

CONFERENCE ISSUE

October 2008

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(Officers are listed on Page 2)



The 2008-2009 ACRA Board Members at annual meeting in Tucson, Arizona.

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ACRA's Mission

Our mission is to promote the professional, ethical, and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the association by:

- promoting and supporting the business needs of cultural resources practitioners;
- promoting professionalism in the cultural resources industry;
- promoting and providing educational and training opportunities for the cultural resources industry; and
- promoting public awareness of cultural resources and its diverse fields.

A basic tenet of ACRA's philosophy is the cost efficiency of private-sector firms in meeting the need for expertise in cultural resource management. ACRA is strongly opposed to unfair competition from tax-supported contracting programs. We believe that a greater benefit to society, and to the resources, derives from the existence of a healthy community of tax-paying, job-generating, private-sector CRM businesses.

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ACRA LIFETIME ACHIEVEMENT AWARD: NELLIE LONGSWORTH

By Michael R Polk



It takes a lot of living, a lot of hard work and a lot of creative intelligence to reach a point where one is considered for the prestigious ACRA Lifetime Achievement Award. One needs to have "paid their dues" so

to speak, to have made a difference in the cause of cultural resources management, and in the process, positively touched many lives. Nellie Longsworth is one of those people.

Nellie Longsworth has been a champion of the cause of historic preservation since the mid 1970s. She is a graduate of Smith College with a major in American studies, and a mother of three children. Her interests have taken her from, among other things, involvement with politics in Michigan, to serving as the development director for Planned Parenthood in Washington.

Nellie's passion for historic preservation began in 1975 with a casual conversation at a cocktail party. A friend mentioned a conversation that she had had with Tersh Boasberg about organizing a national grassroots lobby for historic preservation. She was very interested and interviewed for a job in a new organization called "Preservation Action" in the fall of 1975.

She found out that she was behind a steep curve in understanding the players in the preservation battle, what the issues were and where the lines had been drawn. While the first real test of her new-found field of interest did not take place in Washington, it served the purpose of honing her skills in negotiation and persistence and a don't-quit attitude. In 1975 she

learned that her alma mater, Smith College, had announced plans for a new library that would require the demolition of the Alumnae Gymnasium to create an adequate site.

According to Nellie (Miller and Longsworth 2001:12):

"The Alumnae Gym, built in 1890, was the first building for physical education donated to a women's college by its alumnae. It was an interesting building, not a spectacular one, but had long since outlived its use as a gymnasium. Any thought of adaptive reuse for the structure did not resonate during the planning process. I stepped into the battle with a terrific, though small, group of alumnae and students who were fighting the demolition decision made by the trustees and supported by the administration and president of the college. This was not a Preservation battle, but one that more than fit my need to understand historic preservation in the real world".

This battle consumed most of Nellie's time until the end of 1976 when it was confirmed that the Trustees had made a "new" decision to save the building, not, they said, because of preservation, but rather due to environmental reasons--that there would be a loss of green space on campus. Whatever. It served the purpose, and it's often the case that capitulation in a situation such as this, that the real reasons for a change of heart are attributed to obscure or completely different reasons.

Thus, she had her first test, one of many, many

to follow in Washington and elsewhere in the historic preservation fight. Nellie began formal preservation work in 1976 as a staff member (the only one) of a new organization called Preservation Action, a grassroots preservation advocacy organization. It took a lot of hard work learning about Congress and the laws that both hindered and helped the preservation cause. She dealt with Hill staffers on a regular basis, many of whom were sympathetic to the cause and were more than willing to help. She also had to be the fund raiser for Preservation Action. Since it was not tax exempt, she had to figure out ways to solicit and obtain donations to continue operating. Quite a feat.

There were no end of opportunities to get involved with endangered buildings and other properties, which was a tremendous help in both developing important contacts in Congress and the DC community, but also in raising needed funds to continue operation of Preservation Action.

Allies to the cause include the National Park Service, the Advisory Council, National Trust, SAA and SHA. This informal group became the National Preservation Coordinating Council.

