



**ACRA**  
American Cultural Resources Association

*Reaching New  
Heights  
in the  
21st Century*

**21st Annual Conference  
October 1-4, 2015  
Denver, Colorado**

# Schedule of Events

\*Unless otherwise stated, all sessions, events, and meals are included with conference registration.\*

## Thursday, October 1, 2015

7:30am–4:30pm Registration

**Location:** Centennial Foyer



8:00am–2:00pm ACRA Board of Directors Meeting

**Sponsor:** Commonwealth Cultural Resources Group, Inc.

**Location:** Aspen

**Presenter:** Duane Peter, ACRA President/ Versar, Inc.



8:00am–12:00pm **Workshop 1: *Understanding and Engaging Space Age Architecture: A Mid-Century Modern Workshop*** (Ticketed Event)

**Location:** Centennial Ballroom

**Presenter:** Wade Broadhead/ City of Florence, Colorado, Planner and National Alliance of Preservation Commissions [NAPC] Preservation Trainer

**Moderator:** Tabitha Burgess/ Versar, Inc.

**Abstract:** Participants in this workshop will be led through an exploration of mid-century architecture. As compliance drives us to record Ranch, Minimal Traditional, and other mid-century architectural forms, more and more states are crafting new guidelines for the recordation of these properties. This workshop will discuss the challenges of incorporating mid-century buildings, structures, objects, and districts in our projects and stimulate a dialogue on how these resources will affect our work in the future.



12:00pm–1:00pm **Lunch on Your Own**



1:00pm–5:00pm **Workshop 2: *FAR Indirect Rates: What You Really Need to Know*** (Ticketed Event)

**Location:** Centennial Ballroom

**Presenter:** Daniel Markham/ Daniel Markham CPA

**Moderator:** Michael L. Carmody/ Dovetail Cultural Resource Group

**Abstract:** A firm's business and accounting policies affect their indirect cost rate. Policies start at the proposal phase and conclude at the billing phase. The course outline includes: 1) Applying engineering requirements to cultural resource firms; 2) Use standard billing rates; 3) When to use an indirect rate; 4) The effect that tax planning has on indirect rates; 5) Policies related to direct labor; 6) Policies on tracking unallowable types of labor; 7) Policies on compensation and bonus plans; 8) Policies on cash versus accrual accounting; 9) Unallowable costs; 10) Hidden, unallowable costs and pitfalls; 11) How billing policy can result in credits to the indirect rate; and 12) Raises and when to request them.

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**5:30pm–8:30pm ACRA 21st Annual Conference Welcome Reception**

**Sponsor:** BETA Analytic, Inc.

**Location:** Lobby Court & Terrace

**Remarks:** Duane Peter, ACRA President/ Versar, Inc. and Ron Hatfield/ BETA Analytic, Inc.

**Description:** Come say hello to your colleagues as ACRA welcomes all of our participants to Denver. Hors d'oeuvres will be served, and a cash bar will be available.

## Friday, October 2, 2015

**7:30am–4:30pm Registration**

**Location:** Centennial Foyer



**7:30am–8:15am Breakfast**

**Location:** Centennial Foyer



**8:15–8:30 President's Welcome**

**Location:** Centennial Ballroom

**Presenter:** Duane Peter, ACRA President/ Versar, Inc.



**8:30–9:15 Session 1: *45 Years of Historic Preservation in Denver***

**Location:** Centennial Ballroom

**Presenter:** Annie Levinsky/ Preservation Denver

**Moderator:** Kerri S. Barile/ Dovetail Cultural Resource Group

**Abstract:** Denver has been a leader in urban preservation for nearly 50 years. As the nation celebrates the 50th Anniversary of the National Historic Preservation Act, it is important to look back on how the law played out for local communities, from landmarks lost and saved to innovative and creative strategies that honored cultural resources and knit the city together. The story of Historic Denver mirrors the story of preservation across the country and includes exciting victories including the Molly Brown House Museum, Paramount Theater, Lower Downtown, Union Station, and more than 50 residential districts.



**9:30–10:15 Session 2: *Washington Update: Advocating for a Thriving CRM Industry***

**Sponsor:** New South Associates, Inc.

**Location:** Centennial Ballroom

**Presenters:** Marion Werkheiser/ Cultural Heritage Partners; Brian Thomas/ Natural Resource Group; Ian Burrow/ BurrowIntoHistory

**Moderator:** Marion Werkheiser / Cultural Heritage Partners

**Abstract:** Federal laws and regulations can make or break the CRM industry. Hear the latest issues in Washington, how ACRA is stepping up its advocacy efforts to support

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conditions that will allow the CRM industry to thrive, and how you can be a more effective advocate for your business.



**10:15–10:30 Coffee Break**

**Sponsor: Mead & Hunt**

**Location: Centennial Foyer**



**10:30–12:00 Session 3: *Federal Best Practices: Moving the Past Forward***

**Sponsor: Versar, Inc.**

**Location: Centennial Ballroom**

**Presenters:** Signa Larralde/ Bureau of Land Management; Amy Pallante/ History Colorado, Office of Archaeology & Historic Preservation; and Richard Wilshusen/ PaleoCultural Research Group

**Moderator:** Duane Peter/ Versar, Inc.

**Abstract:** An important part of ACRA's revised mission statement is that the organization advocates for conditions that allow the CRM industry to thrive. The desired outcome is an enhanced appreciation of the public value of the CRM industry from clients, regulators, and the public. Achieving this enhanced appreciation may come through the collection of examples of responsible cultural resource management solutions and effective Section 106 consultations and communication of these examples throughout our industry and to the public. Dr. Signe Larralde of the BLM will present an overview of the Permian Basin Programmatic Agreement, which represents an alternative approach for Section 106 compliance and addresses how it may serve as a model elsewhere. Amy Pallante will provide an example of a Colorado collaborative mitigation effort that provided meaningful results for everyone involved. Dr. Richard Wilshusen, who has been a part of the SAA Task Force examining the need for resurvey, will address potential best practices concerning survey, mitigation, and training as we move forward.

