. In 2023, Cinder and her partners purchased Gray & Pape, Inc. from Kevin Pape, the sole owner and founder. She moved from the role of Vice President to President and saw her day-to-day functions and relationships change. In the last year she has focused on developing her leadership skills through executive coaching, mentoring, and listening to her staff, peers, and Chief People Officer. She is passionate about the need for all professionals to be continuous learners and develop their skills sets as they evolve in their careers.



Burr Neely, RPA

Vice President, Statistical Research, Inc.

Burr Neely is the Vice President of Business Development at SRI. He has been an effective and influential leader in both small and large business environments, from General Manager at Northern Land Use Research Alaska to a senior leader at AECOM, and now an integral part of the SRI leadership team. He provides insight from a development mindset, with an eye on the overall CRM industry. He previously served as the Vice President of Government Affairs for ACRA, and now serves as the ACRA Government Relations Chair.





Mary Prasciunas, Ph. D.

Anthropology Faculty and Director of the Center for Archaeological Field Training, Pima Community College

Dr. Prasciunas has over 25 years of archaeological experience in academic and cultural resource

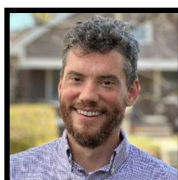
management settings. She currently teaches archaeology courses at Pima Community College (PCC) in Tucson, Arizona, and directs PCC's Center for Archaeological Field Training. She works closely with local industry to ensure that the PCC Field Archaeology Certificate program meets the needs of employers and provides students with the skills they need to successfully enter the workforce or continue with their educational goals. She is committed to maintaining an accessible and affordable field training program that can provide an entry point for students who may otherwise be underrepresented in the discipline.



Kim Redman, RPA

President and General Manager, Alpine Archaeological Consultants, Inc.

Kim Redman is President and General Manager of Alpine Archaeological Consultants, Inc. in Colorado. She has served in leadership roles for ACRA, SAA, and RPA (and is currently enjoying a brief respite from service).



Anthony Ross, Ph.D.

Environmental Protection Specialist, Federal Railroad Administration

Anthony Ross is an Environmental Protection Specialist at the FRA. As a member the Cultural Resources Division, Anthony oversees the review of FRA-funded projects for compliance with the NHPA and NEPA. He previously worked for the Indiana Department of Transportation, serving in both the Environmental Policy and Cultural Resources Offices. He received a Ph.D. in history from the University of Michigan and a B.A. from Penn State.





Jasmine Saxon, RPA

Co-founder and Archaeologist, Community Connections, LLC.

Jasmine Saxon received her M.A. in anthropology with a concentration in archaeology from the University of Denver (DU) in 2018. Through experiences including working with community members on her thesis project as well as assisting DU with the Campus Archaeology project, Jasmine became enthusiastic about public archaeology. Jasmine co-founded Community Connections LLC to bring archaeology to local communities and to assist them with preserving the history that they find valuable. After working in the field for a few seasons, Jasmine transitioned full time to Community Connections to assist communities with bridging the gap between development and preservation. Jasmine has a fresh new outlook on how archaeology can be a vital tool in understanding the human condition in an environment filled with social unrest and racism. Jasmine lives with her husband, David and their English Mastiff, Jango, in Denver, Colorado. She loves to travel, cook, and eat new exotic foods, play games, laugh, and spend lots of time outside.



Ann M. Scott, PhD, RPA

Program Manager for Environmental Planning, Terracon Consultants, Inc.

Ann M. Scott, PhD, RPA is a Program Manager for Environmental Planning at Terracon Consultants, Inc, a national firm specializing in environmental, geotechnical, and materials testing services. She earned her PhD in Latin American Studies in 2009 from The University of Texas at Austin. She received a MA in Anthropology from Northern Illinois University and a BS degree from Central Michigan University. She has over 25 years of archeological experience and has worked for the NPS, the State of Wisconsin, the State of Illinois, and various private consulting firms in the Midwest and Texas including ACRA member firms. Ann has been involved with ACRA for over a decade serving a few terms as a member of the board of directors or being involved in the various committees; she is currently co-chair of the Academic Collaboration Committee.