Nellie retired in 1998 after a glorious 22 years of work in the preservation field.

Nellie became ACRA's Government Relations consultant early in this decade. Interestingly, Nellie was present at our first annual meeting in Washington where she spoke for Preservation Action. Attention to what is happening in Washington politics has always been of the highest priority for ACRA. It's not a wonder when most of the work carried out by its constituent members is the direct result of implementation of a series of laws and regulations aimed at protecting our cultural heritage, particularly the *National Historic Preservation Act*. ACRA had found out how important our direct participation was in helping to stem attacks on these laws and regulations in 1995 when several members of Congress made a direct frontal assault on the existence

of the Advisory Council. This battle was fought hard by ACRA and, more than anything in my memory, served to galvanize and solidify the organization through a grassroots effort of our own, primarily using the fax machine and sending people to key Congressmen's offices.

Fortunately, we brought Nellie in to work with us several years before the next assault was launched in 2005, by a heretofore, relatively little known Congressman by the name of Richard Pombo, from the San Joaquin Valley of California. Among other things, Pombo and his allies proposed a strategy altering the interpretation of determinations of eligibility of sites to the National Register. By requiring all sites to be "listed", rather than just determined eligible to be protected, he saw the opportunity in one fell swoop to disrupt the system of protections for sites which had been ongoing for decades, and allowing development to proceed much more unfettered. Through Nellie's leadership, networks of people called, emailed, faxed and visited key members of Congress and their staffers. There was even a debate held at the 2005 ACRA Annual Meeting in Washington, where a Pombo staffer

"Off the top of my head: In many ways, ACRA was started by Chuck Niquette, Loretta Neumann and me. Loretta was, at the time, a government relations specialist (not lobbyist) and had been a congressional staffer. After 3 years or so (as I recall, but check the timing) Loretta had to drop out and recommended Nellie who by that time was no longer working full time as Executive Director of Preservation Action (which she founded). Nellie had been to our first conference in DC as a speaker and as a representative of Preservation Action, although I did not attend the session she was in. The hiring decision was, as always, a board decision; but I did push strongly for her. ."

- Tom Wheaton

"I think my favorite memories of Nellie are drinking martinis with her in Washington and chasing her down as she jumped over security barriers at the Capital and other facilities to get us in to see some of Washington's mover's and shakers...the latter didn't (necessarily) follow the former. Her assertiveness and asking for forgiveness rather than permission generally isn't my style, but is a skill that I learned from her and have successfully applied in subsequent lobbying trips."

- Chris Dore

prestigious Louise DuPont Crowninshield Award from the National Trust for Historic Preservation. She received this award for her "political savvy and boundless energy." "Leader, partner, pathfinder, and consensus-builder; in a career that spans more than 30 years, this remarkable woman has taken on all of these roles, and played them well," said Richard Moe, President of the National Trust. Nellie has taught at Columbia University and taken on interns in the preservation field. She also established the "Nellie Longworth Fund," a part of the Center for Preservation Initiatives that was formed upon her retirement. "It is a dedicated fund to enhance career advancement for preservation master's degree recipients who are qualified and highly motivated to advance preservation through their leadership of a national, state, or local

and a Democratic opposition staffer debated the merits and problems posed by the Section 106 process.

Ultimately, the forces bent on retaining the extant wording in the National Register regulations were successful. Interestingly, at the next election, Richard Pombo was also voted out of office. Not that the two events were directly related, but who knows?

Since then, Nellie has kept us abreast of events and rumblings in Washington. She was essential in our involvement with cell tower regulation development. She has continued to help us know where to be a positive force in helping to pass legislation, such as the so important Farm Bill of recent years. One of the most important things that Nellie has done for all of us in ACRA is to explain the maze of people and processes in Washington. She knows who to talk to, where to go and when to go to have the most effect on historic preservation issues that affect our businesses. She has been, and continues to be our eyes and ears in Washington, letting us know when there are clouds on the horizon and when there are opportunities to take advantage of.