## ***Abstract Subsession 3A: The Permian Basin Programmatic Agreement: Best Practices Based on Seven Years of Implementation (Signa Larralde)***

The Permian Basin Programmatic Agreement (PA) is an alternative form of Section 106 compliance offered mainly to the oil and gas industry in southeastern New Mexico for projects located on BLM land. Proponents of projects within the PA area may contribute to a dedicated archaeological research fund in lieu of contracting for project-specific archaeological surveys, provided that their proposed projects avoid recorded archaeological sites. Dedicated funding goes towards research on the archaeology and history of southeastern New Mexico. The PA calls for consulting parties to evaluate its effectiveness during its seventh year of implementation. As a result of that recent evaluation on May 7, 2015, the PA will be extended for 10 additional years. In this presentation, we discuss the reasons for the PA, successes and missteps during its first seven years, and ways that the Permian Basin PA might be used as a model elsewhere.

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## **Abstract Subsession 3B: Collaborative Mitigation to Resolve Adverse Effects in Section 106 Consultations (Amy Pallante)**

Often, the standard mitigation response to resolve adverse effects under Section 106 is to “Document and Destroy” historic resources through some level of recordation. The recordation is then usually shelved and rarely used. The purpose behind Collaborative Mitigation is to strengthen the consultation process by including the comments and suggestions of consulting parties to develop broader mitigation that can benefit the sense of place of those living in the project area. Collaborative Mitigation has the benefit of defining meaningful mitigation measures as well as the added value of building positive relationships with consulting parties who often are involved in multiple projects and consultations with the same lead Federal agency.

## **Abstract Subsession 3C: Breaking Down the Rote Ways in Which We Do Archaeology and Diminishing the Boundaries between the Three Archaeologies in the United States (Richard Wilshusen)**

The three major employers of archaeologists in the United States—the academy, the government, and CRM firms—agree on very few things. Archaeologists in each of the three groups have become increasingly specialized in particular practices: federal, state, and tribal archaeologists specialize in planning and reviewing archaeological matters; CRM archaeologists are great at doing archaeology; and the academy considers that it is far better at thinking about archaeology and training students than the other two groups. We do not communicate nearly enough across these boundaries and consequently our planning, doing, and training in archaeology suffer. Building on two recent SAA Task Force reports and several other recent surveys of archaeologists, I will suggest some ways in which we might begin to break down the rote ways in which we plan and survey, the robo-way in which we approach mitigation, and the very poor system we have for training archaeologists.

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12:00pm–1:30pm Lunch on Your Own

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12:00pm–1:30pm Past President’s Luncheon (By Invitation Only)

**Location: The Meritage**

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1:30pm–2:15pm Session 4: *Project Manager Professional Certification—The Process and What It Can Mean to You and Your Firm*

**Location: Centennial Ballroom**

**Presenter:** Charles Knezevich/ AVR Associates, Ltd

**Moderator:** Michelle Wurtz/ Versar, Inc.

**Abstract:** Being busy does not mean you are making progress. What is the value of your work and how do you measure it? To answer these questions, we need to understand “What is project management?” Knowing the true definition of a project will help you understand how it is used. A “project” is a temporary endeavor with a being and an end. It creates a unique product, service, or result. The answer to “What is project management?” involves technical terms and processes. It also involves roles and responsibility and authority levels. It is both a science and an art that includes the following high level processes: initiating, planning, executing, monitoring and controlling,

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and closing. This presentation will cover why project management is important to your business and why a PMP certification is important to you. We will discuss the Project Management Institute (PMI) and the requirements needed to qualify to take the PMP exam.



**2:30pm–3:45pm Session 5: *Preservation on Private Land: The Indian Camp Ranch Case Study***

**Sponsor:** Gray & Pape, Inc.

**Location:** Centennial Ballroom

**Presenters:** W. Kevin Pape/ Gray & Pape, Inc.; Dr. Scott Orton/ University of Colorado, Boulder and former Research Director, Crow Canyon; Dr. Richard Wilshusen/ PaleoCultural Research Group; Elizabeth Bartley/ Westwood Community Urban Redevelopment Corporation.; Ronald P. Maldonado/ Westland Resources, Inc.

**Moderator:** W. Kevin Pape (Gray & Pape)

**Abstract:** Indian Camp Ranch, billed as “America’s First Archaeological Subdivision,” is a place where homeowners are guaranteed that their property contains archaeological sites. The covenants of the homeowners association allow residents to excavate on their land under supervision of a professional archaeologist. Very few options are available for managing archaeological resources on private property, particularly in an open market rather than regulatory context. Does the Indian Camp Ranch approach provide a responsible way of balancing preservation and development? This unique model provides a setting for a larger conversation about how to create an ethic, or possibly a model, of heritage preservation on private lands, including both above- and below-ground resources. The moderated panel format will include participants representing archaeological research and management, Native American, and international heritage perspectives.



**4:45pm Buses Leave for Downtown Denver**

**Location:** Meet in the Omni Lobby

**Description:** Following a short break after the session, attendees will board coach buses for transportation to downtown Denver. Once you are there, feel free to take a few minutes to walk around and experience the unique atmosphere of downtown. Be sure to arrive on time so we don’t leave you behind!



