



**Missouri's
Local
Program**
*for community
development*

COVER SHEET

(This must accompany your firm's letter of interest and does not count in the page limit)

Firm's Full Legal
Name:

Cultural Resource Analysts, Inc.

Firm Contact Name:

Cultural Resource Analysts, Inc.

Contact Email
Address:

jwgray@crai-ky.com

Firm's Mailing Address:

140 N Centennial Ave

West Fork, Arkansas 72774

Work Category:

- Roadway Design
- Trails & Sidewalks
- Construction Inspection
- Traffic Engineering & TEAP
- Structures
- Environmental
- Historic Preservation
- Multimodal Planning / Systems and Facilities Design
- Transportation Planning – **NEW CATEGORY**



December 11, 2025

Ms. Ashley Buechter, P.E., Local Program Administrator
Missouri Department of Transportation
105 West Capitol Avenue
Jefferson City, Missouri 65102

RE: Letter of Interest – On-Call, Local Public Agencies

Dear Ms. Buechter,

Cultural Resource Analysts, Inc. (CRA), a certified small business and full-service cultural resource management firm, is pleased to present our Letter of Interest (LOI) to the Missouri Department of Transportation (MoDOT) to provide on-call cultural resource services for Local Public Agencies (LPA).

Founded in 1983, CRA has eight offices across the country, including offices in northwest Arkansas and southern Indiana providing ease of access to all MoDOT districts. CRA is currently part of a contractor team providing environmental review services for LPA projects in MoDOT's eastern and central districts and is therefore only seeking LPA on-call work in the Northwest, Kansas City, and Southwest districts to avoid any potential conflicts of interest. This contract will primarily be serviced by CRA's northwest Arkansas office, located in West Fork, and it will be supported by CRA's Evansville, Indiana office. Principal investigators in these offices may also utilize staff from CRA's other offices as necessary to provide the flexibility to take on multiple assignments and dedicate the resources necessary to meet the scheduling needs of the LPA. The contract will also be supported by CRA's CAD/GIS department, publications department, information technology director, chief financial officer, vice president of human relations, administrative assistant, and the members of our executive management team.

Throughout its history, CRA has fostered strong relationships with state departments of transportation, giving keen insight into the historic preservation issues involved in the execution of transportation projects. CRA currently holds on-call contracts for historic preservation services in Arkansas, Kansas, Kentucky, Mississippi, and Tennessee, and is on pre-qualification lists in Missouri and West Virginia. CRA has held a statewide contract with the Kentucky Transportation Cabinet (KYTC) since 2000, and has held its on-call contract with the Tennessee Department of Transportation (TDOT) since 2017, the Mississippi Department of Transportation (MDOT) since 2018, the Arkansas Department of Transportation (ARDOT) since 2020, and the Kansas Department of Transportation (KDOT) since 2025. CRA completes dozens of projects each year under these contracts, including but not limited to Phase I, Phase II, and Phase III archaeological investigations, geophysical surveys, architectural baseline surveys, intensive-level investigations, state-equivalent Historic American Building Survey (HABS) documentation, and development of interpretive signage and public educational materials. In addition to providing environmental review services for LPA projects in Missouri since 2020, CRA has provided cultural resource technical services directly for MoDOT including archaeological investigations at 55 sites for the Avenue of Saints Project in Lewis and Clark Counties.

Below are representative project examples demonstrating our understanding of the Missouri Department of Natural Resources' (DNR) guidelines for Section 106 projects, and the qualifications of key personnel that will work under this contract. Attached to this letter is a brief statement of qualifications. No subcontractors are anticipated to complete task orders assigned under this contract.



Past Performance

CRA's capacity for providing exceptional cultural resources services in support of transportation projects was developed through decades of experience, performing hundreds of cultural resource projects for departments of transportation. CRA began working as a sub-consultant on projects for the KYTC in 1995 and was awarded the statewide retainer contract for cultural resource services in 2000, which has been held continuously for the last 25 years. As the firm grew and expanded into other states, CRA's commitment and focus on the transportation industry remained and offices in Arkansas and Tennessee hold statewide retainer contracts for cultural resources with their respective departments of transportation. To date, CRA has performed hundreds of transportation projects for the Arkansas, Indiana, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Ohio, Pennsylvania, Tennessee, Virginia, and the West Virginia Departments of Transportation, under on-call contacts for the departments and for engineers, municipalities, and other entities working for the departments. Over the past 42 years, CRA has performed more than 2,500 transportation-related cultural resource projects.

