



*Town of Mayodan, 210 W. Main Street, Mayodan, NC. 27027. (336)427.0241. www.townofmayodan.com
James A. Collins Municipal Building*

Date: October 14, 2025
To: Mayodan Town Council Members
From: Mayor Dwight Lake
Subject: Recessed Meeting

The Mayodan Town Council will meet on **Monday, October 20, 2025, at 5:00 p.m.** in the Council Chambers at Mayodan Town Hall.

Agenda

1. Call to Order
2. Consideration of Quote for Archaeological Survey – Washington Mills Park
3. Adjourn

AGENDA ITEM COVER

Item for Agenda:	Quote for Archeological Survey - Washington Mills Site
Placement on Agenda:	Consent Agenda
Submitter:	Melody Shuler, Town Manager
Description of Agenda Item or Other Pertinent Information for Council:	Background: On September 12, 2025, the North Carolina State Historic Preservation Office (SHPO) issued a formal recommendation that the Washington Mills project area be systematically surveyed for archeological resources prior to any ground-disturbing activities. The northern half of the property contains a known unassessed site (31RK150, McClellan's Mill), which will be adversely affected by the current project design. Much of the project area has not been systematically surveyed, and there is a high potential for significant archeological resources. The purpose of the survey is to identify and assess archeological resources for National Register of Historic Places (NRHP) eligibility. SHPO requires that the work be conducted by a qualified archaeologist who meets the Secretary of the Interior's Professional Qualification Standards. Proposal: DbD has contacted archeological firms to

	obtain quotes for conducting the required survey. Requested Action: Motion to approve the contract with New South Associates in the amount of \$25,000 to conduct the archeological survey of the Washington Mills site.
--	---

Archeological Survey RFP				
Firm	Price	Completion Timeline	Notes	
Cultural Heritage Resource Imapct Solutions, Inc. (CHRIS)	\$9,250	6-8 weeks from NTP	Price difference from other proposals	
Lucid	\$24,492	20-30 weeks from NTP	Timeline too long	
New South	\$25,474	6 weeks from NTP	DbD's recommendation due to prior work experience	
TerraXplorations	\$31,966	6 weeks from NTP	Expense	
TRC	\$32,215	12-16 weeks from NTP	Expense and timeline	

**Proposal for Archaeological Services – Washington Mills / McClellan Mills Sites, Mayodan, North
Carolina**

Submitted to:

Catharine Milner

Interface Environmental Consulting, LLC

476 Hidden Pond Road, Boone, North Carolina 28607

Email: catharine@interfaceenv.com

Submitted by:

Cultural Heritage Resource Impact Solutions, Inc. (CHRIS)

Charlotte, North Carolina

HUB-Certified Woman- and Minority-Owned Firm

Contact:

Dr. Christina Benton, CEO & Principal Investigator

Phone: 704.666.3038

Email: info@chris3inc.com

Website: www.chris3inc.com

Date: October 6, 2025

1. Introduction

Cultural Heritage Resource Impact Solutions, Inc. (CHRIS) is pleased to submit this proposal to provide archaeological services for the Washington Mills and McClellan Mills Sites in Mayodan, North Carolina. CHRIS is a HUB-certified woman- and minority-owned small business specializing in archaeological survey, historic preservation, and environmental compliance services.

The firm is an approved consultant with the North Carolina Office of State Archaeology (OSA) and meets the Secretary of the Interior's Professional Qualification Standards for Archaeology. This proposal outlines the project understanding, scope of work, methodology, schedule, and proposed fee for the requested archaeological investigation.

2. Project Understanding

The Town of Mayodan, through Destination by Design and Interface Environmental Consulting, is seeking qualified archaeological services for two historic mill properties along the Mayo River corridor.

The northern parcel, McClellan's Mill (site 31RK150), occupies approximately 0.32 acres and is associated with an early twentieth-century knitting mill (ca. 1911). The southern parcel, Washington Mills, covers approximately 4.1 acres and contains remnants of an 1895 brick spinning mill that was previously listed on the National Register of Historic Places for its architectural significance.

The objective of this project is to:

1. Conduct systematic archaeological testing within the defined limits of disturbance (LOD) for both parcels.
2. Evaluate the integrity and potential significance of any subsurface remains.
3. Perform sufficient archival research to place both sites in their appropriate historic context.
4. Prepare a professional report consistent with North Carolina SHPO standards for archaeological survey documentation.

3. Scope of Work

The following scope is based on the RFP and SHPO expectations for Phase I-level investigations at industrial or mill-related sites:

Task 1 – Background Research and Coordination

CHRIS will conduct a detailed literature and archival review to identify historic maps, deeds, plats, and previous documentation related to Washington Mills and McClellan's Mill. CHRIS will coordinate with SHPO Archaeologist Cassandra Pardo prior to fieldwork to confirm survey methodology and expectations.

Task 2 – Field Mobilization and Site Survey

Fieldwork will be completed within the defined LOD for both parcels.

- The McClellan's Mill area (northern parcel, ~0.32 acres) will be tested at 10-meter intervals.
- The Washington Mills area (southern parcel, ~4.1 acres) will be tested at 20-meter intervals.

All shovel tests will be excavated stratigraphically to sterile subsoil and screened through ¼-inch mesh. Soil color and texture will be recorded using Munsell notation. Positive shovel tests will be expanded to delineate artifact distributions or feature boundaries.

Task 3 – Artifact Processing and Analysis

Recovered artifacts (if any) will be washed, cataloged, and analyzed by material type and temporal association. Artifacts will be described, quantified, and summarized in tabular form.

Task 4 – GIS Mapping and Documentation

CHRIS will prepare GIS-based maps illustrating project boundaries, limits of disturbance, and all shovel test locations. Soil profiles, feature sketches, and photo documentation will be included as applicable.

Task 5 – Reporting and Recommendations

CHRIS will prepare a final report consistent with NC SHPO formatting requirements. The report will include a description of methods, results, artifact analysis, and recommendations regarding the presence, integrity, and significance of any identified archaeological resources.

4. Methodology

All field and reporting activities will adhere to North Carolina Office of State Archaeology guidelines (2023) and National Park Service standards (36 CFR 61). Field methods and shovel test spacing will follow the SHPO-recommended protocols outlined in the RFP. Artifacts will be curated per state curation policy unless otherwise directed. All work will be supervised by Dr. Christina Benton, who meets the Secretary of the Interior's qualifications for archaeology.

5. Schedule

The proposed schedule assumes timely notice to proceed and access to the site:

- Background research/SHPO coordination/ Mobilization: 2 weeks
- Fieldwork: 2-3 days
- Analysis and report preparation: 3 weeks
- Total project duration: 6–8 weeks

6. Proposed Fee

<u>Task</u>	<u>Hours</u>	<u>Description</u>
Background Research & Coordination	12	OSA/SHPO coordination and archival review
Field Preparation & Mobilization	4	GIS setup, logistics, access arrangements
Field Survey	16	Systematic testing, mapping, documentation
Laboratory Processing & Analysis	6	Cataloging and data entry
GIS Mapping & Report Drafting	12	Map production, artifact tables, final narrative

Total Estimated Hours: 50

Total Cost: \$9,250.00

The proposed cost includes all labor, equipment, travel, and overhead. Any additional delineation, laboratory analysis, or Phase II work requested by SHPO will be authorized by separate task order.

7. Professional Qualifications

Principal Investigator: Dr. Christina Benton, PhD (ABD)

Cultural Heritage Resource Impact Solutions, Inc.

Dr. Benton meets the Secretary of the Interior's Professional Qualification Standards and is a qualified consultant with the North Carolina Office of State Archaeology. She has over twenty years of experience in archaeological survey, excavation, analysis, and compliance documentation throughout the Southeast. Her background includes forensic anthropology, historic cemetery research, African Diaspora archaeology, and disaster heritage response.

8. Closing Statement

CHRIS appreciates the opportunity to provide archaeological services for the Washington Mills and McClellan Mills project. The firm's experience conducting research, survey, and reporting under NC SHPO standards ensures that the work will be completed efficiently and in full compliance with state and federal guidelines.

RESUME

Christina Benton, PhD (ABD)

Principal Investigator / CEO – Cultural Heritage Resource Impact Solutions, Inc. (CHRIS)

www.chris3inc.com | info@chris3inc.com | 704.666.3038

Education

PhD (ABD), Archaeology – University of South Carolina

MA, Forensic Anthropology – University of Tennessee, Knoxville

BA, Anthropology – Howard University

Professional Qualifications

- Meets Secretary of the Interior's Professional Qualification Standards for Archaeology.
- Qualified consultant with the North Carolina Office of State Archaeology (OSA).
- FEMA-trained and DMORT-certified disaster responder.
- Over two decades of experience in archaeological survey, excavation, and compliance documentation.
- Extensive coordination experience with SHPO, FEMA, NCEM, NCDOT, NC DEQ, and federal Section 106 agencies.

Professional Experience

Principal Investigator / CEO (2024-Present)

Cultural Heritage Resource Impact Solutions, Inc. (CHRIS)

Oversees archaeological, environmental, and disaster response projects across the Southeast. Directs survey design, field documentation, and regulatory reporting under Section 106, NEPA, and NAGPRA. Coordinates with state and tribal agencies, manages compliance deliverables, and leads emergency heritage response operations.

Environmental Program Specialist/ Project Manager (2022-Present)

North Carolina Land and Water Fund (NCLWF)

Conducts project reviews, evaluates environmental and cultural resource documentation, and supports grant and conservation initiatives. Provides technical review of proposals and ensures adherence to state environmental and preservation standards.

Logistics and Compliance Manager (2022-2025)

JB Transportation & Logistics / CB Dispatch & Carrier Services

Manages logistics operations and regulatory compliance for regional freight and cultural transport. Coordinates fleet scheduling, carrier documentation, and dispatch systems supporting CHRIS field and emergency deployments.

Forensic Supervisor (2018-2022)

Office of the Chief Medical Examiner/ Mecklenburg Co Medical Examiner's Office

Directed forensic recovery and analysis of human remains in death investigations and mass fatality events. Oversaw scene recovery operations, evidence handling, and interagency coordination with law enforcement and public health officials.

Faculty / Field School Director (2008-2018)

Winthrop University

Designed and led archaeological field schools and community-based research programs. Supervised

student excavations at plantation and historic sites, emphasizing applied field methods and public interpretation.

DMORT Member (2014)

Disaster Mortuary Operational Response Team

Served under FEMA as a forensic anthropologist supporting mass fatality and disaster recovery operations. Assisted in recovery, identification, and documentation of human remains during federal deployments.

Representative Projects

Luxury on High Rock Lake Project – Davidson County, NC (2024–2025)

Principal Investigator for shoreline archaeological and environmental compliance survey for Cube Hydro relicensing. Conducted background research, site mapping, and coordination with SHPO and DEQ for shoreline restoration and archaeological mitigation.

Midway Lake Phase I Archaeological Survey – Cleveland County, NC (2024)

Directed systematic Phase I survey across a 22-acre tract with 96 shovel test pits. Managed field crew, GPS mapping, artifact cataloging, and SHPO coordination.

Kingdom of the Happy Land Heritage Project – Henderson County, NC (2024–2025)

Led archaeological excavation and heritage assessment of a nineteenth-century freedmen's settlement. Conducted archival research, descendant interviews, controlled unit excavation, and artifact analysis. Prepared state-compliant assessment report and presentation for the Henderson County Black History Committee.

Springs Plantation Excavations – York County, SC (2013–2015)

Directed multi-year archaeological excavation of nineteenth-century enslaved dwellings at the ASCH site. Conducted material analysis and interpretive reporting, now forming the basis for a journal article in *Journal of African Diaspora Archaeology and Heritage*.

White Oaks Canal Project – Davidson County, NC (2023)

Completed archival and background research for cultural features associated with nineteenth-century agricultural canal systems. 106 compliance review.

Mt. Pleasant Historic Church and Cemetery Project – Knoxville, TN (2024–2025)

Historic structure and cemetery assessment supporting NRHP nomination for a church built by formerly enslaved individuals.

Bentonville Enslaved History Study – Johnston County, NC (Ongoing)

Conducting genealogical and spatial research on ancestral Benton family enslavement site to identify possible dwelling and burial areas for archaeological investigation.

Specialized Expertise

- African Diaspora and African American Archaeology
- Forensic Anthropology and Human Remains Recovery
- Historic Cemetery Documentation and Preservation
- Cultural Resource Compliance (NEPA, Section 106, NAGPRA)
- Disaster and Emergency Heritage Response
- Community Heritage Interpretation and Descendant Engagement

Lucid Consulting, L.L.C.
Rutherfordton, NC 28139
October 9, 2025

Prepared for:
Catharine Milner
Catharine@interfaceenv.com

Project Scope and Proposed Fee

Lucid Consulting, L.L.C. (Lucid Consulting) presents the following project scope and proposed fee for archaeological services at the Washington Mills and McClellan Mills sites in Mayodan, North Carolina (ER 25-2458). We appreciate the opportunity to submit this proposal, and we look forward to your response.