**6:00pm–10:00pm Keynote Speaker and Award’s Dinner**

**Sponsors:** PaleoWest Archaeology and Dovetail Cultural Resource Group

**Location:** Wynkoop Brewery, Mercantile Room, Downtown Denver

**Description:** After your free time downtown, return to the Wynkoop Brewery for hors d’oeuvres and drinks, followed by dinner and dessert. Our keynote address and ACRA awards presentation will follow.

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**Keynote Speaker: Marjorie Clifton/ Clifton Consulting LLC**  
*Telling the Public Story of CRM*

**Abstract:** Communications expert and global television, radio, and news commentator Marjorie Clifton will share strategies for focusing the message of both ACRA and individual CRM firms and engaging the media to enhance support for responsible heritage management.

**Awards Ceremony:** Presented by Al Tonetti, ACRA Awards Committee Chair/ ASC Group and Duane Peter, ACRA President/ Versar, Inc.

10:00pm Buses Leave for the Omni Interlocken

## Saturday, October 3, 2015

**7:30am–2:00pm Registration**

**Location: Centennial Foyer**



**7:30am–8:30am Breakfast**

**Location: Centennial Foyer**



**8:30am–9:30am ACRA Business Meeting**

**Location: Centennial Ballroom**

**Presenter:** Duane Peter, ACRA President/ Versar, Inc.



**9:30am–10:00am ACRA Board of Directors Meeting**

**Location: Aspen**

**Presenter:** Duane Peter, ACRA President/Versar, Inc.



**9:30am–10:00am Coffee Break**

**Sponsor: Statistical Research, Inc.**

**Location: Centennial Foyer**



**10:00am–10:45am Session 6: *Your Company Without You...How to Transition Successfully***

**Location: Centennial Ballroom**

**Presenter:** Ron Borkan / Ellis Environmental

**Moderator:** Tom Motsinger/ PaleoWest Archaeology

**Abstract:** Baby boomers are retiring! While that creates opportunities in the work force for younger employees, those baby boomer entrepreneurs who started and nurtured their companies need to figure out how to transition their companies to that new generation so they can retire. Not only do they need to transition their cultural resource business, but they also need to transition their roles. It is not easy, and unfortunately many companies

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simply go out of business either because they did not develop and implement a well-thought-out plan, or they chose not to try, or in rare cases they had just really bad luck. This talk will focus on a number of factors involved in a successful ownership and management transition, including company valuation, who might be interested in buying your company, what their motivations are, differences in internal versus external sales, preparing leadership and ownership transition plans, and future roles of the founders, among other topics.



**11:00am–11:45am Session 7: *Do You Know HR – Challenges Facing ACRA Firms and Knowing When to Engage the Experts***

**Sponsor:** Metcalf Archaeological Consultants, Inc.

**Location:** Centennial Ballroom

**Presenters:** Valerie Stremsterfer/ Intrepid Benefits; Vanessa Mirro/ Applied Earthworks, Inc.; Pamela Harber/ Metcalf Archaeological Consultants, Inc.; Nathan Boyless/ Metcalf Archaeological Consultants, Inc.

**Moderator:** Nathan Boyless/ Metcalf Archaeological Consultants, Inc.

**Abstract:** You did not start your company because you wanted to learn all the fun nuances of human resource management, yet today you find yourself navigating those waters as a business owner and manager. Administering health and welfare benefits is another full-time job for you; avoiding pitfalls in hiring, classifying, and supervising employees is now a daily task; and while that RFP is awaiting your response, you need to decide which health care plan makes sense for your employees and your company. How do you know when to seek an expert and when to manage HR yourself? Whether you hire a full-time HR manager or engage a third-party consultant, solutions do exist that will help keep you focused on your core business. This session will explore some challenges of human resource management facing CRM firms. Using the Affordable Care Act as an example, panelists will discuss looming requirements facing small businesses and the rising costs in order to comply with federal law. Sharing examples from ACRA firms, the panelists will also highlight best practices and lessons learned in managing employees, administering benefits programs, and leveraging third-party consultants when the going gets tough.



**12:00pm–1:15pm Committee Luncheon**

**Sponsor:** Minelab

**Location:** Pavilion

**Remarks:** Kim Redman, ACRA Webmaster/ Alpine Archaeology, Inc. and Malissa Salzinger/ Minelab

**Description:** Join us for lunch to learn about the various committees within ACRA. You will have the opportunity to talk to committee chairs about their goals and provide your input on what you would like to see ACRA achieve.





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## 1:30pm–2:15pm Session 8: *The Evolving Dynamics of Cultural Landscapes in Tribal Consultation*

**Sponsor:** Archaeological Investigations Northwest, Inc.

**Location:** Centennial Ballroom

**Presenters:** Richard C. Hanes/ Applied EarthWorks, Inc.; Leonard Forsman/ Suquamish Tribe; Ron Maldonado/ Navajo Nation

**Moderator:** Terry Majewski/ Statistical Research, Inc.

**Abstract:** The concept of cultural landscapes has evolved substantially during the past two decades of tribal consultation, along with the manner to address them in the regulatory framework. Following the 1970s inception of the Federal historic preservation program as we know it today, historic landscapes were most often conceived in the form of battlefields, mining districts, or other such historic areas. Beginning in the 1980s, however, participation of Native American groups in regulatory processes has grown in relation to proposed project assessments, and the notion of landscapes has taken a decidedly different form involving recognition of a broader human experience. Amendments to the National Historic Preservation Act in 1992 introduced a new category of historic property—those of traditional cultural and religious importance—that are commonly defined during consultation. Executive Order 13007, issued in 1997, further interjected the protection of sacred sites and access to them. By the 2010s, this growth in the geographic scale of culturally sensitive places was matched by the increased scale of proposed projects, including commercial renewable energy projects and expanded energy transmission systems needed to connect these new energy sources to markets. The presenters will discuss challenges posed by culturally sensitive landscapes identified through consultation, review approaches used to identify and assess the nature of the landscapes in the context of proposed development, and evaluate solutions to potential conflicts recently offered.