Nellie may seem a very unassuming lady, but she is a powerhouse. In 2007 she received the

"We all know and appreciate Nellie's work as a government liaison, but when I think of Nellie, I think of Nellie my friend. A devoted, proud mother and grandmother, an enthusiastic gardner and a fun person. She's always ready to go have a few drinks and a good dinner after the work is done--plus she knows all the best places to eat in DC. She'll drop whatever she's doing to meet an ACRA member in DC--even if it is just to have lunch and chat. She abandoned cleaning up a collapsed wall in her garden to meet me on a rainy day just for lunch! She seems to always remember what you've told her about your family and to ask about them when you see her. Nellie is also adventurous--she takes hiking trips in our National Parks as well as travelling abroad. She's always ready to investigate a new town--particularly its restaurants, but also its quirky shops and hotels. The words that come to mind when I think of Nellie are intelligent, humorous, kind, thoughtful, friendly, outgoing, adventurous and fun."

- Lucy Wayne

organization in either the public or private sector." (National Trust for Historic Preservation 2007).

We anticipate that Nellie will continue her strong consultant role with ACRA (and her similar role with the Society for Historical Archaeology) for many years to come. In recognition of her many achievements in the preservation field, many of which I have not even touched on here, and her outstanding accomplishments for the cultural resources management field, including her patient education of consultants, I am proud to award ACRA's Lifetime Achievement Award to Nellie Longworth.

NOTE: Portions of this presentation were drawn from two publications:

Miller, Page Putnam and Nellie Longworth
2001 Nellie Longworth: Champion for Historic Preservation. *The Public Historian*
23(1): 9-25.

National Trust for Historic Preservation
2007 NTHP Presents Crowninshield Award to Nellie Longworth. Press Center,
National Trust for Historic Preservation, St. Paul, Minn. October 4.

Michael R. Polk
President, American Cultural Resources Association
ACRA 2008 Annual Meeting
Marriott University Park, Tucson, AZ
September 26, 2008

A Tribute to Nellie From Tom Wheaton

Here are a few words about Nellie for the award. I have a lot of memories of working together and becoming friends. Every time I would meet someone new in historic preservation, Nellie would already have been friends with them for years. She was impossible to keep ahead of. A friend I made at a party at her house is the reason I am now in Mexico. Please tell her how much I enjoyed working with her, and that she has a guest room in the Queretaro historic district any time she wants it.

Working with Nellie was a delight. From the first time a few of us had a breakfast meeting with her before she squired us to meetings with the staffs of various congressional committees, to the party she hosted for the representative who authored the cultural resource set asides in the Farm Bill, to meetings with the Advisory Council on cell towers, to the en masse assault on Capitol Hill during ACRA's Washington conference, and a bunch of other things in between, Nellie always made us feel like we could make a difference despite our nervousness about meeting those in power. Her energy and excitement made it not only successful, but fun.

She was always available to me to explain what was going on and why, and how ACRA could make our views known to the people who mattered. I truly miss interacting with her and having her guide me around Washington.

I remember, after a long day of meetings during one of my first days working with her, she took me and a couple of others to a large government office building. It was well after hours, and she went in and talked to the guard (this was pre 9/11), and then led us into the National Building Museum to see some of the biggest columns and most impressive buildings we had ever seen, with eerie shadows making the scene all the more intriguing. Later, I



Nellie at Opening Session of Columbus ACRA meeting 2006

often visited this building for ICOMOS board meetings, and always remembered my introduction one dark night.

If anyone deserves recognition for whatever ACRA may have accomplished in Washington, it is Nellie. She knows everyone and is not bashful about bringing people together whom she thinks might benefit from knowing each other. At first she was new to private sector cultural resources consulting, but she learned quickly, and I cannot imagine anyone else in her position. She was and is the right person at the right place at the right time.