Project Scope

Based on the request for proposal (RFP) dated September 24, 2025, and Lucid Consulting's consultation with NCD CNR staff Cassandra Pardo and Dylan Clark, Lucid Consulting proposes the following effort to complete the archaeological services required for ER 25-2458:

Background Research

Background research, as required by the North Carolina Office of State Archaeology (OSA), will be carried out in-person at the OSA Asheville Office prior to fieldwork. Additional background research will be conducted as needed to support site eligibility determinations, and will include sources such as historical maps, local archives, property ownership and use records, historic newspaper articles, and local repositories of historical information. Travel to local repositories in Rockingham County may be necessary and is included as part of the assumed effort.

Fieldwork

Lucid Consulting has preliminarily consulted with the appropriate OSA Review Archaeologist regarding field methods. After background research at the OSA, Lucid Consulting will conduct archaeological investigations in the project's area of potential effects (APE), adhering to the standards set forth by the OSA in the 2023 *Archaeological Standards and Guidelines for Background Research, Field Methodologies, Technical Reports, and Curation*. As per discussion with NCD CNR review staff, the APE for the project will encompass the entire project parcel.

The purpose of the survey will be to identify, delineate, and evaluate the significance of any archaeological sites within the APE and make recommendations regarding their eligibility status in terms of the National Register of Historic Places (NRHP). Survey will consist of systematic shovel testing of the entire project parcel at intervals of 10-m (northern portion) and 20-m (southern portion), with additional excavation of up to one 1 m x 50 cm test unit if deemed necessary to determine the integrity of a subsurface historic feature or deposit.

Client Update

Following the conclusion of fieldwork, Lucid Consulting will submit a brief executive summary email update to the client summarizing the results of field survey.

Analysis, Evaluation, and Reporting

Standard laboratory analysis of any artifacts collected during survey will be undertaken by Lucid Consulting. The full results of laboratory analysis and fieldwork will be presented in the resulting report, which will be completed in adherence to the OSA's *Archaeological Standards and Guidelines for Background Research, Field Methodologies, Technical Reports, and Curation* (2023). A PDF version of the draft report will be provided to the client for approval before Lucid Consulting submits a digital copy of the report, along with any required forms, to the SHPO through the Citrix ShareFile system.

Printed Report and Curation

Lucid Consulting will produce and ship a hard copy of the report upon SHPO request. Artifacts will be prepared and submitted for permanent curation at the OSA Research Center (OSARC) unless otherwise requested by the landowner. If curation at OSARC is desired, the landowner will be required to sign a deed-of-gift form to accompany any artifacts submitted to OSARC for curation. All fees associated with printing and curation will be paid by Lucid Consulting.

Proposed Delivery Timeline

Project Milestone	Completed By
#1. Fieldwork completed	Within 20 weeks of notice to proceed (NTP)
#2. Client update provided	Within 2 business days of fieldwork completion
#3. Draft report submitted to client	Within 24 weeks of NTP
#4. Digital draft report submitted to SHPO (Citrix ShareFile)	Within 1 week of client approval
#5. Digital final report submitted to SHPO	Within 1 week of SHPO comment
#6. Hard copy final report submitted to SHPO	Within 1 business day of SHPO request
#7. Artifacts submitted for curation	Within 8 weeks of SHPO final report acceptance

Cost Assumptions

Lucid Consulting presents this price quote and timeline under the following assumptions:

- Up to two total archaeological sites and a total of 150 artifacts will be documented within the APE, analyzed, and curated. If additional sites or artifacts are encountered, a fee of \$2,400 per-site will be required for full site documentation to state standards.
- All artifacts recovered from the project will be curated at OSARC (or returned to the landowner if requested). Lucid Consulting pays all curation fees required by OSARC.
- Up to 250 total shovel test pits will be required to investigate the APE.
- Hand auger testing at the base of shovel tests will be carried out for tests where cultural deposits extend below 90 cmbs. If the number of shovel tests meeting this description exceeds a total of 4, auger testing will be limited to a subsample of 10% of such test locations.

If work exceeding these assumptions is required, additional work will require a change order amending the total cost of services and timeline. If Lucid Consulting encounters any conditions that indicate the potential need for work outside of these assumptions, these will be communicated to the client within 1 business day of their discovery.

Price Quote and Payment Terms

Lucid Consulting proposes to complete the tasks described in this scope adhering to the delivery timeline provided above for a total fee of **\$24,492.00**. Percentages of the total project fee are invoiced according to the billing schedule provided below.

Project Milestone	% of Project Cost Billed
#1: Fieldwork completed	30%
#3: Draft report submitted to client	50%
#6: Final hardcopy report submitted to SHPO	20%
Total	100% = 24,492.00

Lucid Consulting appreciates the opportunity to propose on this project. Please do not hesitate to reach out with any questions, and we are happy to discuss alterations to the terms of this proposal as needed.

Sincerely,



Carlo Lucido | Director
Lucid Consulting, L.L.C.



Lucid Consulting, L.L.C.
Rutherfordton, NC 28139
October 9, 2025

Prepared for:
Catharine Milner
Interface Environmental Consulting, LLC
Catharine@interfaceenv.com

Company and Personnel Qualifications Statement

Lucid Consulting has a proven record of success with Phase I archaeological survey projects in the Blue Ridge, Foothills, and Piedmont of North Carolina. As a small business based in Western North Carolina, our regional focus allows us to provide expert cultural resource services with an approach tailored to the local environment.

Past Performance

The completed Lucid Consulting project examples listed here demonstrate our capacity to successfully carry out Phase I survey in the North Carolina, from initial project inception to final SHPO concurrence:

Phase I Archaeological Survey of the Old Fort Fonta Flora Complex Phase II Trail Segments

Location: McDowell County, North Carolina

Year Completed: 2025

Archaeological Resources: Three postcontact archaeological sites newly recorded; one previously recorded precontact archaeological site revisited.

Permits Held: The project was partially located on state lands and required a North Carolina state ARPA permit

Phase I Archaeological Survey for the UT to Dutch Creek Stream Restoration Project

Location: Watauga County, North Carolina

Year Completed: 2024

Phase I Archaeological Survey for the Galaxie Drive Home Construction Project

Location: Alexander County, North Carolina

Year Completed: 2024

Phase I Archaeological Survey for the Fairhaven Meadows HUD development project

Location: Transylvania County, North Carolina

Year Completed: 2023

Archaeological Resources: One precontact archaeological site newly recorded.

Phase I Archaeological Survey for The Villas at Swannanoa LIHTC Apartment Complex

Location: Buncombe County, North Carolina

Year Completed: 2021

Archaeological Resources: One precontact archaeological site recorded.

Staff Qualifications

In addition to our company's project experience, our key staff collectively possess decades of experience in cultural resource management. Key archaeological staff exceed the Secretary of Interior's Professional Qualifications Standards (48 FR 44716-42; 36 CFR Part 61) and professional standards set by North Carolina SHPO. Permanent qualified staff enable us to mobilize a 2-person field survey crew, with the ability to increase crew size with temporary technicians on a per-project basis. Our in-house GIS capabilities include sub-meter-accurate GPS documentation of all survey data. Experience with a diverse set of field methods ensures our ability to capture all data necessary for management recommendations. Key team members are Principal Investigator **Cara Lucido** and Director **Carlo Lucido**. Brief Summaries of their qualifications are given here.

Cara Lucido, PhD, RPA — Principal Investigator

Dr. Lucido is a Registered Professional Archaeologist (RPA) with over 11 years of experience in cultural resource management. Dr. Lucido has been the Principal Investigator for dozens of Phase I and Phase II projects throughout the Southeast and other US regions, including five projects in North Carolina on behalf of Lucid Consulting in addition to previous projects in the state on behalf of other organizations. Other notable relevant experience includes serving as Principal Investigator for projects investigating historic industrial sites, along with a wide variety of Phase I and Phase II archaeological investigations on private, local government, and federal lands. Additional examples of project experience requiring the evaluation of historic-period sites include a Phase I survey of approximately 9,000 acres in the Davy Crockett National Forest (TX) and Phase II investigations of 27 archaeological sites across two projects in the Fort Polk Limited Use Area of the Kisatchie National Forest (LA).

Carlo Lucido, MA — Director

Mr. Lucido is an MA with over 15 years of experience in cultural and heritage resource management. His supervisory experience in archaeology spans a variety of professional settings including management roles in the private sector, public service, and academic research. Mr. Lucido provides senior oversight of Lucid Consulting's project planning, field research, technological capabilities, and laboratory operations. He has experience planning and directing five Lucid Consulting Phase I survey projects in North Carolina, including the recordation and evaluation of three historic-period sites.



NEW SOUTH ASSOCIATES

ARCHAEOLOGISTS • HISTORIANS

a women-owned small business

October 3, 2025

Catharine Miller
Interface Environmental Consulting
476 Hidden Pond Road
Boone, NC 28607
828.719.6234
catharine@interfaceenv.com

RE: Archaeological Survey for the Washington Mills and McClellan Mills Sites, Rockingham County, North Carolina

Dear Ms. Milner:

On behalf of New South Associates, Inc. (NSA), I am pleased to submit this proposal to assist Destination by Design with an archaeological survey of the Washington Mills and McClellan Mills sites, Rockingham County, North Carolina. The study area is approximately 10 acres and located on two parcels. The limit of disturbance (LOD) for the northern area is a corridor that is approximately 3,000 feet long and for the southern area is approximately 4.1 acres. The request for proposals (RFP) that you provided lists archaeological site 31RK150 as the McClellan Mill site located in the northern portion of the study area. North Carolina's State Historic Preservation Office (SHPO) database HPO Web shows that Washington Mills (RK1471) occupied the entire 10-acre parcel but has been demolished.

The archaeological survey is designed to identify sites that may be associated with one or both mills. NSA will perform the following activities:

- Background research at the North Carolina Office of State Archaeology (OSA) to review information about previously identified sites and studies;
- Archival research of both mills (online only);
- Archaeological fieldwork to include shovel testing of the northern portion of the study area at 10-meter intervals (approximately 1,000 meters) and shovel testing of the southern portion at 20-meter intervals (approximately 5 acres);
- Artifact analysis and curation;
- Draft and final technical reports that meet OSA's standards and guidelines.

We can provide the draft report to you within six (6) weeks from completion of fieldwork.

GEORGIA
HEADQUARTERS
6150 East Ponce de Leon Ave.
Stone Mountain, GA 30083
770-498-4155
565 North Milledge Ave.
Athens, GA 30601
770-498-4155

SOUTH CAROLINA
1819 Hampton St.
Columbia, SC 29201
803-771-7083

NORTH CAROLINA
1006 Yanceyville St.
Greensboro, NC 27405
336-379-0433

TENNESSEE
1629 Fatherland St.
Nashville, TN 37206
615-262-4326

VIRGINIA
3975 University Dr., Suite 120
Fairfax, VA 22030
703-219-8301

NSA is a SBA WOSB, WBENC, and DOT certified women-owned small business providing cultural resource consulting services: Archaeology, History, Architectural History, Historic Preservation Planning, Public Outreach, Cemetery Surveys and Relocations, Geophysical Survey, and Museum Services. Incorporated in Georgia in 1988, NSA is headquartered in Stone Mountain, Georgia, and maintains branch offices in Athens, Georgia; Nashville, Tennessee; Columbia, South Carolina; Greensboro, North Carolina; and Fairfax, Virginia.

NSA has a permanent staff of 143 professionals that includes specialists in precontact and historic archaeology, history, architectural history, historic preservation planning, zooarchaeology, lithic analysis, artifact curation, urban archaeology, oral history, the Cold War, physical anthropology, remote sensing, and cemetery studies, as well as computer, GIS, and graphics specialists. Our permanent personnel are supported by a large number of B.A. and M.A. degreed specialists who work with us on a project basis and as technicians.

NSA has extensive experience conducting archaeological investigations in North Carolina, has successfully completed hundreds of projects that were favorably reviewed and accepted by SHPO/OSA, and maintains excellent working relationships with OSA technical staff. NSA's previous experience that is directly relevant includes an archaeological investigation of a former bridge for the Madison River project in support of a USACE 404 permit application (2025) and the Wilkes County Boat Ramp project for Destination by Design (2022).

NSA's staff for this project include Danny Gregory, Samantha Taylor, and Abigail Bythell from our Greensboro office. Each of them is qualified under the Secretary of the Interior Standards (SOI). Brief resumes are included as an attachment.

Please feel free to contact me with any questions at (336) 379-0433, ext. 160, or spatch@newsouthassoc.com.

Sincerely,

NEW SOUTH ASSOCIATES, INC.

A handwritten signature in black ink, reading "Shawn M. Patch". The signature is written in a cursive, flowing style.