## 2:30pm–3:15pm Session 9: *Digital Storytelling 101: Sharing the Power of Place through Online Media*

**Sponsor:** Louis Berger Group

**Location:** Centennial Ballroom

**Presenter:** Claire L. Lanier / History Colorado, State Historical Fund and Office of Archaeology & Historic Preservation

**Moderator:** Kevin Thompson/ PaleoWest Archaeology

**Abstract:** Communicating about preservation and archaeology can feel daunting, but it is easier than you think! Discover how you can junk your jargon and transform professional CRM writing into exciting online content for the public. Get tips on how to use social and digital media as an effective outreach and educational tool under time and budget constraints. Learn to see CRM through a new lens to engage youth and Millennials in the preservation conversation. With these tools and strategies, any CRM organization can tackle digital media to bring preservation and archaeology into the spotlight.



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**3:30pm–4:15pm Session 10: *Let's Stop Complaining and Do Something About It! Design a CRM Certificate and Master's Program***

**Location:** Centennial Ballroom

**Presenter:** Carol J. Ellick/ Archaeological and Cultural Education Consultants

**Moderator:** Cinder Miller/ Gray & Pape, Inc.

**Abstract:** If you had the opportunity to design a CRM certificate and Master's Degree program, what would it include? What do you consider the most important knowledge and skillset for archaeologists wishing to enter the field of CRM? What are the different levels of knowledge for archaeological technicians, crew chiefs, project directors, and principal investigators? How would you structure the curriculum? Would you include a required internship component? Ever imagine you would actually get asked by an anthropology program to design a CRM certificate and Master's program? The University of Maryland, College Park Anthropology department is looking to ACRA for answers to these questions. The Department not only wants input from ACRA members, as the experts during the initial design stages, they want ACRA to partner with the department and ACRA members to teach classes and provide internship opportunities. This is an opportunity for ACRA to inform and form the practice of CRM by training students wishing to enter the field. Following a short introduction, attendees will participate in a facilitated brainstorm session that will serve as the basis for a proposal for the development of a CRM certificate and Master's program.



**6:00pm–9:00pm PaleoFiesta Closing Reception**

**Sponsor:** Center for Applied Isotope Studies at the University of Georgia

**Location:** PaleoResearch Institute (2675 Youngfield Street, Golden)

**Remarks:** Duane Peter, ACRA President/ Versar, Inc. and Jeff Speakman/ Center for Applied Isotope Studies at the University of Georgia

**Description:** Let loose on your last night in Denver! A fiesta-themed social will be held at PaleoResearch. Enjoy dinner and drinks as you say goodbye to old and new friends and take a tour of the lab. There may even be a piñata sighting! Transportation is on your own, and a ride board will be established by the registration desk.

**Sunday, October 4, 2015**

Breakfast on Your Own

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## KEYNOTE



**Marjorie Clifton**  
**Principal, Clifton Consulting LLC**

Marjorie Clifton has over 16 years of experience in communications and strategic planning. Marjorie began her career in technology startups in Austin, Texas, and then founded her consulting business in Washington, D.C., in 2004. As a consultant for corporations, non-profits and federal agencies, she establishes platforms for positioning and optimizing the impact of organizations and individuals by building and executing internal and external communication plans. Her clients have included the U.S. Department of State, U.S.A.I.D, the Federal Reserve, the U.S. Department of Energy, Deloitte Consulting, Booz Allen Consulting, Verizon, General Motors, Coca Cola, the American Red Cross, Boeing, Pfizer, Ebay, the American Medical Association, World Wildlife Fund, Conservation International, the Women's Media Center, the Women Donors Network, and the American Association of University Women.

In her capacity as consultant, she builds strategic coalitions, events, and media campaigns to navigate complex global communications challenges. In addition, she is an expert in building and leading communications training programs and leadership initiatives, and her programs and campaigns have spanned five continents and nearly all 50 states. Marjorie is also a published author, speaker, and media commentator. She regularly appears on CNN, Fox, NBC, MSNBC, PBS, and global television networks and radio. She is co-founder of Community in Her Corner, a non-profit focused on professional development and local community building for female entrepreneurs. She is an executive board member of Running Start and founder of their Next Step program, which trains women 22-28 in career development and politics. She is also an advisory board member for the University of Texas' School of Undergraduate Studies.

Marjorie received her bachelor's degree in Communications and Spanish from the University of Texas, where she is currently a fellow for the Annette Strauss Institute for Civic Participation. She has her Master's in acting and corporate theater from Drama Studio London.

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## Session Speakers



**Elizabeth Bartley**  
**Executive Director, Westwood Community Urban  
Redevelopment Corporation**

Elizabeth Bartley is on the Board of Trustees of US/ICOMOS (International Council on Monuments and Sites) and is a member of the World Heritage Ohio Steering Committee. With a background in architectural history and design, archaeology and history, and regional development, the arts, culture, and heritage sectors have been the primary focus of Elizabeth's teaching, research, and practice for more than 20 years. Elizabeth's research and professional practice extends to integrating arts and culture into local, regional and national strategies as resources for local social and economic development. She is a co-founder of Sustainability, Culture and Place, in the School of Planning at the University of Cincinnati, dedicated to cultural and ecological protection, development, and sustainability. Elizabeth's commitment to local and regional development extends to her role as Executive Director of the Westwood Community Urban Redevelopment Corporation.