I forgot to mention:

I did not know Nellie's political affiliation for years, in part because she had to keep on good terms with both sides of the aisle. Like Obama she wanted and needed to be able to talk to the "enemy." Even in private, she would rarely say anything remotely disparaging about staffers who clearly did not have the best interests of cultural resources at heart. I, on the other hand, could be pleasant when discussing issues with uncooperative staffers, but in private, I had to vent, usually to Nellie. I learned a lot from Nellie, but that is one thing I never quite picked up on, and why I would never make it as a government relations specialist, but she is so good at it.

Just a reminder of who is who at
Headquarters:

Crista LeGrand, Executive Director - 410-933-3454

Stacey Johnson, Association Coordinator (questions on dues, member contact information updates, etc.) - 410-933-3453

John Conway, Association Coordinator (website questions, login information) - 410-933-3464

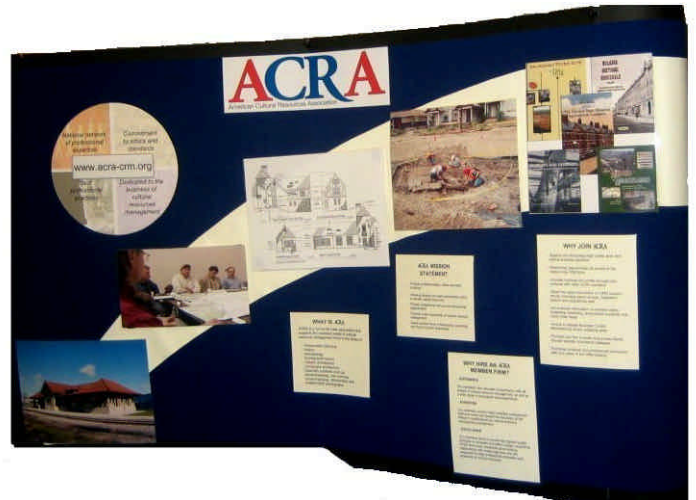
ACRA Headquarters
5024-R Campbell Blvd.
Baltimore, MD 21236
www.acra-crm.org

CONFERENCE SUMMARY TUCSON, ARIZONA

By Sarah Herr, Terestia Majewski, William Doelle, Tom Euler and Willaim Self

On the weekend of September 25th to 28th, over ninety-three ACRA members and their families, a dozen students from local universities, more than a dozen speakers, and an audience that included those working in the private sector, non-profit, university, state, local and tribal governments gathered in Tucson for the 13th Annual ACRA conference. Of note were: (1) that all past presidents were in attendance on Friday, (2) our new display and new logo premiered, and (3) this was the first conference held with our new Executive Director, Crista LeGrand, and Associate Director, CJ Summers.

There was an opening reception at the Tucson University Park Marriott on the eve of the conference and a wonderful reception at the Arizona State Museum on Friday evening. After a day and a half of sessions, described below, the conference closed with a Saturday afternoon walk and dinner at the Arizona Sonora Desert Museum. Under the watchful yellow eyes of one screech owl, a snowy barn owl and a multi-eyed tarantula, ACRA members had hor d'oeuvres in the Desert Garden before moving to the restaurant terraces. Dinner was served, and we watched the moon rise above the Tucson Mountains.



ACRA premieres new logo.



Past Presidents Lunch: Mike Polk, Christopher Dore, Ian Burrow, Cory Breternitz, Patrick O'Bannon, Kay Simpson, Karen Hartgen and Loretta Lautzenheiser.



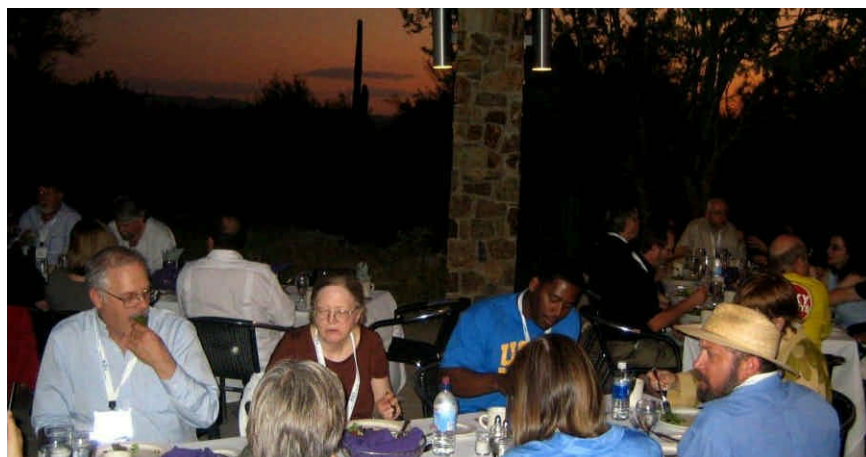
Mike Polk with ACRA members at opening reception