Shawn Patch
Branch Manager/Principal Investigator/Sr. Archaeologist

DANNY W. GREGORY, M.A., RPA
ASSOCIATE DIRECTOR OF ARCHAEOLOGY, PRINCIPAL INVESTIGATOR
NEW SOUTH ASSOCIATES, INC.
1006 Yanceyville Street
Greensboro, North Carolina 27405
336-379-0433 x162 (Phone)
336-379-0434 (Fax)
dgregory@newsouthassoc.com

EDUCATION

M.A., Anthropology, Eastern New Mexico University, Portales, New Mexico, 2006
B.A., History with Anthropology Minor, Jacksonville State University, Jacksonville, Alabama
1997

YEARS EXPERIENCE: 30 years, **with New South Associates:** 17 years

SUMMARY OF EXPERIENCE

Danny W. Gregory currently serves as the Associate Director of Archaeology and a Principal Investigator for New South. He has directed surveys, NRHP evaluations, data recoveries, and monitoring projects throughout the Southeast, Southwest, and Mid-Atlantic. These projects were conducted for a variety of federal, state, municipal, and tribal governments as well as private corporations and individuals. Mr. Gregory has directed projects on behalf of the U.S. Department of Defense, the National Park Service, the Bureau of Land Management, the U.S. Fish and Wildlife Service, the U.S. Forest Service, the Tennessee Valley Authority, and Departments of Transportation in multiple states. He has worked in Alabama, Arizona, Colorado, Florida, Georgia, Indiana, Kansas, Kentucky, Louisiana, Maryland, New Mexico, North Carolina, Ohio, Oklahoma, Tennessee, Texas, Utah, Virginia, and Wyoming. Mr. Gregory has extensive experience with pre-contact and historic archaeological resources as well as historic research. His areas of expertise include:

- Pre-Contact Archaeology
- Pre-Contact Settlement Pattern Studies
- Lithic Technology
- Lithic Raw Material Studies
- Geographic Information Systems (GIS)
- Quantitative and Statistical Methods
- Digital Data Collection

KEY EXPERIENCE

2025 Principal Investigator. Archaeological and ground-penetrating radar (GPR) surveys at the Latta Place Historic Site for Mecklenburg County, North Carolina. Served as Principal Investigator for the project which included background research and archaeological survey to identify archaeological resources, including the remains of the enslaved cemetery and cabins within the property.

2025 Principal Investigator. Pedestrian survey and archaeological delineation of an unnamed cemetery (Site 31WA2985) in Wake County, North Carolina. Conducted

background research included consulting historic site records, historic aerial imagery, and U.S. Geological Survey (USGS) topographic maps. The archaeological delineation of Site 31WA2985 consisted of soil probing spaced at 50 centimeters along transects spaced one meter apart within the survey area.

- 2025 Principal Investigator.** Completed background research and a reconnaissance survey for the Gordon Road Tract in New Hanover County, North Carolina. Background research included a review of site files at the NC Office of State Archaeology (OSA), NC State Historic Preservation Office (SHPO) records (HPOWeb), National Register of Historic Places (NRHP) listings, historic aerial imagery, and historic maps including U.S. Geological Survey (USGS) topographic maps and soil maps.
- 2025 Project Manager.** Phase I Survey of the proposed pathway of a public greenway adjacent Clear Creek in Hendersonville, North Carolina.
- 2024 Principal Investigator.** Conducted an archaeological survey of the Clermont property in Craven County, North Carolina. The archaeological survey consisted of shovel testing and metal detecting.
- 2024 Archaeologist.** Archaeological Reconnaissance Survey for the Proposed Maple Leaf Solar Project in Johnston County, North Carolina. Reviewed environmental variables such as topography, slope, elevation, distance to water, jurisdictional wetlands, and soil type to develop probability areas.

PROFESSIONAL MEMBERSHIPS AND REGISTRATIONS

Register of Professional Archaeologists
North Carolina Archaeological Society
North Carolina Archaeological Council
Middle Atlantic Archaeological Conference
Tennessee Council for Professional Archaeologists
Society for American Archaeology
Archaeological Society of Virginia
Southeastern Archaeological Conference

SAMANTHA TAYLOR, RPA
SENIOR ARCHAEOLOGIST
NEW SOUTH ASSOCIATES, INC.
1006 Yanceyville Street
Greensboro, North Carolina 27405
336.379.0433 Ext. 164 (Office)
757.310.8296 (Cell)
staylor@newsouthassoc.com

EDUCATION

M.A., Applied Archaeology, Indiana University of Pennsylvania - 2018
B.A., History, Christopher Newport University - 2016

YEARS EXPERIENCE: 7 years with New South Associates: 6 years

SUMMARY OF EXPERIENCE:

Samantha Taylor serves New South Associates as a senior archaeologist. Samantha has spent the past six years doing archaeology in Virginia, Pennsylvania, South Carolina, Tennessee, Georgia, Iowa, Alabama, and North Carolina on various Phase I, Phase II, and Phase III projects. She has conducted projects for multiple federal and state agencies including several state Departments of Transportation, Department of Defense installations, U.S. Fish and Wildlife Services, the United States Army Corps of Engineers, and the United States Forest Service. She has worked on various site types such as precontact, historic domestic, battlefield, and urban. She has experience using geographic information systems (GIS), ground-penetrating radar (GPR), metal detecting, conducting geomorphological assessments, and organizing public outreach events. Ms. Taylor's research interests and skills include:

- Historic Farmstead Archaeology
- Trail of Tears Archaeology
- African Diaspora Archaeology
- Historic Ceramic Analysis
- Public Archaeology and Outreach

KEY EXPERIENCE:

2025 Principal Investigator. Conducted an archaeological assessment of the Billy Erwin Dam (Site 310R440) in Orange County, North Carolina. Work was conducted for KCI Associates of North Carolina ahead of the proposed removal of the dam structure. Served as Principal Investigator for the assessment which consisted of close-interval (15 m) shovel testing and supplemental metal detection, as well as visual inspection of the dam structure.

2024 Archaeologist. Archaeological Survey and Evaluation for The Improvements To Us 29 (Future Interstate 785) From North Of I-785 In Greensboro to Us 158/Nc 14 In Reidsville in Guilford and Rockingham Counties, North Carolina. Samantha directed investigative fieldwork to identify archaeological resources. She was responsible for overseeing shovel testing and determining eligibility for the NRHP.

- 2024 Archaeologist.** Archaeological Investigations for Proposed Facilities at Shallow Ford Historic Site in Forsyth County, North Carolina. Archaeological fieldwork consisted of background research, systematic shovel testing, and systematic metal detecting of the APE. Work was conducted for the North Carolina Department of Natural and Cultural Resources (DNCR).
- 2023 Archaeologist.** Phase III Archaeological Data Recovery for the Fort Fisher Airstrip at Fort Fisher State Historic Sites (31NH7), New Hanover County, North Carolina. Samantha was responsible for organizing and overseeing an archaeological data recovery of a magazine and tunnel at Fort Fisher, a Civil War era fort. As an archaeologist, she was responsible for plotting excavation units and ensuring research questions were answered. Additionally, she was responsible for overseeing mechanical stripping and backfilling, conducting artifact analysis, synthesizing data, and drafting a final report. Work was conducted for the Office of State Archaeology.
- 2023 Archaeologist.** Archaeological Survey and Evaluation for Proposed Replacement of Bridge 159 Over Hanging Dog Creek on SR 1326 (Joe Brown Highway), Cherokee County, North Carolina. Samantha directed investigative fieldwork to identify archaeological resources ahead of planned bridge replacement. She was responsible for overseeing shovel testing and unit excavation and determining eligibility for the NRHP. As an archaeologist she was also responsible for synthesizing data into a detailed PA Form summarizing these investigations. Work was completed on behalf of the North Carolina Department of Transportation.
- 2023 Archaeologist.** Phase I and Phase II Archaeological Survey of NC 65 and NC 87 in Rockingham County, North Carolina. Samantha directed Phase I and II archaeological fieldworks for planned road improvements along NC 65 and NC 87. This included directing shovel testing, unit excavation, recording soil conditions, identifying potential sites, and determining eligibility for the NRHP. Samantha prepared a detailed PA Form summarizing these investigations. Work completed on behalf of the North Carolina Department of Transportation.
- 2022 Archaeologist.** Archaeological Survey of the Footpath Divide Longleaf Pine Restoration Project, Uwharrie National Forest. Montgomery County, North Carolina. Samantha directed investigative fieldwork within the proposed project area. She was responsible for overseeing shovel testing, test unit excavation, recording soil conditions, and identifying potential archaeological sites. As an archaeologist she was also responsible for synthesizing data into a report. Work was completed on behalf of the USDA Forest Service.

MEMBERSHIPS AND REGISTRATION

- Member, Register of Professional Archaeologists (RPA)
- Member, Society for American Archaeology (SAA)
- Member, North Carolina Archaeological Society (NCAS)
- Member, Southeastern Archaeological Conference (SEAC)

ABIGAIL A. BYTHELL, MA, RPA
ASSISTANT ARCHAEOLOGIST
NEW SOUTH ASSOCIATES, INC.
1006 Yanceyville Street
Greensboro, North Carolina 27405
336.379.0433 Ext. 199 (Office)
919.806.9970 (Cell)
abythell@newsouthassoc.com

EDUCATION

M.A., Anthropology, The University of North Carolina at Charlotte (UNCC)—2019
B.A., Archaeology and Biology, The University of North Carolina at Chapel Hill (UNC)—2017

YEARS OF EXPERIENCE: 6 years **with New South Associates:** less than 1 year

SUMMARY OF EXPERIENCE

Abigail Bythell serves New South Associates as an Assistant Archeologist. She has spent the last 6 years doing professional archaeological fieldwork in North Carolina, Virginia, Georgia, South Carolina, Tennessee, West Virginia, Florida, Alabama, Louisiana, Texas, Mississippi, Arkansas, Illinois, Iowa, North Dakota, South Dakota, and Massachusetts on various Phase I, Phase II, and Phase III projects. Ms. Bythell's research interests and skills include:

- Public Archaeology and Outreach
- Bioarchaeology

KEY EXPERIENCE

- 2025 Archaeologist.** Archaeological and ground-penetrating radar (GPR) surveys at the Latta Place Historic Site for Mecklenburg County. Conducted an archaeological survey to identify archaeological resources, including the remains of the enslaved cemetery and cabins within the property
- 2025 Archaeologist.** Intensive archaeological survey and site evaluation for proposed modernization improvements along New Hope Road (SR 1300) from Woodland Church Road (SR 1303) to Woodville Road (SR 1329) in Perquimans County, North Carolina. Abigail was responsible for overseeing and conducting fieldwork, which consisted of shovel test excavation and site recording. Work was conducted for the North Carolina Department of Transportation (NCDOT).
- 2025 Archaeologist and Co-Author.** Archaeological reconnaissance survey for Madison River Park, Rockingham County, North Carolina. Abigail was responsible for conducting and overseeing fieldwork and recording site data. Fieldwork included pedestrian survey. Work was conducted on behalf of Kris Bass Engineers (KBE) and in coordination with the United States Army Corps of Engineers (USACE) Wilmington District.

- 2025 Archaeologist.** Limited Archaeological Investigations for the Community Pool at L.C. Coleman Park Mecklenburg County, North Carolina. Abigail conducted the fieldwork to identify and record archaeological resources in the project area. Fieldwork methods included pedestrian walk-over survey, judgmental shovel testing, and Test Unit excavation.
- 2024 Crew Chief.** Intensive Archaeological Survey for the Proposed Maple Leaf Solar Project in Johnston County, North Carolina. Abigail was responsible for conducting and overseeing fieldwork and recording site data. Work done with New South Associates.
- 2024 Archaeological Senior Technician.** Worked on three separate Phase I surveys across Florida, Texas, North Carolina, and Virginia. Responsible for shovel testing and pedestrian survey. Work done with GAI Consultants.
- 2024 Archaeological Field Technician.** Worked on three Phase I projects in North Carolina. Responsible for shovel testing, pedestrian survey, and site recording. Work done with New South Associates.
- 2023 Archaeological Field Technician.** Worked on two Phase I projects and two Phase III projects in North Carolina and Virginia, including a data recovery at Fort Fisher State Historic Site. Responsible for shovel testing and unit excavation. Work done with New South Associates.
- 2023 Archaeological Field Technician.** Unit excavation at Bald Head Lighthouse on Bald Head Island, North Carolina. Work done with Apogee Environmental.
- 2021 Archaeological Field Technician.** Worked on a Phase I survey for the Raleigh-Durham International Airport in Wake County, North Carolina. Responsible for shovel testing. Work done with Terracon.