REPRESENTATIVE PROJECTS

Provided below is information on recent projects completed for state DOTs demonstrating CRA's understanding of the application of historic preservation regulations to the assessment of transportation projects' effects to historic properties.

- **SR 111 Realignment/Slide Correction Phase 1c, Phase II and Phase III (Federally Funded)**

Client: Indiana Department of Transportation

Between 2017 and 2022, CRA completed a Phase 1c subsurface reconnaissance for the INDOT SR 111 realignment project in Floyd County, Indiana (INDOT DES #1592476). The archaeological work was conducted in the preferred alignment and consisted of 33 hydraulic cores, 12 trenches, 6 bucket augers and 4 hand-excavated units to better define the extent of archaeological deposits at Sites 12FL72, 12FL195, and 12FL203. With the assistance of a geoarchaeological subconsultant, geomorphic modeling of the Ohio River floodplain in the project vicinity was completed as part of the project. Additional phase 1c and phase II work, as well as phase III mitigation at Site 12FL73 were conducted within the proposed preferred alignment in 2019. However, the project changed from a road realignment to slide repair and archaeological work then focused on four locations along the riverbanks where slide repair would be conducted. Work conducted in 2020 initially consisted of riverbank inspection, auger probing, and unit/feature excavation at the four slide locations. However, work was halted when human remains were discovered within a thick Late Archaic rock midden at Site 12FL73. Work continued along the riverbanks under a memorandum of agreement developed for the project that stipulated mitigation procedures and treatment of human remains.

- **Phase II Archaeological Testing at Site 40HB209, Hamblen County, Tennessee (Federally Funded)**

Client: Tennessee Department of Transportation

Between 2020 and 2021, CRA completed a Phase II NRHP-eligibility testing project at Site 40HB209 for TDOT's proposed State Route 160 project because the site would be unavoidably impacted by road and bridge construction. Field methods included excavation of mechanical stripping blocks, test units, deep mechanical trenches, and bucket augers. Sixteen cultural features were identified and excavated. The investigations resulted in the recovery of artifacts dating to the Late Archaic, and Early Middle, and Late Woodland periods. Most materials were recovered from soils that were shown through geomorphic analysis to have formed anthropogenically upon a landform dating from 4,000 to 6,000 B.P. Artifact classes recovered indicated that a limited number of activities took place at the site, but the types of features present indicated that it did not represent short-term or ephemeral use. The interpretation of these archaeological signatures was that the site likely represented a logistical camp rather than a base camp. Since the site contained fine-grained alluvial deposits containing features, and vertical and horizontal separation of site components could be demonstrated, it was believed to retain a high level of integrity and research potential, and it was therefore recommended as eligible for listing in the NRHP.



- **Historic Documentation of Site BNG 685, A Stone Culvert, in Glasgow, Barren County, Kentucky (Federally Funded)**

Client: Kentucky Transportation Cabinet

The stone culvert (BNG 685) on KY 90 (Main Street) at milepost 10.09 was in a compromised. The KYTC proposed to replace it with a more resilient drainage structure. Surveyed by KYTC in August 2023, the culvert was a late nineteenth- or early twentieth-century example utilizing mortared, rough-cut, stone construction and an arched-barrel form. Stone arch bridges and culverts are relatively rare, with only 30 remaining in Kentucky as of 2010, and may be considered significant if they retain their character-defining features. The subject culvert retained character-defining features such as the arch rings, keystones, barrel, spandrel walls, parapets, headwalls, and abutments, and thus displays excellent integrity of location, design, setting, materials, workmanship, feeling, and association. Consequently, the culvert was determined eligible for inclusion in the NRHP under Criterion C for embodying the distinctive characteristics of a type and method of construction. The replacement of the culvert would result in an adverse effect to this historic property. CRA completed State Level Documentation of the culvert, which serves to mitigate the adverse effect of replacing the culvert. The documentation included an updated Kentucky Historic Resources Individual Survey Form for the culvert; a detailed report describing the history and architectural significance of the culvert; digital images; and scaled plan and elevation drawings.