Wild life encounters during walking tour at the Arizona Sonora Desert Museum.

For four of us, the conference ended with a tour of San Xavier del Bac, the Jesuit Mission known as the White Dove of the Desert, which remains a place of worship for Tohono O'odham families. Bernard "Bunny" Fontana shared the history of the mission in rooms that devout members and laity know, but others rarely see. From the choir loft and near the altar he read the baroque church, as it was meant to be taught to an audience with no written language, explaining the layers of historical information and religious symbolism in every element.

In this post-conference issue of the newsletter we bring you some of the highlights of our days together. And, we'd like thank all those who helped make this conference a success: our sponsors (see Page 5), our tour guides at the Arizona State Museum (Patrick Lyons and Arthur Vokes), Tumamoc Hill and the Desert Laboratory (Ray Turner, Paul Fish, and Suzanne Fish), and San Xavier Mission (Bernard Fontana), and the vendors who sat patiently through a day and a half of sessions, the volunteers and staff from our companies, and the staff at the Tucson University Park Marriott.



The Sonora Desert provided a spectacular panoramic backdrop for Saturday's dinner under the stars.

Fun Food & Friends!



Nancy Farrell at Board Dinner.

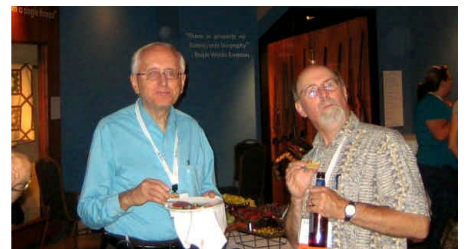
ACRA Members Enjoying the Conference



Post-Board Dinner at Tucson University Park Marriott.



Opening reception



Duane Peters & Ian Burrow at opening reception



Mike Polk at Desert Museum dinner



Loretta Lautzenheiser at Awards Luncheon

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A Big Thank You To Our Conference Sponsors

Conference Sponsors

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[Archaeological Investigations Northwest, Inc.](#)-Portland, OR
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[Tierra Right of Way](#)-Tucson, AZ
[Western Cultural Resource Management, Inc.](#) - Denver, CO

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Buses to the Desert Museum

[Basin Research Associates, Inc.](#) - San Leandro, CA
[Coastal Carolina Research](#) - Tarboro, NC
[New South Associates, Inc.](#) - Stone Mountain, GA

Presidents' Lunch

[Statistical Research, Inc. \(SRI\)](#)-Redlands, CA

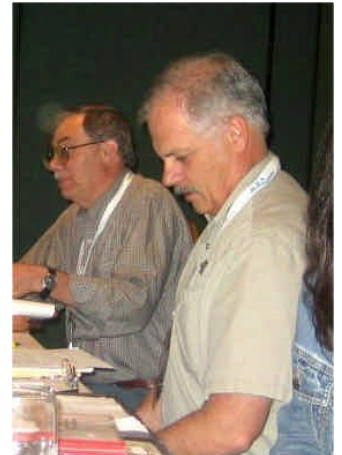
Thank You For Your Generous Support of ACRA!