PROFESSIONAL MEMBERSHIPS AND SERVICE

Southeastern NAGPRA Community of Practice (SNACP) (Speaker Committee Volunteer, 2025)

North Carolina Archaeological Society (NCAS) (Member, 2025)

Southeastern Archaeological Conference (SEAC) (Member, 2024)



NEW SOUTH ASSOCIATES, INC.

WASHINGTON MILLS AND MCLELLAN MILLS
ARCHAEOLOGICAL SURVEY
ROCKINGHAM COUNTY, NORTH CAROLINA
INTERFACE ENVIRONMENTAL CONSULTING

October 3, 2025

Assumptions

- SHPO/OSA recommended archaeological survey
- Study area is limits of disturbance (LOD)
- Background research at OSA
- Shovel testing at 10-m interval (northern LOD) and 20-m interval (southern LOD)
- Draft and final technical reports will meet OSA standards and guide
- Draft report provided within 6 weeks of completion of fieldwork
- NSA assumes the following quantities:
 - Sites = 2
 - Artifacts = 80
- NSA's assumptions on the numbers of sites and artifacts are based on our experience and comparable studies/results.
- If more sites or artifacts are identified, NSA will need a budget supplement

1) LABOR

Task	Position	Hours	Rate	Subtotal
Project	Principal Investigator - Archaeology	2	\$116.20	\$232.40
	Archaeologist	4	\$78.11	\$312.44
Start Up	Archaeologist	4	\$78.11	\$312.44
	GIS Specialist	4	\$92.99	\$371.96
Mobilization	Archaeologist	4	\$78.11	\$312.44
	Field Technician	8	\$63.03	\$504.24
Background	Senior Historian/Architectural Historian	12	\$98.39	\$1,180.68
	Archaeologist	8	\$78.11	\$624.88
Archaeology	Archaeologist	24	\$78.11	\$1,874.64
	Field Technician	48	\$63.03	\$3,025.44
Laboratory	Lab Director	1	\$113.46	\$113.46
	Archaeologist	4	\$78.11	\$312.44
	Analyst/Research Assistant	6	\$65.66	\$393.96
Curation	Lab Director	1	\$113.46	\$113.46
	Analyst/Research Assistant	3	\$65.66	\$196.98
Draft Report	Principal Investigator - Archaeology	2	\$116.20	\$232.40
	Principal Investigator - History	2	\$114.67	\$229.34
	Senior Historian/Architectural Historian	24	\$98.39	\$2,361.36
	Archaeologist	50	\$78.11	\$3,905.50
	Graphics Specialist	16	\$88.82	\$1,421.12
	GIS Specialist	6	\$92.99	\$557.94
	Editor	20	\$85.10	\$1,702.00

Final Report	Principal Investigator - Archaeology	1	\$116.20	\$116.20
	Principal Investigator - History	1	\$114.67	\$114.67
	Senior Historian/Architectural Historian	2	\$98.39	\$196.78
	Archaeologist	2	\$78.11	\$156.22
	Graphics Specialist	4	\$88.82	\$355.28
	GIS Specialist	4	\$92.99	\$371.96
	Editor	8	\$85.10	\$680.80

<i>TOTAL LABOR</i>	275		\$22,283.43
--------------------	-----	--	-------------

2) EXPENSES

Task	Expense	Value	Units	Rate	Subtotal
Archaeology	Vehicle Rental	0.8	weeks @	\$600.00	\$480.00
	Fuel	0.8	weeks @	\$50.00	\$40.00
	Per Diem	12	days @	\$68.00	\$816.00
	Lodging	12	nights @	\$110.00	\$1,320.00
	Curation	1	boxes @	\$410.00	\$410.00
	Field Supplies	3	days @	\$15.00	\$45.00
History	Historic Images	4	images @	\$20.00	\$80.00

<i>TOTAL EXPENSES</i>			\$3,191.00
-----------------------	--	--	------------

TOTAL			\$25,474.43
--------------	--	--	--------------------



TERRAXPLORATIONS, INC.

Leading the future in recording America's past

Catharine Milner
Interface Environmental Consulting, LLC
476 Hidden Pond Rd
Boone, NC 28607

October 7, 2025

Re: Cost proposal for a Phase I archaeological survey for a proposed 4.4-acre site in Mayodan, Rockingham County, North Carolina.

Dear Catharine Milner:

TerraXplorations, Inc. (TerraX) is pleased to submit this proposal for a Phase I archaeological survey for a proposed 4.4-acre site in Mayodan, Rockingham County, North Carolina. TerraX will perform a Phase I archaeological survey in accordance with Section 106 of the National Historic Preservation Act of 1966 (PL 89-665), as amended. All work will be performed under the direction of an RPA-registered professional archaeologist who meets the Secretary of the Interior's Professional Qualifications Standards. In addition, all work will meet the guidelines established by the North Carolina Office of State Archaeology (OSA).

The following tasks will be accomplished as part of the archaeological survey:

- Background research on previously recorded archaeological sites and cultural resources surveys within a 2-mile radius of the proposed project area, to be conducted at the archaeological site files housed at the OSA in Raleigh, North Carolina. Additionally, we will conduct archival research on McClellan's Mill to support our field research and recommendations.
- A review of historical atlases, maps, and aerial photographs to document the land use within the project area.
- Prior to conducting the archaeological survey, we will consult with the OSA Review Archaeologist for Rockingham County (Cassandra Pardo) to discuss appropriate field methodologies.
- Following recommended field methodologies put forth by the OSA, we anticipate excavating approximately 52 shovel tests in the high-probability northern portion of the project area. Shovel tests will measure no less than 30 centimeters (cm) in diameter and 10 cm into sterile subsoil or hydric soil or to a depth of one meter (m) below ground surface, whichever comes first. These will be placed at 10 m intervals along transects spaced 10 m apart.
- We anticipate excavating approximately 42 shovel tests in the southern portion of the project area placed at 20 m intervals along transects spaced 20 m apart.
- Site delineation shovel tests, if applicable, will be placed at 5 m intervals in the northern portion of the project area and at 10 m in the southern portion.
- TerraX will provide GIS shapefiles and a technical report detailing the results of the Phase I archaeological survey, following state regulations, and will include management recommendations regarding the need for any further archaeological investigations.

1908 Cannon Dr.
Durham, NC 27705

225.348.6001
www.terraxplorations.com

Helping our clients through the cultural resource process Doing the best job in every situation Advancing our employees

Project Assumptions:

- The survey will occur on private land, and no state or federal research permits are required.
- The scope and costs assume the production of an archaeological draft report, one round of comments, and the production of a final report.
- All GIS data regarding the project area will be provided by the client and will be in either shapefile, geodatabase, or .kmz format and in a known coordinate system with sufficient metadata.
- Field survey will be performed within the project components identified by the client, and the limits of the survey areas will not change throughout the course of the project.
- No delays due to weather or property access are included in the cost proposal.
- The field team will be provided with complete access to the project area at the start of fieldwork.
- No specialized or project-specific safety training will be needed.
- Any artifacts recovered during the survey will be returned to the appropriate landowner. If any artifacts require permanent curation at a facility meeting the Federal requirements of 36 CFR § 79, additional costs will be incurred and can be completed under a separate scope and cost.

The Phase I archaeological survey is estimated to require two (2) TerraX archaeologists two (2) field days to complete, excluding travel time (four [4] days inclusive of travel), and four (4) weeks to prepare a draft technical report suitable for submission to the North Carolina State Historic Preservation Office. TerraX can provide all necessary personnel and equipment to conduct the archaeological survey for a total lump sum of **\$31,966.00**. We can commence fieldwork within ten (10) business days of receipt of notice to proceed. We appreciate the opportunity to provide this bid. Please feel free to contact me at edale@terraxolorations.com or 225-348-6001 should you have any questions or need additional information.

Sincerely,



Emily Dale
Senior Archaeologist

1908 Cannon Dr.
Durham, NC 27705

225.348.6001
www.terraxplorations.com

Helping our clients through the cultural resource process Doing the best job in every situation Advancing our employees

**HISTORIAN AND WRITER**

773.919.0186 • bcooper@terraxplorations.

Dr. Brendan Cooper, PhD, is a Historian and Writer for TerraX. His responsibilities include writing technical reports, aiding in research design development, conducting historical research for Phase II evaluation and Phase III data-recovery mitigations, and writing histories and historic contexts for National Register-eligible sites and historic resources. Dr. Cooper received his PhD in United States (US) History with a minor in African American History from the City University of New York (CUNY) Graduate Center, where his research focused on the nineteenth century world sugar market and the consolidation of the sugar refining industry in the US. His current research interests include trade and industrial policy, technology transfer, slavery and abolition, and the consolidation of capitalist and state structures. Dr. Cooper has over a decade of experience working as a professional researcher and educator and has taught undergraduate and graduate courses in US History, US Labor History, and the History of Technology.

**YEARS OF
EXPERIENCE/YEARS
WITH FIRM**

7/2

EDUCATION

- Doctor of Philosophy (PhD) in US History with a minor in African American History, CUNY Graduate Center
- Master of Arts (MA) US History, CUNY Graduate Center
- Bachelor of Arts (BA) Social and Historical Inquiry, The New School

AREAS OF EXPERTISE

- Trade and industrial policy
- Technology transfer
- Slavery and abolition
- Consolidation of capitalist and state structures
- US History
- US Labor History
- History of Technology

SELECTED EXPERIENCE**TERRAXPLORATIONS, INC.****Historian and Writer**

May 2023 to Present

NEW YORK HISTORICAL SOCIETY**Research Fellow**

September 2020 to July 2021

CUNY SCHOOL OF URBAN AND LABOR STUDIES**Adjunct Assistant Professor**

August 2018 to June 2019

SELECTED PROJECTS**Historian and Report Writer — A Phase I Cultural Resources Survey for the Proposed Southeast Virginia Energy Storage Project, Sussex County, Virginia, 2025**

TerraX was contracted by Edge Engineering & Science, LLC (EDGE) on behalf of Columbia Gas Transmission, LLC (Columbia), a TC Energy Company, for archaeological monitoring and a Phase I cultural resources survey for the Southeast Virginia Energy Storage (SVES) Project. Before the survey, monitoring geotechnical borings revealed no cultural material. The survey identified three new archaeological sites, none of which are eligible for the NRHP. An architectural survey found five new and two previously recorded historic-age resources, which are also not eligible for NRHP listing. Dr. Cooper's responsibilities included conducting primary and secondary historical research and contributing to the history section of the report.

Historian and Report Writer — Phase I Cultural Resource Survey for the Northside Restoration Project, Nantahala Ranger District, Nantahala National Forest in Swain County, North Carolina, 2025

TerraX completed a Phase I archaeological survey of 152 acres for the USFS. Thirteen areas were investigated, identifying one historic-period archaeological site. TerraX determined the resource lacks the integrity and context for NRHP listing. The survey also included site delineation, NRHP eligibility evaluation, report preparation, and document compilation per NC OSA standards. Dr. Cooper's responsibilities included conducting primary and secondary historical research and contributing to the history section of the report.



Historian and Report Writer — Phase I Cultural Resource Survey for the Wilson Lake Decommissioning Project, Nantahala Ranger District, Nantahala National Forest in Macon County, North Carolina, 2024

TerraX conducted a cultural resources survey of 12.8 acres for the Proposed Wilson Lake Decommissioning Project in the Nantahala Ranger District of the Nantahala National Forest under contract with the USFS. No archaeological resources were located, and the three historic structures evaluated lacked significance for listing in the NRHP. Dr. Cooper's responsibilities included chain of title research, historic map reviews, and archival and secondary historical research in addition to authoring the history chapter for the Phase I report.

Historian and Report Writer — Phase III Archaeological Mitigation of the Upper Eimer Sugarhouse (16IV206) in Iberville Parish, Louisiana, 2024

TerraX excavated 4,400 m² at the Upper Eimer Sugarhouse (16IV206) in Plaquemine, Louisiana, under contract with Shintech. The site was excavated in anticipation of Shintech's plant expansion. The excavation uncovered 195 features, including six components of the Upper Eimer Sugar Mill and several features of a 1930s grist mill. The Upper Eimer Sugarhouse, which operated from 1846 to 1903, was a brick-and-slate building with open-fire heated kettles. The Phase III investigations mitigated the adverse effect of the Shintech expansion on the National Register-eligible site. Dr. Cooper's responsibilities included conducting secondary, primary source, and archival research and authoring two of the report's chapters. His investigations focused on the plantation's ownership, the sugarhouse's history of operation and its adoption of sugar making technology, and the enslaved (Antebellum) and tenant (post-Civil War) workforce.