In addition to a successful career in CRM, Ann has a long record of conducting research in Latin America. She has participated in archeological research in Peru, Bolivia, Honduras, Guatemala, Belize, and Mexico. She also specializes in Mesoamerican cave archeology studying the use of caves in a ritual context. Her dissertation research examined contemporary use of sacred space among the Kaqchikel Maya in the southern Highlands of Guatemala. She recently moved back to the Midwest to work in the Great Lakes region and conduct business and program development out of the Chicagoland region.



Signe Snortland

Principal Investigator, Metcalf Archaeological Consultants, Inc.

J. Signe Snortland, Principal Investigator with Metcalf Archaeological Consultants, Inc., is an experienced NHPA practitioner. She served as an Environmental Specialist and as Area Archaeologist for the BOR and managed a federal office in Colorado. As the Chief Archeologist for the State Historical Society of North Dakota and State Historic Preservation Office she conducted thousands of Section 106 reviews. In addition to compiling environmental impact statements, she has published numerous archaeological papers.



Amanda Stratton

Executive Director, American Cultural Resources Association

Amanda Stratton joined ACRA as the organization's first full-time executive director in June 2018, bringing with her over 10 years of experience working in the non-profit and trade association industries. Based in Washington, DC, she is working alongside the Board of Directors to execute the association's strategic plan and ensure that ACRA is effectively serving its diverse membership base. Committed to growing the organization and CRM industry overall, her priorities include increasing member engagement, bringing new opportunities to ACRA and its members, and raising the profile of the industry with policymakers, affiliated organizations, and the general public.





Serilda Summers-McGee

Founder and CEO, Workplace Change

Serilda Summers-McGee is the Founder and CEO of Workplace Change, a HR firm created to guide, advise, and encourage the business world through internal as well as external growth and transition, while incorporating DEI into HR systems. Serilda has been an HR/DEI innovator for over 17 years, honing her ability to identify challenges and opportunities while teaching the masses how to be better leaders. She has inspired thousands to create, embrace, and mobilize lasting organizational change. Most recently, Serilda was Chief Human Resources Officer (CHRO) for the City of Portland, Oregon, one of the fastest growing cities in the U.S. While serving as the CHRO, she led a bureau of 84 professionals who supported a workforce of more than 10,000. She has held leadership roles for the Portland Development Commission, the Oregon Department of Education, Kaiser Permanente, Partners in Diversity, and Reed College. In 2019, Serilda positioned the City of Portland's Bureau of Human Resources to win the Western Region International Public Management Association for Human Resources "Agency Award for Excellence." Serilda was also recognized by the Portland Business Journal receiving the "Women of Influence Award" in 2018, "HR Excellence Award" in 2019, and "CEO of the Year Award" in 2022. For Serilda, the importance of HR became apparent while working the counter at Taco Bell in her first high school job, that lasted eight years. She believes in the power of an equitable and inclusive work environment. She knows that to be a healthy company, there must be a healthy culture. Serilda has made it her life's work to help organizations and leaders create and sustain optimal work cultures.



Michelle Volkema

Deputy Federal Preservation Officer, Office of the Secretary of Defense

Michelle Volkema is the Deputy Federal Preservation Officer at the Office of the Secretary of Defense (OASD (EI&E)). She previously served as NEPA Compliance Officer and Assistant Deputy Director of Compliance at the Office of Local Defense Community Cooperation, and Conservation SME at the Air Force Secretariat (SAF/IE).



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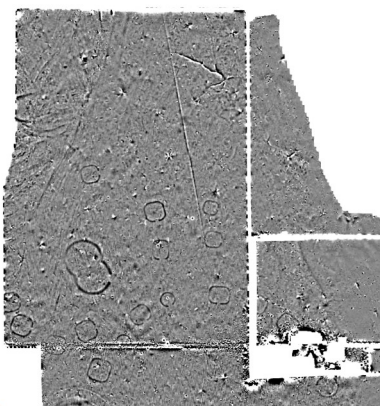
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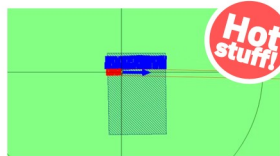
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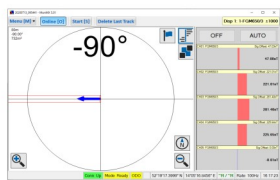
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