ACRA FALL BOARD MEETING SEPTEMBER 25, 2008

By Mike Polk and Lucy Wayne



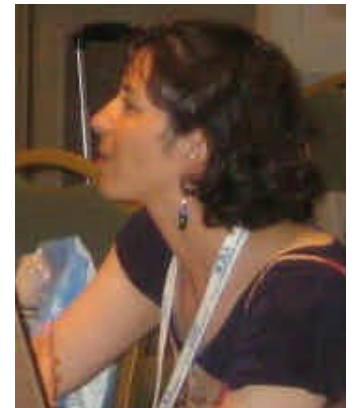
T. Majewski, C. Moffett, S. Herr



Colin Busby and Mike Polk

The ACRA Board of Directors held their fall meeting Sept. 25 at the 2008 Annual Conference in Tuscon, AZ. After approving the consent agenda (committee reports requiring no discussion: Worker's Safety, Awards and Archives) and the minutes, the board meeting began with the President's report by Mike Polk. Mike summarized his activities this year, including attending the Preserve America awards in Washington, the SAA breakfast for the presidents of SAA, SHA, ACRA, WAC, archaeology section of AAA, RPA and CAA, and the WAC conference in Ireland. Mike emphasized the value of the annual SAA Presidents breakfasts as a means of sharing information and improving relationships between the organizations. SAA also maintains a Presidents mailing list for rapid exchange of information between the organizations. Mike also discussed the possibilities for increased interaction with CRM firms in other countries and noted that he has been invited to participate in another international meeting in Portugal. The board discussed the possibility of forging relationships with CRM firms in Canada and possibly Mexico, since we are the American Cultural Resource Association.

Crista LeGrand, our Executive Director, provided a report on Headquarters activities on behalf of ACRA. This includes getting the new website up and running as well as assisting with the conference this year. It is anticipated that HQ will have a larger role to play in organizing both conferences and board meetings in the future. Crista also introduced her assistant, CJ Summers, and explained whom to contact at HQ for web page, finances or membership issues.



Board Member Sarah Herr



Crista LaGrand

A number of committee reports followed this discussion. The outgoing Membership Secretary, Lucy Wayne, reported on the current membership levels and a discussion ensued as to how new members might be recruited. Treasurer Colin Busby reported ACRA's current financial condition and 2008 budget performance to date.

The Policy Committee discussed the need for revisions of our by-laws and charges to make them not only more current, but more appropriate for a trade association. With the help of HQ, the by-laws are being revised. The Board voted to add Anti-Trust guidelines to the by-laws. It was explained that Anti-Trust guidelines need to be cited at the beginning of each board meeting and be complied with at all times. There was discussion as to whether we also needed a written anti-discrimination policy.

Joan Deming, Conference Committee Chair, thanked the hosts of the 2008 meeting for their hard work and outlined how the conference hosts, committee, ACRA President and HQ worked together to develop the conference. She announced that the Spring 2009 Board meeting will be hosted by HQ and Applied Archaeology and History Associates, Inc. in Baltimore, MD. The 2009 Annual Conference will be hosted by Gray & Pape, Inc., in Providence, Rhode Island. Joan is working on hosts for the 2010 and 2011 meetings. Cinder Miller of Gray & Pape gave a brief preview of the 2009 Conference plans.

Ian Burrow, Vice President for Government Affairs, and Nellie Longworth, government liaison, gave a report on their activities this year. The most important item was passage of the Farm Bill with increased support for preservation of cultural resources-it has been extended to range lands, a large area of the west.

Nominating Committee Chair, Terry Majewski, summarized the nominations and elections process for this year, and presented the election results (see page 30).

Cinder Miller presented the activities of the Education Committee, including development of new workshops for ACRA and work on an internship program. She also lead a discussion on the possibility of ACRA providing CE courses, either through outside sources or taught by ACRA members.

Loretta Lautzenheiser, Chair of the Communications Steering Committee, reported on the update of the ACRA display. Discussion ensued on the need for a new display and other options for marketing ACRA, including advertising in other trade association journals.

Lucy Wayne, Newsletter Coordinator, summarized the number of ACRA Editions issued this year and made a pitch for more contributions, including reports from committee chairs, member profiles and company news announcements. She also reported that a THPO had noted the lack of information on Native American issues and the lack of representation of Native Americans on the board. The problem being that we have no Native American members at the present time.