Historian and Report Writer — A Phase I Cultural Resources Survey for the BASF Geismar Expansion Project and a Phase II Evaluation of the Linwood Plantation Sugar Mill (16AN87) in Ascension Parish, Louisiana, 2023–2024

TerraX, contracted by Providence Engineering and Environmental Group LLC (Providence), conducted a Phase I cultural resources survey for a proposed BASF chemical plant over 471.4 acres. This expansion required a USACE Section 10/404 permit. The survey identified three new archaeological sites and expanded the boundaries of a previously recorded site; the Linwood Plantation Sugar Mill (16AN87). Historical research and fieldwork revealed intact brick features of the mill and associated structures. The plantation was an early adopter of steam technology and the mill was one of the most productive in the state in the 1820s. During the Civil War, it was occupied by the Union Army and remained a center of Republican Party and Freedmen's Bureau activity in the Reconstruction years, after which it was subdivided and leased to formerly enslaved people. The site was recommended as eligible for listing in the National Register of Historic Places (NRHP) and Phase III testing is underway. Dr. Cooper conducted historical and archival research into the plantation's history and relationship to major historical events in Ascension Parish and Louisiana. He was lead author on the report for the Phase I survey, contributed several chapters to the Phase II report, and will continue his research and writing on the Linwood Plantation in the forthcoming Phase III report.

Historian and Report Writer — A Phase I Cultural Resources Survey for the NLCC Pipeline Project in De Soto, Red River, Sabine, Natchitoches, Vernon, and Rapides, Parishes, Louisiana, 2023–2024

TerraX, EXP Energy Services, Inc. (EXP), conducted a Phase I cultural resources survey for the proposed NLCC Pipeline Project over 4,573.4 acres. The survey identified 17 new archaeological sites and revisited 10 previously recorded sites. Two of the new sites were recommended eligible for listing on the NRHP. The architectural survey identified six new resources, but none were recommended eligible for the NRHP. One resource, Marthaville Cemetery, was considered potentially eligible, but the pipeline was rerouted to avoid it. Dr. Cooper's responsibilities included conducting background research into previously conducted surveys, interpreting archeological findings, writing descriptions of new and revisited archaeological sites, and conducting historical research. He also contributed to several chapters in the Phase I report.

Postdoctoral Research Project, New York Historical Society (NYHS) – Seeds and the State: The Politics of Plant Biotechnology and Agricultural Experimentation in New York State, 1839–1862 (2020–2021)

In 2020, Dr. Cooper received a postdoctoral research fellowship from the NYHS. His project examined the development and diffusion of new biotechnologies in New York state's agricultural sector before the Civil War and the relationship between agricultural and scientific experimentation and the rise of new governmental institutions. During his research, Dr. Cooper made exclusive use of the NYHS's holdings, which included records of social and agricultural societies and competitions; journals, correspondence, and records of agricultural experiments from privately owned farms; industry records from horticulture and seed businesses; and government records on seed distribution and agricultural production. Dr. Cooper reported his findings in a series of talks at the NYHS.

**YEARS OF
EXPERIENCE/YEARS
WITH FIRM**

21/2.5

EDUCATION

- Graduate Certificate, Geographic Information Systems, University of West Florida
- MA in Anthropology with a concentration in Archaeology, University of South Carolina
- BA in Anthropology/Sociology, Warren Wilson College

**PROFESSIONAL
TRAINING**

- Innovative Approaches to Section 106 Mitigation (ACHP, 2013)
- ArcGIS for Cultural Resources (NPI, 2018)
- Cultural Landscapes: Identification and Effects Assessment (ACHP, 2015)
- Section 106 Agreement Documents (NPI, 2014)
- Traditional Cultural Places (NPI, 2013)

**PROFESSIONAL
REGISTRATION**

- Registered Professional Archaeologist (RPA 16326)

PRINCIPAL INVESTIGATOR

225.348.6001 • edale@terraxplorations.com

Emily K. Dale, MA, RPA, has over twenty years of experience in historic preservation and cultural resources management across the public and private sectors. She has directed and managed archaeological projects across the Southeast and Mid-Atlantic regions, and has over ten years of experience working at the State Historic Preservation Offices (SHPOs) of West Virginia, South Carolina, and Louisiana. Ms. Dale is highly experienced with federal regulatory compliance in accordance with the National Environmental Policy Act (NEPA) and Section 106 of the National Historic Preservation Act (NHPA) and is skilled at working with diverse interest groups, including tribal, federal, state, and local agencies, industry specialists, and the public. Ms. Dale's Geographic Information System (GIS) experience includes geodatabase and web application management, distribution and viewshed analysis, probability modeling, georeferencing, and story map development.

SELECTED EXPERIENCE**TERRAXPLORATIONS, INC.**

Senior Archaeologist and Principal Investigator
May 2023 to Present

RICHARD GRUBB & ASSOCIATES

GIS Specialist and Senior Archaeologist
January 2022 to April 2023

LOUISIANA DIVISION OF ARCHAEOLOGY

Site Files Manager and GIS Specialist
December 2016 to December 2021

SELECTED PROJECTS

Principal Investigator and Report Author — Phase I Cultural Resource Survey for the Northside Restoration Project, Nantahala Ranger District, Nantahala National Forest in Swain County, North Carolina, 2025

TerraX completed a Phase I archaeological survey of 152 acres for the proposed Northside Restoration Project in Nantahala National Forest under contract with USFS. Between April 8-16, 2025, 13 areas were investigated using surface inspection or shovel testing. One historic-period archaeological site was identified. TerraX concluded the resource lacks the integrity and context for NRHP listing. The project also involved delineating site limits, conducting NRHP eligibility evaluations, preparing an archaeological survey report, and compiling associated documents per NC OSA standards. Ms. Dale oversaw the field effort, coordinated with the Forest Service, conducted QA/QC of all paperwork and deliverables, and ensured the Phase I survey report met state and federal requirements. In addition, she conducted GIS analysis and mapping and co-authored the report of the investigation.

Principal Investigator and Report Author — A Phase I Cultural Resources Survey for the Proposed Southeast Virginia Energy Storage Project, Sussex County, Virginia, 2025

TerraX, on behalf of EDGE engineering and Science, LLC, conducted a Phase I cultural resources survey and archaeological monitoring of approximately 85 acres for the Southeast Virginia Energy Storage (SVES) Project in Sussex County, Virginia. The archaeological survey consisted of visual surface inspections and systematic shovel testing, resulting in the identification of three



new archaeological sites (44SX0506, 44SX0507, and 44SX0508) and six isolated finds. All three newly recorded archaeological sites were found to lack research potential, and TerraX recommended that all three be considered not eligible for inclusion in the NRHP. Ms. Dale oversaw the field effort, client relations and communication, conducted QA/QC of all paperwork and deliverables, and ensured the report met state and federal requirements. Additionally, she conducted GIS analysis and mapping and co-authored the report of the investigation.

Principal Investigator and Report Author — A Phase I Archaeological Survey for the Cape Fear River Trail Project, Cumberland County, North Carolina, 2025

TerraX, contracted by Pond & Company, performed a Phase I archaeological survey for the proposed Cape Fear River Trail project. The project aims to develop a paved trail and boardwalk along the Cape Fear River. Although no federal agency was directly involved, the Phase I survey will support the preparation of the USACE Nationwide Permit Pre-Construction Notification and Section 401. Fieldwork covering 28.5 acres did not identify any archaeological sites, and no additional investigations were necessary. Ms. Dale oversaw the field effort, conducted QA/QC of all paperwork and deliverables, and ensured the Phase I survey report met state and federal requirements. Additionally, she conducted GIS analysis and mapping and co-authored the report of the investigation.

Principal Investigator, Field Director, GIS Specialist, and Report Author — Phase I Cultural Resource Survey for the Wilson Lake Decommissioning Project, Nantahala Ranger District, Nantahala National Forest in Macon County, North Carolina, 2024

TerraX conducted a cultural resources survey of 12.8 acres for the Proposed Wilson Lake Decommissioning Project in the Nantahala Ranger District of the Nantahala National Forest under contract with the USFS. No archaeological resources were located, and the three historic structures evaluated lacked significance for listing in the National Register of Historic Places (NRHP). Ms. Dale oversaw the field effort, coordinated with the Forest Service, conducted QA/QC of all paperwork and deliverables, and ensured the report met state and federal requirements. Additionally, she conducted GIS analysis and mapping and co-authored the report of the investigation.

Principal Investigator and Report Author — Life on the Frontier: Archaeological Data Recovery at Wilderness Plantation (16EBR244) East Baton Rouge Parish, Louisiana, 2024-2025

Contracted by CLEAN Environmental, TerraX conducted a Phase III archaeological mitigation at the Wilderness Plantation (16EBR244) in Louisiana for a residential and commercial development, utilizing HUD HOME funds. The mitigations had a 2,268 m² data recovery area and involved historical research, block unit excavations, mechanical stripping, and hand excavation. Investigations revealed the construction sequence of the main house and associated structures (detached kitchen, cistern, pigeonier), recording 101 features like brick walls, piers, and chimneys. Nearly 3,900 gunflints were recovered, with thermal analysis indicating their presence between 1820 and 1859. The fieldwork met all treatment plan requirements, documenting extensive archaeological remains, and no further research was recommended. Ms. Dale oversaw the field effort, conducted QA/QC of all paperwork and deliverables, and ensured the Phase III mitigation report met state and federal requirements. Additionally, she conducted GIS analysis and mapping and co-authored the report on the mitigation.

Principal Investigator, Field Director, GIS Specialist, and Report Author — Archaeological Phase II Testing at Five Sites for the Proposed VAM-1 and Glasgow Pipeline Replacement Project, Amherst and Rockbridge Counties, Virginia, 2023–2024

TerraX, contracted by WSP Global, Inc. for Columbia Gas of Virginia, conducted Phase II archaeological testing on five archaeological sites. The testing utilized contour mapping, pedestrian and shovel test surveys, test unit excavation, and photographic documentation. The sites were identified as low-density pre-Contact lithic production and reduction sites, with stone tool assemblages including unifacial flakes, flake tools, core fragments, and hammerstones. Two sites were determined eligible for the NRHP, requiring avoidance or Phase III mitigation. Ms. Dale was responsible for overseeing field activities, client and federal agency relations and communication, ARPA permitting, and QA/QC of all paperwork and deliverables, and ensured the Phase II testing report met state and federal requirements. Additionally, she conducted all GIS analysis and mapping for the project and co-authored the report of findings.



OWNER AND PROJECT MANAGER

205.799.5638 • pdjackson@terraexplorations.com

Paul D. Jackson, MA, RPA, has over 30 years of experience in the field of Cultural Resource Management, participating in hundreds of projects across the Southeast. As an Owner and Senior Archaeologist for TerraX, he oversees all phases of archaeological investigations, specifically focusing on Late Woodland cultures across the Southeast. In the past three years, Mr. Jackson has been Principal Investigator for six Phase III data recovery mitigations across the Southeast. These excavations included Fort Butler, a Civil War Fort, a sugar mill plantation main house complex, an antebellum sugarhouse, and a 12.5-acre Coles Creek site in Louisiana. He also mitigated a historic homesite in Alabama and a Paleoindian-to-Mississippian site along the Cumberland River in Tennessee. Throughout his career, Mr. Jackson has directed and managed intensive surveys with sites up to 50,000 acres and overseen survey, testing, and excavation projects in Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Mr. Jackson has worked with numerous federal agencies, including the National Park Service (NPS), United States Forest Service (USFS), United States Army Corp of Engineers (USACE), and various state Departments of Transportation (DOTs). He has also facilitated consultations with Federally Recognized Tribes. Under a three-year contract with Fort Moore/Benning, he oversaw the monitoring program for the base, which consisted of inspecting known previously recorded sites, accessing their condition, and making sure protective measures were put in place for each site.

YEARS OF EXPERIENCE/YEARS WITH FIRM

30+/13

EDUCATION

- MA in Applied Anthropology, University of Alabama
- BA in Anthropology, University of Alabama

CERTIFICATIONS

- Registered Professional Archaeologist (RPA 12144)
- 12 training hours on the Identification and Management of Traditional Cultural Places in Atlanta, Georgia, taught by the National Preservation Institute

AREAS OF EXPERTISE

- Public and private-sector work
- Phase I, II, and III investigations
- Tribal Consultation
- Lithic Technology
- The Late Woodland period in the Southeast

SELECTED WORK EXPERIENCE

TERRAXPLORATIONS, INC.

Founder and Co-Owner

April 2012 to Present

PANAMAERICAN CONSULTANTS, INC.

Vice President

2001 to 2012

SELECTED PROJECTS

Project Manager—A Phase I Cultural Resources Survey for the Tennessee Valley Authority's Proposed Lowndes-Hamilton OPGW Installation Project, Lowndes and Monroe Counties, Mississippi, 2025

TerraX conducted a Phase I cultural resources survey for TVA's proposed overhead ground wire replacement and access route project in Mississippi. The 145.7-acre survey resulted in the identification of four new archaeological sites, one isolated find, and one linear resource (MSB&P Railway). A previously recorded site was revisited. Due to APE constraints, two sites were unevaluated for NRHP inclusion. Further testing was recommended for an early Archaic lithic scatter. The MSB&P Railway was considered NRHP-eligible, but the project was not expected to adversely affect it. Mr. Jackson was responsible for the oversight of the Principal Investigator and all project personnel, field activities, the budget, client relations and communication, and quality assurance and quality control (QAQC) of all paperwork, permits, and deliverables.