**Ron Borkan, M.S.**  
**President, Ellis Environmental, LLC**

Ron Borkan started Ellis Environmental, LLC in early 2014. The firm specializes in management and ownership transition for environmental (natural and cultural resource) consulting firms. In addition to consulting, Ron currently serves on the Board of Directors of Stillwater Sciences and Applied Earthworks. Ron grew up in Princeton, New Jersey and received his Bachelor of Science Degree in Natural Resources from the University of Michigan in 1980. After graduation, Ron worked for the National Park Service, Bureau of Land Management, and U.S. Forest Service. In 1983, Ron went to graduate school at the University of Arizona, where he received a Master of Science Degree in Renewable Natural Resources in 1986. Later that year, Ron went to work for SWCA, Inc., Environmental Consultants. In 1991, he joined SWCA's Board of Directors, gradually taking on more senior leadership roles in the company, including leading the effort of SWCA becoming an ESOP. Ron was appointed SWCA's first CEO in 1998. Over the next seven years, the company tripled in size. Many new offices were opened, five firms were acquired, and the company was thriving; however, Ron was ready for a change. He decided to step down from the CEO role to get back to interacting with staff and clients. Over the next few years, Ron's management responsibilities again increased, and he was soon added to the company's Executive Team. By 2012, it was clear that his attempts to simplify his

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management responsibilities were not working, so after 26½ years with SWCA, Ron retired on December 31, 2012. 2013 was a year of contemplation as to what to do next, as well as comply with the terms of his non-compete and non-solicitation clauses. By 2014, Ron was ready for the next phase of his professional life, and started Ellis Environmental, LLC. Ron is married and has three children, Ben (26), Will (24), and Evy (21), along with two poodles.



**Nathan D. Boyless, M.B.A.**  
**President, Metcalf Archaeological Consultants, Inc.**

Nathan Boyless is the President and General Manager of Metcalf Archaeological Consultants, Inc., a CRM firm headquartered in Golden, Colorado with regional offices throughout the western United States. Mr. Boyless earned his B.A. in Anthropology from Northern Arizona University and his Masters of Business Administration from the Eller College of Management at the University of Arizona. His professional experience includes employment as an archaeologist for the National Forest Service and private consulting firms. He currently serves on the Boards of Directors for the American Cultural Resources Association, the Leaders in Energy, and the Lamb Spring Archaeological Preserve.



**Wade Broadhead**  
**Planner, City of Florence, Colorado, and National**  
**Alliance of Preservation Commissions [NAPC]**  
**Preservation Trainer**

Wade Broadhead is currently the Planning Director of Florence, Colorado, working on development and preservation issues. He was most recently a land use planner and staff person for the City of Pueblo's Historic Preservation Commission, where he worked from 2005 to 2014. Prior to his career in planning and preservation, Wade worked as an archaeologist and GIS supervisor conducting consulting work across the southwestern United States. In Pueblo, Wade helped spearhead an engaging neighborhood-based historic context approach to survey most of the city's historic neighborhoods as well as its Post-War resources. He volunteered to serve as a grant reviewer for the State Historical Fund from 2010–2011; he was an Endangered Places Reviewer from 2009–2011; and he presented papers at the National Trust for Historic Preservation, NAPC Forum, APA, and Saving Places conferences over the past two years. Wade has a passion for Mid-Century Modern Architecture and social history as well as citizen engagement. He has conducted a Mid-Century Modern training course in Seattle and Spokane for NAPC as well as presenting "Mid Mod" for Commissioners in Colorado. Wade has four small budding preservationists under the age of 12, and even teaches Elementary school kids about Mid Mod architecture for school functions.

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**Ian Burrow, Ph.D.**  
**President, BurrowIntoHistory**

Ian Burrow has worked in CRM and public archaeology since 1975: first in England (1975–1988) and latter in the United States. After obtaining his Ph.D. from the University of Birmingham, Ian worked as Country Archaeologist for the English counties of Shropshire and Somerset, taught classes at the University of Birmingham and Oxford, and was Director of the non-profit Oxford Archaeological Unit. A series of coincidences brought Ian to the United States in 1988, where he joined fellow Briton Richard Hunter to serve as Vice President of Hunter Research, Inc., a CRM company based in Trenton, New Jersey. He has published over 70 papers, and since coming to the United States, has given more than 20 presentations at regional and national archaeological conferences here and abroad. Since 1991, he has also taught as adjunct faculty at Rutgers, Drew, and Rider Universities, and at Mercer and Burlington County Community Colleges. Over the years, Ian has been increasingly involved in all aspects of CRM and historic preservation, and has served as President of both ACRA and the Register of Professional Archaeologists. He is currently Vice President for Government Relations for ACRA and is actively involved in the historic preservation community's advocacy efforts for historic resources and the CRM industry in Washington, D.C. Currently he represents ACRA, the Society for American Archaeology, and the Society for Historical Archaeology on the Steering Committee of Preservation50, which is spearheading and coordinating nationwide initiatives to celebrate the 50th anniversary of the National Historic Preservation Act. In June 2015, Ian retired from Hunter Research and established BurrowIntoHistory, a company designed to improve the preservation, management and public enjoyment of historic cultural resources in the United States and beyond by working effectively for and with kindred organizations and individuals. He lives in Hopewell, New Jersey, with his wife Cathe, a former archaeologist and now-paralegal. Recent empty-nesters, their daughter Nicola currently teaches elementary special education in the Bronx, New York. In his spare time, Ian is writing a science-thriller involving dinosaurs, archaeologist, and fundamentalists.