Denise DeJoseph of the Website Committee explained the transition of the web page from the original developer to its final form under HQ's guidance. There was extensive discussion about the consultants' database, as well as other items that could/should be included on the web page. (NOTE: Members are responsible for the content of

..continued on Page 14

their database listing. If something needs to be updated, contact John Conway at HQ-- JohnC@clemonsmgmt.com -he responds promptly).

Hope Luhman of the CRM Expo Subcommittee announced that the SAA meeting next spring will only have space for 20 companies at the CRM Expo. This is a result of the hotel's available space. So....if you want to be one of the 20, sign up early. If there is enough interest, efforts will be made to see if SAA and/or the hotel can accommodate more people.

Steve Dasovich, Chair of the Membership Committee, led a discussion on recruiting new members. This discussion verged into the possibility of recruiting potential clients as members, as well as getting SHPOs and THPOs to refer those needing CRM work to the ACRA web page consultants' database. We also discussed provision of a welcome package to new members and inviting them to send a profile to *ACRA Edition*.

The Salary Survey will again be conducted in 2009. A proposal has been received from Vernon Research Group, who conducted our last survey.

Other brief committee reports and old business included the NAICS Code Committee, Liaison Committee and the Archaeological Channel's Odyssey video.

In new business, Mike announced that he is forming an HQ Oversight Committee, headed by Joe Joseph, to liaison with HQ. This will relieve

some of the time commitments of the ACRA President and facilitate overall communications between HQ and ACRA.

Sarah Herr then explained research she has been doing to compile as comprehensive a list as possible of CRM companies and practitioners. She has approximately 1500 entries at the present time. Discussion ensued of all the many things that could be done with this list, including recruiting ACRA members, salary survey or other surveys and generally giving us a better understanding of what makes up the CRM universe.

Jeff Altschul of SRI and Keith Kintigh provided a brief presentation on the Archaeoinformatics project that they are involved with. This is a project to provide increased internet access to literature in the CRM field. A more extensive explanation will be provided in a future newsletter and on the ACRA web page.

The Board then reviewed and approved a budget for 2009. During this discussion Mike told the board that SAA had invited ACRA to sponsor bags for their 2010 conference, which is their 75th annual meeting. Due to the sizeable amount requested and the quality of the sample bag, the board was unenthused, but there was general agreement that it would be good for ACRA to do something for that meeting due to the attendance level.

The final board agenda item was a series of questions Mike posed to the board to prompt future discussions and avenues of investigation.

ACRA ANNUAL BUSINESS MEETING

By Mike Polk and Lucy Wayne

The annual ACRA business meeting was held Saturday afternoon. The meeting began with presentation of plaques by ACRA President, Mike Polk, to outgoing board members and officers. Outgoing members and officers are: Vice President for Government Affairs Ian Burrow, Board members Denise DeJoseph, Sarah Herr, Cinder Miller, Joseph Schuldenrein and William Self.

Mike then reviewed ACRA's activities since the last annual conference, as well as summarizing the main issues discussed at the Board meeting held on Thursday (see page X). Crista LeGrand, our Executive Director, introduced herself and Clemons to the members, highlighting the services that Headquarters provides to ACRA. Nellie Longworth briefly summarized the situation in Washington-basically that it is pretty quiet due to the preoccupation with the elections. Terry Majewski summarized the ACRA election process and announced the new and/or reelected board members (Nurit Finn, Steve Dasovich, Charissa Wang Durst, Guy Weaver, Tom Euler, Duane Peter and Kimberly Redman) and new Vice President for Government Affairs (Jeanne Ward). Denise DeJoseph, head of the Website subcommittee, summarized the revisions of the ACRA website and emphasized that members are responsible for making sure their listings in the consultants' database are accurate and current. Outgoing Vice President Ian Burrow reviewed the efforts of the Strategic Planning Committee since Tom Wheaton's retirement and the process by which Clemons was selected to be our management firm. He also explained that the Strategic Planning Committee would now focus on real planning for the long term. President-Elect Lucy Wayne made a plea for newsletter submittals.