- **Archaeological Data Recovery of Sites 44WG0166 and 44WG0624, Washington County, Virginia (Federally Funded)**

Client: Virginia Department of Transportation

Scope of Work: Between 2020 and 2021, CRA completed Phase III archaeological data recovery of two precontact sites determined to be adversely affected by the VDOT I-81 Exit 17 Modifications Project. Data recovery was conducted in advance of the project to mitigate the impacts to recover information important to the prehistory of southwest Virginia. Data recovery consisted of the excavation of shovel test pits, excavation units, parking lot removal monitoring, and mechanical excavations of trenches and strip blocks. Excavations resulted in the identification of 18 features and 1,229 artifacts. Radiocarbon ages and geoarchaeological analysis suggest Middle to Late Woodland affiliations for the sites. The portion of 44WG0166 investigated was recommended as non-contributing while the data potential for Site 44WG0624 was exhausted and project clearance recommended.

Qualifications of Personnel

CRA's key personnel assigned to this project meet or exceed the Secretary of the Interior's Professional Qualifications for Archeology or for Architectural History (see table below). Jay Gray, Arkansas Office Director of Operations, will serve as the primary point of contact on this contract. Mr. Gray has 30 years of regional experience overseeing archaeological survey, NRHP eligibility testing, and data recovery projects, and has coordinated numerous projects for departments of transportation and in coordination with the Federal Highway Administration (FHWA).

Name:	Role on Contract:	Yrs. Experience	Qualifications
Eric Albertson	PI, Archaeology	31	MA, RPA, SOI Archaeology
Robert Ball	PI, Architectural History	30	MHP, SOI Architectural History
Elizabeth Gallow	PI, Architectural History	18	MHP, SOI Architectural History
Jay Gray	PI, Archaeology	30	MA, RPA, SOI Archaeology
Andrew Martin	PI, Archaeology	31	MA, RPA, SOI Archaeology
Mason Niquette	PI, Geoarchaeology	11	Ph.D., RPA, SOI Archaeology

Should you have any questions, please do not hesitate to contact me.

Jay W. Gray, MA, RPA

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The Advantage

- Depth of staff , equipment, and financial resources to guarantee effective completion of your project on schedule.
- Extensive experience working as a prime or subcontractor with clients in the private and public sectors, including agencies of local and state governments and the federal government; non-profit organizations; and small and international corporations.
- Capacity to conduct concurrent, large-scale field projects.
- Permanent, professional staff with technical expertise in historic and precontact archaeology, architectural history, and history to cover the full range of cultural resources encountered.
- Specialists in human skeletal remains and mortuary practices; precontact lithics and ceramics, historic materials, faunal, and paleoethnobotanical analyses; and geomorphology.
- A suite of geophysics and remote sensing services in archaeology and historic preservation.
- Modern offices with well-equipped archaeological laboratories.
- Highly trained staff in information technology that uses state-of-the-art computer equipment and software to produce graphics that support cultural resource studies and plans.
- Full-time publications department dedicated to preparing user-friendly, error-free final products.
- Impeccable safety record and excellent working relationships with subconsultant companies.

Our Mission Statement

For the past four decades, Cultural Resource Analysts, Inc. (CRA), has been recognized as one of the most respected, full-service, cultural resource consulting firms in the United States. Our mission is to meet our clients' needs in the delivery of appropriate, high-quality, cost-effective consulting services in the study of archaeology and the historic built environment. CRA's accomplishments are directly attributable to our core values: excellent service, respecting all people, building strong relationships, honesty, integrity, supporting our employees, and entrepreneurial spirit.

Our Services

CRA provides a full range of cultural resource and historic preservation services. Specializing in both historic structures and archaeology, we routinely assist state and federal agencies, as well as private developers, through the permitting process as it applies to federal and state preservation regulations. Our extensive experience includes working with state and federal agencies on survey and evaluation strategies and requirements and the development, negotiation, and implementation of mitigation plans.