**Carol J. Ellick, M.A., RPA**  
**Director of Archaeological and Cultural Education**  
**Consultants and Adjunct Instructor, University of**  
**Maryland—College Park**

Over the course of her 30+ year career, Carol Ellick has worked primarily in CRM in for-profit firms, non-profit organizations, and university settings. She held an adjunct teaching position in anthropology at the University of New Mexico and a part-time salaried position in Native American Studies at the University of Oklahoma. While in

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Oklahoma, she developed partner programs with the indigenous centers at the University of Wollongong in Australia and Hokkaido University in Japan. Ms. Ellick is considered one of the leading experts in archaeological education and the development of public programs. Her products and programs reflect the multiple voices of culture and cultural understanding by including scientific, archaeological, anthropological, and traditional cultural knowledge. In 2011, Ms. Ellick wrote (with Joe Watkins), *The Anthropology Graduate's Guide: From Student to a Career* (Left Coast Press). Most recently, she has taught workshops, classes, and intensive “boot camps” based upon the book.



**Leonard Forsman, M.A.**  
**Tribal Chairman, Suquamish Tribe**

Leonard Forsman, has served as Tribal Chairman of the Suquamish Tribe since 2005. His interests include tribal education, cultural preservation, gaming policy, and habitat protection. He has served on the Tribal Council for a total of 25 years, worked as an archaeologist for Larson Anthropological/Archaeological Services, and is the former director of the Suquamish Museum. Leonard is a graduate of the University of Washington (B.A. in Anthropology) and Goucher College (M.A. in Historic Preservation). He grew up in Suquamish on the Port Madison Indian Reservation and continues to live there with his wife Jana Rice. Leonard regularly participates in cultural activities including Suquamish Song & Dance and the annual Tribal Canoe Journey. Leonard serves on the boards of the Washington State Historical Society, the Seattle Waterfront Steering Committee, Suquamish Tribal Cultural Cooperative, the Suquamish Museum, the Suquamish Foundation, the Washington Indian Gaming Association, the West Central Local Integrating Organization, the Kitsap Regional Coordinating Council, and the Tribal Leaders Congress on Education. President Barack Obama appointed Chairman Forsman to the Advisory Council on Historic Preservation in 2013.



**Richard C. Hanes, Ph.D.**  
**Senior Compliance Specialist, Applied EarthWorks, Inc.**

Richard Hanes has 40 years of experience in the historic preservation field, including considerable work on field projects throughout the West, and served in a national program leadership position with the Department of Interior in Washington, D.C., from 2008 to 2012. There he served as a member of the Department of the Interior Tribal Consultation Policy interagency task group working with national tribal leaders to develop a comprehensive national consultation policy strengthening government-to-government relations. The resulting policy was formally adopted by the

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Secretary in December 2011. He also represented the Department of Interior in 2012 on an inter-departmental sacred sites task group chaired by the Advisory Council on Historic Preservation to review the 1996 Sacred Sites Executive Order No. 13007 in light of trends and developments in historic preservation regulatory compliance over the previous 16 years. Hanes also co-chaired an interagency task group on energy development and the historic preservation regulatory compliance processes to review tribal consultation for the newly expanding proposed solar, wind, and geothermal programs and develop revisions to the compliance processes tailored to these large, complex landscape-size projects and associated cumulative effects. He holds degrees in engineering from Texas A&M University and anthropology from the University of Oregon. During his career, he has advised and consulted with governmental, private, and tribal stakeholders on projects including mining and energy development, water and electrical transmission, toxic remediation, and natural resource extraction, which frequently includes development of multi-party agreement documents and associated resource treatment plans. He is currently rewriting an agency-wide manual and handbook for the BLM revising their tribal consultation guidance in response to new Department of Interior tribal consultation policy adopted in late 2012.



**Pamela Harber, M.B.A., PHR**  
**Human Resources Manager, Metcalf Archaeological Consultants, Inc.**

Pamela Harber earned her B.S. from the United States Military Academy and an M.B.A. from West Texas A&M University. She has been PHR certified since 2008 and has human resources experience in the public sector as well as private industry. Pamela is the primary contact for human resources management at the company, including payroll, employee relations, compensation, staffing, benefits administration, and worker's compensation administration.



**Charles Knezevich, M.B.A., PMP**  
**Principal, AVR Associates, Ltd**

Chuck is a principal of AVR Associates, Ltd., a consulting firm that integrates the best of Project Management, Six Sigma, Portfolio Management, Management of Change, and other business tools. He is also the President of the Denver Metro Project Management Education Foundation, a 501(c)(3) corporation that focuses on furthering the understanding of the PMI project management methodology, especially in the



# Speakers

K-12 arena. Prior to serving the Foundation, he is a past Chairman (2012-2013) and President of the Project Management Institute Mile Hi Chapter (2008-2011). His work experience includes many years of experience in Manufacturing management and Project and Program management. Chuck has a B.A., M.B.A., and a PMP. He has taught at the Colorado School of Mines and Colorado University-Boulder.



**Claire L. Lanier**  
**Outreach and Creative Content Editor, History**  
**Colorado, State Historical Fund and Office of**  
**Archaeology & Historic Preservation**

Claire Lanier specializes in writing and digital content development. She received her B.A. in Historic Preservation from the University of Mary Washington in Fredericksburg, Virginia, and has published articles on HistPres.com and in Colorado Heritage, Colorado Construction & Design, and Colorado Municipalities, among others. She volunteers for National History Day and the Recent Past Preservation Network and has spoken at numerous regional and national conferences, including 2014 PastForward, the National Trust for Historic Preservation Conference. When she's not writing and editing, she likes hiking, board games, and anything related to American cinema.



**Signe Larralde, Ph.D.**  
**Archaeologist, Bureau of Land Management**

Signa Larralde has been doing archaeology in the Intermountain West for longer than she would like to admit. She holds a Master's degree in Anthropology from the University of Denver and a Ph.D. in Anthropology from the University of New Mexico. As Regional and Area Office archaeologist for the Bureau of Reclamation and District and State Archaeologist for the Bureau of Land Management, she has directed research on Federal lands, worked closely with State Historic Preservation Officers in five states, consulted with tribes throughout the Intermountain West, and overseen Federal agency compliance with the National Historic Preservation Act. She is currently one of three archaeologists on BLM's National Transmission Support Team. Her interests are landscape archaeology, ethnohistory, and environmental history.