Project Manager, Field Director, and Report Writer — Life on the Frontier: Archaeological Data Recovery at Wilderness Plantation (16EBR244) East Baton Rouge Parish, Louisiana, 2024-2025

Contracted by CLEAN Environmental, TerraX conducted a Phase III archaeological mitigation at the Wilderness Plantation (16EBR244) in Louisiana for a residential and commercial development, utilizing HUD HOME funds. The mitigations had a 2,268 m² data recovery area and involved historical research, block unit excavations, mechanical stripping, and hand excavation. Investigations revealed the construction sequence of the main house and associated structures (detached kitchen, cistern, pigeonier), recording 101 features like brick walls, piers, and chimneys. Nearly 3,900 gunflints were recovered, with thermal analysis indicating their presence between 1820 and 1859. The fieldwork met all treatment plan requirements, documenting extensive archaeological remains, and no further research was recommended. Mr. Jackson was involved in every aspect of this project, including personally directing the fieldwork and writing report findings.

Project Manager and Field Director — Phase III Archaeological Mitigation of the Upper Eimer Sugarhouse (16IV206) in Iberville Parish, Louisiana, 2024

TerraX completed a Phase III archaeological mitigation of Upper Eimer Sugarhouse (16IV206) for Shintech Louisiana, LLC, overseen by USACE. This work, preceding chemical plant expansion, involved extensive excavations over 4,400 m² (0.98 acres), yielding 5,500 artifacts and 195 features from the 1846-1903 sugarhouse, including six components and two outbuildings. Features from a c. 1930 grist mill were also identified. These investigations mitigated the adverse effect of the Shintech Plaquemine Plant expansion, and no further research was recommended. Mr. Jackson was involved in every aspect of this project, including personally directing the fieldwork and writing report findings.

Project Manager and Field Archaeologist — Phase I Cultural Resource Survey for the Wilson Lake Decommissioning Project, Nantahala Ranger District, Nantahala National Forest in Macon County, North Carolina, 2024

TerraX conducted a cultural resources survey of 12.8 acres for the Proposed Wilson Lake Decommissioning Project in the Nantahala Ranger District of the Nantahala National Forest under contract with the USFS. No archaeological resources were located, and the three historic structures evaluated lacked significance for listing in the NRHP. Mr. Jackson supervised the field survey and the report writing.

Project Manager — Archaeological Phase II Testing at Five Sites for the Proposed VAM-1 and Glasgow Pipeline Replacement Project, Amherst and Rockbridge Counties, Virginia, 2023–2024

TerraX was contracted by WSP Global, Inc. (WSP) on behalf of Columbia Gas of Virginia, Inc. (CVA) to conduct archaeological Phase II testing. Testing involved contour mapping, pedestrian and shovel surveys with 5-meter interval delineations, 1-x-1 meter test unit excavation, and photographic documentation. The sites being tested consisted of pre-Contact and historic artifacts, such as container glass, lithic debitage, fire-cracked rocks, and multiple stone tools. Two of the sites were recommended eligible for the NRHP and avoidance or Phase III mitigation advised. Mr. Jackson was responsible for the oversight of the Principal Investigator and all project personnel, field activities, the budget, client relations and communication, and quality assurance and quality control (QAQC) of all paperwork, permits, and deliverables.

Project Manager, Principal Investigator, and Field Director — Phase III Archaeological Mitigation of the McFall Site (1LU528) in Lauderdale County, Alabama, 2021–2023

TerraX completed Phase I, II, and III archaeological investigations at the McFall Site (1LU528). Our testing strategy included a combination of geophysical survey, surface survey, block unit excavation, and mechanical stripping. The multicomponent site contained Late Paleoindian, Archaic, and Woodland components, as well as a historic homesite. Mr. Jackson was involved in every aspect of this project, including personally directing the fieldwork and writing much of the report findings. In addition he coordinated with all federal and state reviewers.

Project Manager, Principal Investigator, and Field Director — Phase III Archaeological Mitigation of the Point Pleasant Site (16IV199) in Iberville Parish, Louisiana, 2020–2023

TerraX performed a Phase III mitigation of the Point Pleasant site (16IV199) under contract with Shintech Louisiana, LLC. The mitigation focused on 12.5 acres and involved surface collection, mechanical stripping, and hand excavation of selected areas/features. The investigation revealed numerous Late Woodland and Coles Creek period structures, a historic structure, burials, and thousands of cultural features. Mr. Jackson was involved in every aspect of this project, including personally directing the fieldwork and writing much of the report findings. In addition he coordinated with all tribal, federal and state reviewers.



50101 Governors Dr.
Suite 250
Chapel Hill, NC 27517

T 919.475.5507
TRCcompanies.com

9 October 2025

Catharine Milner
Interface Environmental Consulting, LLC
476 Hidden Pond Road
Boone, North Carolina 28607
By email: catharine@interfaceenv.com

Ed McLean
Destination By Design
136 Furman Road
Boone, North Carolina 28607
By email: ed@dbdplanning.com

Re: Phase I Archaeological Survey for the Washington Mills Park Project, Rockingham County, North Carolina, ER 25-2485

Dear Catharine and Ed:

We appreciate the opportunity to provide this proposal for Phase I archaeological survey for the proposed Washington Mills Park Project on the Mayo River north of NC 135 in west-central Rockingham County. Based on information provided in the Request for Proposal (RFP) by you in a 29 September 2025 email and on additional information provided in a subsequent email on 1 October 2025, the project area consists of a northern portion on the former McClellan Mills property with a limit of disturbance (LOD) of approximately 0.32 acre and a southern portion on the former Washington Mill property with an LOD of 4.1 acres, including a large concrete foundation for the former mill structure. In a letter dated 12 September 2025, the North Carolina Historic Preservation Office/Office of State Archaeology (NC HPO/OSA) requested a Phase I archaeological survey “to identify archaeological resources within the project area and assess them for NRHP eligibility” as there is a high density of archaeological sites in this area; the southern portion of the project area is within the Mayodan Historic District and contains the former location of the ca. 1895 spinning mill, which had been listed in the National Register of Historic Places (NRHP) as an architectural resource; and the northern portion contains site 31RK150, McClellan’s Mill, which has not been assessed for the NRHP. The northern portion of the project and the northeastern and southeastern parts of the southern portion are situated on floodplain of the Mayo River and are underlain by well-drained but frequently flooded Dan River loam; the central and southwestern parts of the southern portion are also situated on floodplain but within an area classified as Urban Land by the USDA NRCS. Historic aerial photographs show that structures associated with the Washington Mill occupied almost all of the southern portion of the project until at least 2009, after which structures were removed, with all structures demolished by September 2015 and most debris removed by March 2020.

For the purpose of this proposal some assumptions were made regarding an appropriate level of effort for this study based on the environmental conditions in the survey area, direction provided in the RFP, and our experience with similar projects in this region. TRC will consult with Cassandra Pardo of the NC HPO/OSA regarding the proposed survey methods prior to the initiation of fieldwork, and modifications to the scope and budget may be necessary should the NC HPO/OSA require additional studies or level of effort not anticipated in this proposal. The archaeological survey will include three tasks: 1) Research, Management, and Consultation; 2) Field Investigation; and 3) Analysis and Reporting, and each is described below. All project work will meet the OSA’s 2023 *Archaeological Investigation Standards and Guidelines*. Our proposed scope of work, schedule, and cost estimate are outlined by task below.

SCOPE OF WORK

Task 1: Research, Management, and Consultation

This task includes conducting the background research necessary for the development of the cultural context and previous research sections of the technical report as well as research necessary to evaluate any identified archaeological resources and the significance of the former mills in the context of the existing archival records. This research involves a review of data regarding previously recorded archaeological resources within two miles of the project area and of published and unpublished sources of historical and environmental data pertinent to the project area (including historical maps, soil survey data, topographic maps, historic aerial photographs, cultural resources reports, cemetery censuses, etc.). This task also includes project management and consultation with the NC HPO/OSA, Interface Environmental Consulting, LLC, and Destination By Design as necessary through production of the final report.

Task 2: Field Investigation

As part of Task 1, TRC will consult with the NC HPO/OSA regarding specific field methods prior to initiating fieldwork, but based on the RFP, we anticipate that the northern portion of the LOD will be examined by the excavation of shovel tests at 10-m intervals along a single transect and that shovel tests will be excavated at 20-m intervals as possible within the southern portion of the LOD. All shovel tests will be excavated by hand, no heavy machine assisted excavation is proposed for this project so investigation of areas beneath impervious surfaces will not be conducted. Closer interval shovel tests will be excavated around shovel tests containing pre-modern artifacts in undisturbed contexts to define site and activity area boundaries. All shovel tests will measure approximately 30 cm in diameter, and with the exception of obvious fill or disturbance, all soil removed from the shovel tests will be screened through ¼-inch wire mesh to ensure uniform artifact recovery. Shovel tests will be excavated 10 cm into the sterile B horizon or a maximum depth of 80 cm. No archaeological examination of deeper deposits will be conducted. Stratigraphic profiles of all excavated shovel tests will be recorded, including the depth, stratigraphy, artifact recovery, soil texture, and predominant Munsell color. All shovel tests will be completely backfilled. All non-modern artifacts recovered from apparently intact contexts will be placed in a clearly labeled plastic bag by relative provenience within each shovel test. Non-modern building material encountered in shovel tests may be sampled but not collected in its entirety. All shovel test locations will be recorded on a sketch map, and all shovel tests containing non-modern cultural material will be recorded with a GPS unit with submeter accuracy.

Task 3: Analysis and Reporting

Following completion of the fieldwork, all artifacts recovered from the investigation will be taken to TRC's office lab in Chapel Hill for cleaning and analysis. Artifacts will be cleaned and analyzed using regionally appropriate classifications. It is anticipated that any recovered artifacts will be packaged and shipped to the landowner at the conclusion of the project, and no curation preparation will be performed.

The complete descriptive, analytical, and interpretative results of the background research, fieldwork, and laboratory and data analyses will be provided in the form of a technical report following NC HPO/OSA guidelines. The report will be fully illustrated with appropriate maps and photographs, will be carefully edited, and will include an assessment of the integrity of the cultural deposits in the project area and of their research potential with reference to the NRHP criteria for eligibility. In addition, any appropriate archaeological site forms will be completed for NC HPO/OSA submittal. TRC will submit an initial digital draft report for your review, respond to comments, and produce a final draft report in digital format suitable for NC HPO/OSA (and other agency as appropriate) review. TRC will produce a hard copy report for NC HPO/OSA records when that agency has approved the digital copy.

CORPORATE AND STAFF QUALIFICATIONS

TRC is a full service cultural resources firm with regional offices in Chapel Hill, Asheville, Columbia, Atlanta, and Nashville. We have maintained an office in North Carolina since 1990 and have completed over 800 cultural resources projects in the state. TRC staff in these offices have extensive experience conducting cultural resources research and field investigations, including archaeological survey, site testing, and data recovery, historic architectural studies, and cemetery delineations. These include numerous projects in Rockingham County and the surrounding area, as well as projects involving textile mills and other similar industrial sites. Following NC HPO/OSA requirements, Project fieldwork and reporting will be directly supervised and/or conducted by a qualified professional meeting the Secretary of the Interior's Professional Qualification Standards (48 FR 44738-39) for Archeology. TRC's Project work will be managed by Heather Millis (MA, Register of Professional Archaeologists) who will also conduct some of the research and assist with the reporting; the archaeological fieldwork will be directed by Bruce Idol (MA, Register of Professional Archaeologists) or an Archaeologist with similar credentials and experience, and one of several Archaeological Technicians depending on scheduling, all of whom have many years of experience conducting archaeological studies in North Carolina. Support staff include a QA/QC reviewer and a GIS/Graphics Specialist, both with decades of experience in cultural resources studies in North Carolina, and a Laboratory Supervisor who also has more than 15 years of experience supporting archaeological studies in the state. Abbreviated resumes for the key staff are included in this submittal.

SCHEDULE

TRC understands that work for this project is expected to be performed during the fall and winter 2025/2026. Task 1 research can be initiated within a week of receipt of the executed contract, and we will work with you to schedule the fieldwork as soon as possible after receipt of the executed contract and confirmation of full access to the project. Fieldwork is expected to require up to one week to complete barring extensive periods of bad weather or issues with access. Preliminary results and recommendations and a kmz file showing the boundaries of any resources recommended for avoidance or further work will be submitted to Interface Environmental Consulting, LLC via email within one week of completion of the survey. A draft technical report will be submitted in digital format to Interface Environmental Consulting, LLC for review within two months of the completion of the fieldwork, and comments will be addressed and a final draft report produced for agency review within two weeks of receipt of comments.