Architectural Services and Historic Preservation

CRA's team of historians and architectural historians exceeds the Secretary of the Interior's Professional Qualifications and has a noted record of success on a wide variety of projects ranging from compliance surveys and preservation planning to viewshed analysis and in-depth contextual studies and physical documentation for HABS/HAER/HALS and historic structures reports. Our professionals have expertise with numerous property types, from individual buildings and districts in rural, urban, and industrial settings to cultural landscapes and to places of the recent past. They are also experts at implementing cutting-edge, project-specific approaches, whether completing a community survey for a local municipality or a nationwide study for a federal agency. CRA is particularly well-versed in handling large-scale, complex projects and developing mitigation strategies that are directed at recognizing the continued meaningfulness of historic places. It is upon such expertise and experience that CRA's historians and architectural historians craft the strongest studies for the regions and properties we document.

Heritage Tourism and Public Education

CRA maintains a long-standing commitment to public education. We work with clients to make historic places interesting and accessible to the public through interpretive exhibits, brochures, trails, Web sites, and educational programs and events. CRA's diverse staff will develop any of these products for the preservation and interpretive development of a heritage resource, taking into account buildings, ruins, archaeology, history, natural and cultural landscapes, and the needs of the visiting public.

Historic Archaeology

CRA's historic archaeologists have conducted in-depth studies of farmsteads, towns, tollhouses, taverns, and general mercantile structures ranging in age from the late eighteenth through the early to mid-twentieth centuries. Archaeological investigations in large urban centers are conducted frequently also. The excavations in these settings reveal information on the changes in the urban landscape over time, from early pioneer settlements and urban farmsteads to the industrialization and growth of the cityscape. In addition, CRA staff have worked on Civil War camp, fortification, and prison sites, and understand the special needs of military sites of all periods.

Industrial Archaeology

CRA's industrial archaeologists have investigated a variety of industrial sites from canals, salt works, iron furnaces, blacksmith shops, wool-carding shops, and taverns and distilleries to saw and grist mills, hemp mills, powder mills and mines, coal mines, and oil/gas wells and their pump stations. The mechanized elements of the industrial sites, such as the mill works and furnaces themselves, are examined as well as their ancillary industrial structures. In addition, towns and camps built around industrial enterprises, such as coal mining camps, are investigated and reveal important information regarding the lifeways of the individuals and families who lived and worked there.

Cemeteries and Bioarchaeology

CRA conducts all aspects of cemetery investigations, including identification and documentation, delineation, excavation/disinterment, bioarchaeological analysis, and reinterment. Interdisciplinary approaches, including archaeological survey, geophysical remote sensing, archival research, genealogical research, and use of heavy mechanical equipment may be used to identify the locations of abandoned, neglected, and forgotten cemeteries; to delineate the boundaries of cemeteries with unmarked graves; and to connect individuals to descendants. CRA has three bioarchaeological and historic cemetery materials specialists on staff.



Remote Sensing and Geophysical Capabilities

CRA has conducted over 100 geophysical projects for investigations spanning precontact to modern contexts. Our geophysical survey techniques include: magnetometry, ground-penetrating radar (GPR), electromagnetic induction (electrical conductivity and magnetic susceptibility), and electrical resistivity. We emphasize using state-of-the-art data collection procedures with high-speed, high-resolution, multi-channel equipment driven by all-terrain vehicles (where applicable) paired with advanced processing routines. Additionally, our remote sensing equipment includes multiple unmanned aerial vehicles (UAVs) with RGB and multispectral sensors, various hand-held photogrammetry setups, and structured light scanning. We have the ability to produce high-resolution, three-dimensional models varying in complexity from small artifacts to complete landscapes.

Precontact Archaeology

CRA has the expert staff necessary for the excavation, analysis, and interpretation of archaeological sites with precontact components, whether single or multi-component surface sites or nonstratified or stratified buried sites, mounds, villages, or rockshelters. Our precontact archaeologists use a variety of methodological and theoretical approaches to define cultural chronology, reconstruct precontact lifeways, study site structure and site formation, investigate the nature of aboriginal settlement and subsistence, model regional settlement patterns, and explain cultural processes.