# Speakers



**Annie Levinsky**  
**Executive Director, Historic Denver, Inc.**

Annie Robb Levinsky has been the Executive Director of Historic Denver, Inc. since 2009. Through her work at Historic Denver, Annie seeks to inspire ideas and actions that support the city's historic fabric and contribute to a vibrant and dynamic community. Prior to her role as Executive Director, Annie worked for six years at Historic Denver's Molly Brown House Museum in Capitol Hill, several as the Director. During that time, she developed the award-winning Denver Story Trek program and secured prestigious National Endowment for the Humanities grants to develop new exhibits and interpretive strategies. She has extensive experience in preservation advocacy, small museums, public speaking, development, grant writing and project management. Annie is a Denver native and is knowledgeable about local history and architecture, and particularly how the past engages the present. After attending three historic Denver Public Schools, Annie graduated summa cum laude from Colorado College with a degree in history and has subsequently studied urban planning.



**Ronald P. Maldonado**  
**Archaeologist, Westland Resources, Inc.**

Ron Maldonado's career spans over 40 years. He has worked for the Arizona State Museum and private contracting companies. Mr. Maldonado worked for the Navajo Nation for 23 years; during that time he served as the Compliance Officer and as the Tribal Historic Preservation Officer. Mr. Maldonado represented the Navajo Nation on issues regarding regulatory compliance, traditional cultural properties, and government-to-government consultation. He retired from the Navajo Nation in February 2015 and is currently employed by Westland Resources, Inc. as an archaeologist.



**Daniel Markham, CPA**  
**Managing Shareholder, Daniel Markham CPA**

Daniel (Dan) Markham is a Certified Public Accountant (CPA) with over 33 years of Public accounting. His industry experience includes audit of governmental organizations, local

# Speakers

governmental organizations to private-sector governmental contractors operating in the engineering, architectural, and construction industries. He worked for the Colorado State Auditor's Office and was in charge of the financial audit of the State of Colorado. Additionally, he worked for the Colorado Department of Transportation and was the External Audit Manager. As their Audit Manager, he oversaw the indirect rate audits performed on for-profit businesses and the related final cost audits performed on for-profit businesses. Dan specializes in providing a wide range of assurance service including audits, agreed upon procedures, and operational audits in accordance with Governmental Auditing Standards. He also consults in the area of internal control studies, due diligence, business process reviews, indirect rate development strategies and compliance, pre- and post-award accounting system compliance, FAR and CAS compliance, bid and proposal pricing and drafting cost allocation policies. Dan has a B.A. in Accounting from the University of Colorado and received his CPA license in 1984. He is a member of the AICPA, Colorado Society of CPAs, and an affiliate member of American Council of Engineering Companies of Colorado.



**Vanessa Mirro, M.A.**  
**Vice President, Applied Earthworks, Inc.**

Vanessa Mirro is a Vice President and Senior Archaeologist for Applied Earthworks, Inc. (AE). She manages and oversees operations of the company's two Southern California offices in Hemet and Pasadena. She started her career in archaeology in the Great Lakes region of Canada after receiving her B.A. from the University of Western Ontario, followed by a one-year stint of shovelbumming in the eastern United States. She also spent eight field seasons running a field school in Belize, Central America, where she studied human skeletal remains and archaeological deposits in Mayan cave sites. This research formed the basis of her Master's thesis at Colorado State University. She joined AE in 2000 and spent four years working out of the Lompoc office, primarily on Vandenberg Air Force Base. In 2004, she joined the Hemet office as a Project Manager, eventually becoming Regional Manager, and oversaw numerous large-scale projects in western Riverside County, the Coachella Valley, and the Mojave Desert. In 2013, Vanessa moved to the new Pasadena office to expand operations in southern California. She is actively involved in various research projects and currently serves on a non-profit Board of Directors for Altadena Heritage. She is also on the Core Committee for Women in California Archaeology.



**Scott Orton, Ph.D.**  
**Assistant Professor of Anthropology, University of Colorado, Boulder, and former Research Director, Crow Canyon**

# Speakers

Scott Ortman's research focuses on historical anthropology, specifically the integration of theory and data from many fields to understand the long-term histories of indigenous peoples. He is especially interested in the causes and consequences of major transitions—periods when new societies formed, old ones collapsed, or new scales of organization emerged. As examples, he has investigated the growth and collapse of villages in the Mesa Verde region of Colorado and, more recently, the accumulation of social complexity on a global scale. Since 2003, he has been involved with the Village Ecodynamics Project, a multi-disciplinary and multi-institutional collaboration that investigates long-term human-environment interactions in the U.S. Southwest. Prior to coming to CU, he was Director of Research at the Crow Canyon Archaeological Center in Cortez, Colorado.



**Amy Pallante**  
**Intergovernmental Services Director, History Colorado,**  
**Office of Archaeology & Historic Preservation**

Amy Pallante has worked at the Colorado State Historic Preservation Office (COSHPO) for 12 years, and recently was promoted to Intergovernmental Services Director. Prior to coming to the COSHPO, Amy worked for the Georgia Department of Transportation as a Historian, Georgia State Historic Preservation Office as a National Register Historian, and the City of New York Landmarks Preservation Commission as a Historical Preservationist.