COST ESTIMATE

For the development of this budget, it is estimated that one archaeological site will be identified, documented, and delineated; no cemeteries will be encountered; and up to 50 artifacts will be processed, analyzed, and shipped to the landowner. Should the NC HPO/OSA or project conditions require a more intensive level of effort or additional cultural resources be identified, a budget addendum and schedule adjustment may be necessary. Should additional work be required beyond the level of effort presented here, TRC will work with Interface Environmental Consulting, LLC to revise the scope and cost estimate as quickly as possible.

TRC estimates that the outlined scope of work can be completed for \$32,215 as shown by task and billing category below. TRC will invoice Interface Environmental Consulting, LLC on a time and materials basis per the included rate schedule and will provide invoices on a monthly basis through completion of the services described above. Should Interface Environmental Consulting, LLC request that TRC make changes in the services or perform additional services, TRC will prepare a change order request for your acceptance. These services are offered under our standard terms and conditions (see below).

Cost Estimate

Task	Labor	Expenses	Total
1: Research	\$3,793	\$50	\$3,843
2: Fieldwork	\$6,936	\$2,500	\$9,436
3: Lab and Reporting	\$18,936	\$5,120	\$18,936
TOTAL	\$29,665	\$2,550	\$32,215

We very much appreciate the opportunity to provide these services to Interface Environmental Consulting, LLC. If you have any questions regarding this proposal, please do not hesitate to contact me by phone at (919) 475-5507 or email at hmillis@trccompanies.com. We look forward to hearing from you.

Sincerely,



Heather Millis
Office Practice Leader

Attachments: Project Rate Schedule, Key Staff Resumes, Work Authorization, Terms and Conditions

Project Rate Schedule

TRC Labor Category	Hourly Rate
*Principal Investigator/Project Manager—Heather Millis	\$160
QA/QC Reviewer—Paul Webb	\$212
GIS Specialist—Matt Paré	\$128
Laboratory Supervisor—Hannah Smith	\$97
*Senior Archaeological Field Director—Bruce Idol	\$107
Archaeological Field Director—Jeff Johnson	\$99
Senior Archaeological Technician—Crandall Close	\$60
Archaeological Technician—Temporary Employees TBD	\$55
Project Coordinator—Michelle Blair	\$114
Project Accountant—Mary Michaud	\$80

* denotes key staff



Heather Millis
Senior Archaeologist

Heather Millis is a Senior Archaeologist and the Office Practice Leader in TRC's Chapel Hill, North Carolina office. She has over 35 years of professional experience in all types of cultural resource investigations, with particular expertise in North Carolina, Virginia, and Maryland and for Department of Transportation projects. She is responsible for all aspects of project development and management, including proposal and research design development, project planning, implementation, and management, field and laboratory research, report preparation, and coordination with clients and agencies. Ms. Millis also serves as a QA/QC reviewer, copyeditor, and technical writer for TRC's North Carolina offices.

CREDENTIALS

Education:

- M.A., Anthropology, State University of New York at Albany, 1994
- B.A., History, University of Maryland, 1986

Professional Registrations/Certifications/Training:

- Register of Professional Archaeologists, 2001

REPRESENTATIVE NORTH CAROLINA PROJECT EXPERIENCE

CDM Smith, Inc – Pender County, NC (PM/PI): November–May 2023

Served as PI and PM for survey for the Pender County Water Treatment Facility. Responsible for coordinating with the client and agencies, supervising the fieldwork, lab processing, and data analysis, and co-authoring the deliverable.

Cedar Point Developers – Carteret County, NC (PM): October 2022–2024

Ms. Millis served as PM for archaeological investigations for the proposed Bridge View residential development. Responsible for coordinating with the client and agencies, overseeing the fieldwork, lab processing, and data analysis, and co-authoring the deliverables.

Rocky Mount NCARNG – Edgecombe County, NC (PM/PI): October 2022–April 2023

Served as PI and PM for survey for the Rocky Mount NC Army National Guard Readiness Center. Responsible for coordinating with the client and agencies, supervising the fieldwork, lab processing, and data analysis, and co-authoring the deliverables.

NorthView Partners – Wake County, NC (PM/PI): April–October 2019

Served as PI and PM for survey, cemetery delineation, and construction monitoring for the Meridian at Heritage Station housing development. Responsible for coordinating with the client and SHPO, supervising the fieldwork, lab processing, and data analysis, and authoring the deliverables.

Southeastern Archaeological Services and USACE Wilmington District – Various Counties, NC and VA (PM/PI): October 2016–September 2018

Served as PI and PM for survey of 1,566 acres within the Kerr Lake Reservoir. Responsible for coordinating with the client and agencies, supervising the field and lab work, data analysis, and report writing.

Cypress Creek Renewables LLC – Jones County, NC (PM/PI): October 2017–October 2018

Served as PI and PM for survey of areas totaling 1,052 acres within the NRHP listed Bryan-Bell/Oakview Plantation for the proposed Trent River solar farm. Responsible for coordinating with the client and SHPO, supervising the fieldwork, lab processing, and data analysis, and authoring the deliverables.

Arcadis – New Hanover County, NC (PM/PI): August 2015–2016

Served as PI and PM for a survey of the U.S. Coast Guard's Loran Station property in Carolina Beach. Responsible for development of the research plan, coordinating with the client and SHPO, and supervising fieldwork, lab processing, data analysis, and report writing.

North Carolina Department of Transportation – Sampson County, NC (PM/PI): 2013–2014

Served as PI for a data recovery at prehistoric site 31SP331 for the planned NC 24 Widening Project in Sampson County. Developed the research plan, conducted background research, interfaced with the client and the landowners, supervised fieldwork and lab processing, conducted the data analysis, and authored the report.

North Carolina Department of Transportation – Wake County, NC (PI): 2013

Served as PI for a survey for the replacement of Bridge 161 in Wake County. Directed the fieldwork, conducted the background research, interfaced with the client and the landowners, analyzed the artifacts, and authored the report.

North Carolina Department of Transportation – Martin County, NC (PI): 2010

Served as PI for a survey of the two mile corridor for the NC 125 Bypass of Williamston in Martin County. Directed the fieldwork, interfaced with the client and the landowners, analyzed the artifacts, and authored the report.

U.S. Army Corps of Engineers, Wilmington District – Vance County, NC (PI): 2007

Served as PI and PM for archaeological survey of a 90 acre portion of the property surrounding the NRHP listed LaGrange Plantation in Vance County, North Carolina. Directed the fieldwork, supervised and performed the laboratory analysis and background research, and authored the report.



Bruce Idol
Senior Archaeologist

Bruce Idol is a Senior Archaeologist in TRC's Chapel Hill, North Carolina office. He has over 25 years of experience conducting and reporting archaeological surveys, site evaluations, and data recovery excavations. Mr. Idol's experience includes extensive service to public and private-sector clients including the National Park Service (NPS), U.S. Army Construction and Engineering Research Laboratories (CERL), the U.S. Army Corps of Engineers (COE), U.S.D.A. Forest Service (NFS), the North Carolina DOT, and the Federal Highway Administration Eastern Federal Lands Highway Division (FHWA EFLHD). He is responsible for project planning and implementation, fieldwork direction, artifact analysis, and reporting.

CREDENTIALS

Education:

- M.A., Anthropology, Wake Forest University, 1997
- B.A., Anthropology, University of North Carolina at Greensboro, 1992
- B.A., English Literature, Appalachian State University, 1990

Professional Registrations/Certifications/Training:

- Register of Professional Archaeologists, 2001

REPRESENTATIVE NORTH CAROLINA PROJECT EXPERIENCE

NCDOT, Data Recovery Excavations at 31GH78–Graham County, NC (FD: 2025)

Served as Field Director for data recovery excavations at a prehistoric through Historic Cherokee archaeological site.

W.K. Dickson, Test Excavations at 31CE54–Cherokee County, NC (FD: 2025)

Served as Field Director for test excavations at a prehistoric through Historic Cherokee archaeological site on the Western North Carolina Regional Airport.

United States Forest Service, Damage Assessment at 31MG123 and 31MG364–Montgomery County, NC (FD: 2023)

Served as Field Director for excavations at two prehistoric archaeological sites in the Uwharrie National Forest.

New London Mine Project Permit Area and Evaluation of the Parker Gold Mine Site–Stanly County, NC (FD: 2021)

Served as Field Director for an archaeological survey and an evaluation of the Parker Gold Mine Site in Stanly County, NC.

TVA, Monitoring NC 28 Sinkhole Repair–Swain County, NC (2021)

Monitored construction associated with sinkhole repair on NC 28, Swain County.

Data Recovery Excavations at 31BN1046–Buncombe County, NC (FD: 2020)

Served as Field Director for data recovery excavations at a prehistoric archaeological site in Buncombe County.

Monitoring North Mill Creek Sewer Replacement, Historic Bethabara Park–Forsyth County, NC (2019–2021) Monitored test trenching and construction for sewer line replacement at Historic Bethabara Park in Winston-Salem, Forsyth County.

NCDOT, Data Recovery Excavations at 31GH635–Graham County, NC (FD: 2017–2018)

Served as Field Director for data recovery excavations at a prehistoric through Historic Cherokee archaeological site.

NCDOT, Robbinsville High School and Middle School Access Road–Graham County, NC (FD: 2016)

Served as co-Field Director for an intensive archaeological survey and evaluation for construction of a new route and bridge to connect US 129 with Robbinsville High School and Middle School in Graham County, North Carolina.

Piedmont Natural Gas Line 291-292-322 Replacement Project–Catawba, Gaston, and Lincoln Counties, NC (FD: 2016)

Served as Field Director for an intensive archaeological survey for construction of a new natural gas pipeline extending from Stanley to Newton, North Carolina.

NCDOT, US 321 Improvements–Burke, Caldwell, and Catawba Counties, NC (FD: 2015–present)

Served as Field Director for an intensive archaeological survey for improvements to US 321 from Hickory to Lenoir.

HDR, Prosperity Church Road Realignment Survey–Mecklenburg County, NC (FD: 2011)

Served as Field Director for archaeological survey for proposed road realignments in Charlotte, NC.

NCDOT, Data Recovery Excavations at 31RD555–Randolph County, NC (FD: 2004–2006)

Served as Field Director for site data recovery excavations at 31RD555, and oversaw all stages of fieldwork, analysis, and report preparation.

Carolina Power & Light, Sandhills Pipeline Project–Stanly County, NC (FD: 2000–2001)

Served as Field Director for data recovery at sites 31ST49 and 31ST56, and oversaw archaeological and geomorphological fieldwork, analysis, and report preparation.

CERL and NPS, Multi-Site Evaluations at Fort Bragg–Cumberland and Hoke Counties, NC (FD: 1999–2005)

Served as Field Director for multiple contract delivery orders under TRC's contracts with the U.S. Army Construction Engineering Research Laboratory and with the National Park Service, and authored numerous reports for compliance.

Work Authorization

1. **Services.** See above Proposal for Scope of Work.
2. **Schedule.** See above Proposal for the Schedule.
3. **Compensation.** As full compensation for the Services covered by this Service Order, Interface Environmental Consulting, LLC shall pay TRC at the rates and terms described in the above Proposal Cost Estimate. Payment will be due thirty (30) days after receipt of the invoice by Interface Environmental Consulting, LLC.
4. **Confidentiality.** During any discussions with third parties, TRC shall not disclose the Project location without the prior written consent of Interface Environmental Consulting, LLC. TRC shall not disclose the work product created in performing the Services or any other documents or contents thereof to any third party without the prior written consent of Interface Environmental Consulting, LLC until all work for the project is completed.

**IN WITNESS WHEREOF, THIS SERVICE ORDER IS EXECUTED AND EFFECTIVE AS OF
THE __th DAY OF _____ 2025.**

[Interface Environmental Consulting, LLC]

[TRC]

By: _____

By: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Standard Terms and Conditions

SERVICES

TRC Environmental Corporation ("Consultant") will provide consulting and other professional services on behalf of Client as provided in the Scope of Services. Client is defined in the attached Proposal or Scope of Services. Unless otherwise stated, Consultant's Proposal to perform the Scope of Services expires sixty (60) days from its date and may be modified or withdrawn by Consultant prior to receipt of Client's acceptance. The offer and acceptance of any services or goods covered by the Proposal is conditioned upon these terms and conditions. Any additional or different terms and conditions proposed by Client are objected to and will not be binding upon Consultant unless specifically agreed to in writing by Consultant. An order or statement of intent to purchase Consultant's services, or any direction to proceed with, or acquiescence in the commencement of work shall constitute consent to these terms and conditions.

COMPENSATION

Consultant will invoice for its services on a time and materials basis using the Schedule of Rates embodied in the referenced Proposal. Prices or rates quoted do not include state or local taxes where applicable. Our services may include reimbursable expenses, which are charges incurred for travel, transportation, temporary lodging, meals, telephone calls, fax, postage, courier service, photographic, photocopying, and other fees and costs reasonably incurred in connection with the services.