**W. Kevin Pape**  
**President, Gray & Pape, Inc.**

Mr. Pape established Gray & Pape, Inc., a national heritage management consulting firm, in 1986 and is a nationally recognized expert in cultural heritage management, historic preservation, and applied archaeology. Kevin is an author of historic preservation planning documents, a manager of archaeological data recovery investigations, and a collaborator on the creation of historic property management plans for cultural resources of national significance. He has received awards for his work in heritage management from the Ohio Historic Preservation Office and the Department of Energy. Mr. Pape is actively engaged in community revitalization projects and initiatives and serves as Board Chair of Heritage Ohio, Inc. He has held the office of President of ACRA and served as Associate Editor for Cultural Resource Management for the Society for American Archaeology Bulletin.

# Speakers



**Duane Peter (ACRA President), M.A.**  
**Vice President and Cultural Resources Technical Services Leader, Versar, Inc.**

Mr. Duane Peter is a professional archaeologist with 38 years of experience in CRM. He earned his M.A. in Anthropology from Southern Methodist University. As a Program Manager, he has been supervising federal contracts and providing cultural resources services nationwide for over 25 years. Duane has contributed to a number of programs that have been recognized by Preservation Action, the Council of Texas Archeologists, and others for their excellence and representing best practices. Duane's community involvement has included being a board member and President of The Plano Conservancy for Historic Preservation, Inc., for over 15 years and co-founder and director of the Plano Archaeology Fair for 12 years. Duane hopes to spend more time in the mountains of southern Colorado in the not too distant future.



**Valerie Stremsterfer**  
**President, Intrepid Benefits**

Val Stremsterfer has provided leadership to Intrepid Benefits in Denver, Colorado, since 1999. She and her team work with business owners to develop strategic employee benefit plan designs, customized legislation navigation, compliance guidance, HR consultation and training, as well as the latest tools and technology to help with employee education and enrollment. Valerie speaks to organizations about the Affordable Care Act and employers engage her to help them understand and meet the demands of the law. She also educates businesses on ERISA, HIPAA, and COBRA compliance and how to pass a DOL audit. Valerie is a member of the National Association of Health Underwriters, the Colorado Group Insurance Association, and the National Association of Insurance and Financial Advisors. She serves on broker advisory councils for multiple insurance carriers and enjoys preferred status with those carriers. Valerie is also the Group Disability Specialist for Northwestern Mutual and conducts training classes on disability insurance contract provisions. Valerie received her BBA in Finance from the University of New Mexico. She and her husband, Steve, have two children.



**Brian Thomas, Ph.D.**  
**Director of Cultural Resource Services, Natural Resource Group**

# Speakers

Brian Thomas and his colleagues built a CRM practice within Natural Resource Group two and a half years ago. His graduate education includes an M.A. (Anthropology) from Wake Forest University and a Ph.D. (Anthropology) from SUNY-Binghamton. In addition to being involved in the CRM world since the late 1980s, he also has a law degree and served for nine years as a State Representative in the Georgia General Assembly. He resigned that seat in 2013 to move to the incredibly beautiful State of Maine, where he now resides.



**Marion Werkheiser, J.D.**  
**Managing Member, Cultural Heritage Partners**

Marion F. Werkheiser is managing member of Cultural Heritage Partners, PLLC, a law, policy, and business strategy firm based in Washington, D.C. Marion began her career on Capitol Hill 20 years ago as a Page in the U.S. House of Representatives, and over the years she has developed and maintained excellent relationships with legislators and their staff members on the Hill. She serves as a registered lobbyist for ACRA and the Society for Historical Archaeology, and she advocates at the international level for the protection of antiquities and monuments at risk of looting and armed conflict. A graduate of Harvard Law School, Marion is licensed to practice law in Virginia, California, and the District of Columbia.



**Richard Wilshusen, Ph.D.**  
**Senior Archaeologist, PaleoCultural Research Group**

Richard Wilshusen has 35 years of experience as a field archaeologist, professor, curator, and contractor. He has worked with universities, CRM firms, state and federal government, and tribes. Wilshusen is best known for his research on early Pueblo village formation, demography, and migration pathways. His more recent work focuses on the earliest great house communities of the Chaco region, Navajo ethnogenesis in the Dinétah region, and current issues in public archaeology. Wilshusen is the senior editor of *Crucible of Pueblos* (2012), co-editor (with Mark Varien) of *Seeking the Center Place* (2002), and author or co-author of more than 30 book chapters or juried journal articles. He served as the State Archaeologist/Deputy SHPO of Colorado from 2010 to 2015. Throughout his career, Wilshusen has had the good fortune to work with a number of cross-disciplinary teams on a wide range of fundamental archaeological issues. He counts his lucky stars that he has made a living doing archaeology.

# *Awards*

## *INDUSTRY-PRIVATE SECTOR*

**Sterling Ranch Development Company, LLC**, in recognition of their outstanding contributions to the Sterling Ranch Colorado project (nominated by ERO Resources Corporation and Metcalf Archaeological Consultants, Inc.)

## *INDUSTRY-PUBLIC SECTOR*

**South Carolina Department of Transportation and Federal Highway Administration**, in recognition of their outstanding contributions to the ArchSite and SHPO liaison projects (nominated by Brockington and Associates, Inc., and New South Associates).

## *PRESIDENT'S AWARD and LIFETIME ACHIEVEMENT AWARD*

**To be announced at the Awards Ceremony**

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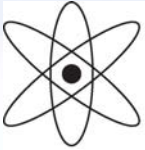
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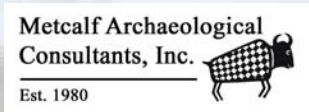
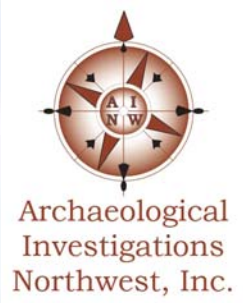


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