Unless otherwise stated in the Proposal, Consultant will submit invoices for services related to the Scope of Services on at least a monthly basis, and Client will make payment within thirty (30) days of receipt of Consultant's invoices. If Client objects to any portion of an invoice, the Client will notify Consultant within fifteen (15) days from the date of receipt of the invoice and will pay that portion of the invoice not in dispute, and the parties shall immediately make every effort to settle the disputed portion of the invoice.

If Client fails to make any payment due to Consultant within thirty (30) days after receipt of an invoice, then the amount due Consultant will increase at the rate of 1.5 percent per month after the 30th day. If a retainer has been required and the Client has not paid the invoice within thirty (30) days, TRC shall be entitled to draw upon the retainer to satisfy the past due invoice. In addition, Consultant may, after giving seven (7) days' written notice to Client, suspend its services and any deliverables until Consultant has been paid in full for all amounts outstanding more than thirty (30) days. In the event that Consultant must resort to legal action to enforce collection of payments due, Client agrees to pay attorney fees and any other costs resulting from such action.

CLIENT'S RESPONSIBILITIES

Client will designate in writing the person or persons with authority to act in Client's behalf on all matters concerning the work to be performed by Consultant for Client.

Client will furnish to Consultant all existing studies, reports, data and other information available to Client which may be necessary for performance of the work, authorize Consultant to obtain additional data as required, and furnish the services of others, where necessary, for the performance of the work. Consultant will be entitled to use and rely upon all such information and services.

Unless otherwise stated in the Proposal, Client shall be responsible to provide Consultant access to the work site or property to perform the work.

PERFORMANCE OF SERVICE

Consultant's services will be performed in conformance with the Scope of Services set forth in the Proposal.

Additional services will be performed and completed in conformance with any supplemental proposals or Scopes of Work approved in writing by the Client.

Consultant's services for the Scope of Services will be considered complete at the earlier of (i) the date when Consultant's report is accepted by the Client or (ii) thirty (30) days after the date when Consultant's report is submitted for final acceptance, if Consultant is not notified in writing within such 30-day period of a material defect in such report.

If any time period within or date by which any of Consultant's services are to be performed is exceeded for reasons outside of Consultant's reasonable control, all rates, measures, and amounts of compensation, and the time for completion of performance shall be subject to equitable adjustment.

CONFIDENTIALITY

Consultant will hold confidential all information obtained from Client, not otherwise previously known to us, unless such information comes into the public domain through no fault of ours, is furnished to us by a third party who is under no obligation to keep such information confidential, or is independently developed by us.

WARRANTY

In performing services, Consultant agrees to exercise professional judgment, made on the basis of the information available to Consultant, and to use the same standard of care and skill ordinarily exercised in similar circumstances by consultants performing comparable services in the region. This standard of care shall be judged as of the time and place the services are rendered, and not according to later standards. The expiration date of this warranty is one (1) year from the date of completion of the service. Reasonable people may disagree on matters involving professional judgment and, accordingly, a difference of opinion on a question of professional judgment shall not excuse Client from paying for services rendered or result in liability to Consultant.

If any failure to meet the foregoing warranty appears during one year from the date of completion of the service and Consultant is promptly notified thereof in writing, Consultant will at its option and expense re-perform the nonconforming work or refund the amount of compensation paid to Consultant for such nonconforming work. In no event shall Consultant be required to bear the cost of gaining access in order to perform its warranty obligations.

THE FOREGOING WARRANTY IS EXCLUSIVE AND IN LIEU OF ALL OTHER WARRANTIES, WHETHER WRITTEN, ORAL, IMPLIED, OR STATUTORY, INCLUDING ANY WARRANTY OF MERCHANTABILITY. CONSULTANT DOES NOT WARRANT ANY PRODUCTS OR SERVICES OF OTHERS DESIGNATED BY CLIENT.

INSURANCE

Consultant will procure and maintain insurance as required by law. At a minimum, Consultant will have the following coverage:

- Worker's compensation and occupational disease insurance in statutory amounts.
- Employer's liability insurance in the amount of \$1,000,000.
- Automotive liability in the amount of \$1,000,000.
- Comprehensive General Liability insurance for bodily injury, death, or loss of or damage to property of third persons in the amount of \$1,000,000 per occurrence, \$2,000,000 in the aggregate.
- Professional errors and omissions insurance in the amount of \$1,000,000.

INDEMNITY

Each Party will indemnify the other Party, its employees, representatives, contractors, consultants, and agents from and against any claims, costs, liabilities, or expenses, including reasonable attorney's fees, to the extent caused by the negligent or reckless acts or willful misconduct of the indemnifying Party in connection with the services hereunder.

Notwithstanding the foregoing, in the event that Consultant performs intrusive ground work as part of the Scope of Services, Client shall indemnify Consultant from and against any and all claims, costs, liabilities, or expenses, including reasonable attorney's fees, resulting from, or arising out of, damages to subsurface or underground utilities or structures, including, but not limited to, gas, telephone, electric, water, or sewer utilities whose locations were not designated or identified to Consultant prior to the commencement of any subsurface investigation or cleanup, including, but not limited to, excavation, drilling, boring, or probing required to be conducted by Consultant as part of site investigation, characterization, or remediation work.

To the extent the Scope of Services or any Request for Services under this Agreement requires Consultant to communicate (e.g., perform interviews) with any third party, including, but not limited to, owners of off-site locations, former employees, current employees, or governmental authorities, Consultant shall so inform Client. Client will indemnify Consultant from any claims, costs, liabilities, or expenses, including reasonable attorney's fees to the extent arising from claims of breach of confidentiality, waiver of privilege, or otherwise associated with any such communications.

ALLOCATION OF RESPONSIBILITY

Consultant shall be liable to Client only for direct damages to the extent caused by Consultant's negligence or willful misconduct in the performance of its services. **UNDER NO CIRCUMSTANCES SHALL CONSULTANT BE LIABLE FOR INDIRECT, CONSEQUENTIAL, SPECIAL, OR EXEMPLARY DAMAGES, OR FOR DAMAGES CAUSED BY CLIENT'S FAILURE TO PERFORM ITS OBLIGATIONS.** To the fullest extent permitted by law, the total liability in the aggregate of Consultant and its employees, subcontractors, or suppliers to Client and anyone claiming by, through, or under Client on all claims of any kind (excluding claims for death or bodily injury) arising out of or in any way related to Consultant's services, or from any cause or causes whatsoever, including, but not limited to, negligence, errors, omissions, strict liability, indemnity or breach of contract, shall not exceed the total compensation received by Consultant under this Agreement, or the total amount of \$50,000, whichever is greater. All such liability shall terminate on the expiration date of the warranty period specified in Section 6.

If Consultant furnishes Client with advice or assistance concerning any products, systems, or services which is not required under the Scope of Services or any other contract among the parties, the furnishing of such advice or assistance will not subject Consultant to any liability whether in contract, indemnity, warranty, tort (including negligence), strict liability, or otherwise.

DISPOSAL OF CONTAMINATED MATERIAL

Client understands and agrees that Consultant is not, and has no responsibility as, a generator, operator, owner, treater, arranger, or storer of pre-existing substances or wastes found or identified at work sites, including drilling and cutting fluids and other samples. Consultant shall not directly or indirectly assume title to such substances or wastes and shall not be liable to third parties alleging that Consultant has or had title to such materials. Client will indemnify and hold harmless Consultant from and against all lo[Client]s, damages, costs, and expenses, including, but not limited to, attorneys' fees, arising or resulting from actions brought by third parties alleging or identifying Consultant as a generator, operator, arranger, storer, treater, or owner of pre-existing substances or wastes found or identified at work sites.

Ownership of all samples obtained by Consultant from the project site is maintained by Client. Consultant will store such samples in a professional manner for the period of time necessary to complete the project. Upon completion of the project, Consultant will return any unused samples or portions thereof to Client or, at Consultant's option using a manifest signed by Client as generator, dispose of the samples in a lawful manner and bill Client for all costs related thereto. Consultant will normally store samples for thirty (30) days.

OWNERSHIP OF DOCUMENTS

All notes, memoranda, drawings, designs, specifications, and reports prepared by Consultant shall become Client's upon completion of the payment to Consultant as provided herein.

All documents, including drawings and specifications prepared by Consultant pursuant to the Scope of Services, are instruments of service with respect to this project. Such documents are not intended or represented to be suitable for reuse by Client or by any other party on subsequent extensions or phases of this project or site or on any other project or site without the written consent of both Client and Consultant.

Any reuse without written approval or adaptation by Consultant for the specific purpose intended will be at the Client's sole risk and without liability or legal exposure to Consultant. Any such reuse requested by Client will entitle Consultant to further compensation at rates to be agreed upon by Client and Consultant. A request by Client to provide a letter of reliance to a third party will entitle Consultant to a[Client]ss a small charge in connection with documenting its consent.

Consultant will retain the technical project file for a period of six (6) years from project completion (if Client is a governmental entity, files shall be maintained for a 10-year period following project completion). Client shall notify Consultant at the completion of work if Client requires the file in this matter to be transferred to Client or another entity or retained by Consultant for a longer period of time. In the absence of any written instructions to the contrary from Client, Consultant will have the right to discard any and all files, records, or documents of any type related to the Scope of Services after the 6-year period. During this 6-year period, any requests for document recovery and reproduction will be a[Client]d a fee in accordance with Consultant's Schedule of Fees.

INDEPENDENT CONTRACTOR

Consultant is an independent contractor and shall not be regarded as an employee or agent of the Client.

COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS

The Consultant shall observe all applicable provisions of the federal, state, and local laws and regulations, including those relating to equal opportunity employment.

SAFETY

Client shall be obligated to inform Consultant and its employees of any applicable site safety procedures and regulations known to Client as well as any special safety concerns or dangerous conditions at the site. Consultant and its employees will be obligated to adhere to such procedures and regulations once notice has been given.

Unless specifically provided in the Scope of Services, Consultant shall not have any responsibility for overall job safety at the site. If, in Consultant's opinion, its field personnel are unable to access required locations or perform required services in conformance with applicable safety standards, Consultant may immediately suspend performance until such safety standards can be attained. If within a reasonable time site operations or conditions are not brought into compliance with such safety standards, Consultant may in its discretion terminate its performance in accordance with Section 17.0, in which event Client shall pay for services and termination expenses as provided herein.

LITIGATION

At the request of Client, Consultant agrees to provide testimony and other evidence in any litigation, hearings, or proceedings to which Client is or becomes a party in connection with the Scope of Services. Client agrees to compensate Consultant at its Litigation Rates in effect at the time the services are rendered for its time and other costs in connection with such evidence or testimony. Similarly, if Consultant is compelled by legal process to provide testimony or produce documents or other evidence in connection with work performed, Consultant agrees to contact Client and cooperate with Client and Client's counsel. Client agrees to compensate Consultant at its Litigation Rates in effect at the time the services are rendered for its time, expense, and retention of counsel in connection with such testimony or document and other evidentiary production.

NOTICE

All notices to either party by the other shall be deemed to have been sufficiently given when made in writing and delivered in person, by facsimile, email, certified mail, or courier to the address of the respective party or to such other address as such party may designate.

TERMINATION

The performance of work may be terminated or suspended by either party, in whole or in part. Such termination shall be effected by delivery of seven (7) days prior written notice specifying the extent to which performance of work is terminated and the date upon which such action shall become effective. In the event work is terminated or suspended by Client (or by Consultant as provided herein) prior to the completion of services contemplated hereunder, Consultant shall be paid for (i) the services rendered to the date of termination or suspension; (ii) demobilization costs; (iii) costs incurred with respect to noncancellable commitments; and (iv) reasonable services provided to effectuate a professional and timely project termination or suspension.

SEVERABILITY

If any term, covenant, condition, or provision of these Terms and Conditions is found by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder of these Terms and Conditions shall remain in full force and effect, and shall in no way be affected, impaired, or invalidated thereby.

WAIVER

Any waiver by either party or any provision or condition of these Terms and Conditions shall not be construed or deemed to be a waiver of a subsequent breach of the same provision or condition, unless such waiver is so expressed in writing and signed by the party to be bound.

GOVERNING LAW

These Terms and Conditions will be governed by and construed and interpreted in accordance with the laws of the States of North Carolina and Virginia.

CAPTIONS

The captions of these Terms and Conditions are intended solely for the convenience of reference and shall not define, limit, or affect in any way the provisions, terms, and conditions hereof or their interpretation.

ENTIRE AGREEMENT

The Proposal, the Work Authorization, these Terms and Conditions, and the Rate Schedule represent the entire understanding and agreement between the parties and supersede any and all prior agreements, whether written or oral, and may be amended or modified only by a written amendment signed by both parties.