ACRA Recognizes Our Outgoing Board Members and Officers



Ian Burrow - Vice President for Government Affairs



Denise DeJoseph - Board Member



Sarah Herr - Board Member



Cinder Miller - Board Member



William Self - Board Member

ACRA AWARDS LUNCHEON TOPICAL TABLES

At the annual Awards Luncheon 14 tables were set with different table topics, to provide a chance to discuss the shared concerns about ACRA, archaeological methods and the state of CRM. Here, in no particular order, some of our moderators share the results of their discussions.

International CRM. [Jeffery Altschul](#) (Statistical Research, Inc.)

Heritage resource management is a global phenomenon. Many countries are now using contractors to perform historic preservation services. Our group included a number of ACRA firm representatives along with the Arizona SHPO and a federal agency archaeologist. The wide-ranging discussion focused on: (1) identifying those countries with strong historic preservation laws; (2) exploring the regulatory processes in different countries; (3) thinking through the logistics of working in foreign countries; and (4) identifying

opportunities for work. Although most at the table did not have significant exposure to the international market, all agreed that the situation was dynamic and full of opportunities worth pursuing.

Measuring CRM. [Sarah Herr](#), (Desert Archaeology, Inc.)

This table talked about ways that we can measure the scale of the CRM industry in North America. In 2005, the SAA conducted a study that attempted to measure all the archaeologists above the level of crew chief in the country on a given day. Their estimate was 7000 people. That number seems low in light of current research on the number of firms conducting CRM work in the country, but the scale and context of CRM work is still difficult to grasp, as is any dollar amount. The group also discussed the implications of knowing this number.

Student Internships. [Cory Breternitz](#) (Soil Systems, Inc.)

We had a full table at the recent ACRA Conference Awards Lunch to discuss the topic of student internships at CRM firms. I did not make a head count or take attendance, but clearly this is a national issue as representatives from medium and large companies from across the country were in attendance.

I outlined the graduate student internship program that has been established by Arizona State University (ASU) in cooperation with local CRM firms in the Phoenix, Arizona area. Much time and effort went into establishing a



Members participate in table topic discussions during the Annual ACRA Awards luncheon.

formal internship program that placed second-year graduate students with local CRM firms. However, this program is now entering the second year and not a single student has signed up for the program.

The participants in the Round Table shared individual success stories. The common successes across the country and regardless of company size were with high school students and undergraduate students. In each case, the interns were interested in an aspect of CRM and the individual firms were able to make arrangements with the school and intern on a case-by-case basis. Many of the interns that have worked with CRM firms end up as employees of the company.

The program that is being proposed by SRI Foundation was discussed in some detail. The concerns that most CRM company owners and principals at the Round Table have with the Foundation's program is the cost and the length of time that a potential employee would be attending the course. All agreed that a consistent program would be beneficial to CRM companies and potential future employees; the mechanism for bringing this about is still not in place. All agreed that given the lack of consistency between how CRM firms approach the internship issue and the continued reluctance of academia to buy into internship programs (ASU being the notable exception), that the success of the SRI Foundation's program will be important to monitor. Then we had desert.

Continuing Education. [Cinder Miller](#) (Gray and Pape, Inc.)

The continuing education subcommittee of the Education Committee had a full table for lunch conversation at the ACRA meeting. James Karbula provided a brief overview of the proposed continuing education program and discussion followed regarding

ACRA's ability to provide CE services to members and the possible structure of this program. As currently proposed, a new workshop will be developed for the 2009 conference. In addition, and following a separate schedule, the ACRA CE program will refocus on identifying providers for specific classes that can be taught at the regional/local level. These classes will be taught by ACRA members to ACRA members. Members of the Education Committee will approach ACRA members about their interest and ability to teach classes. These classes will then be vetted and approved by ACRA as part of a formal CE curriculum. ACRA is engaging with RPA to help create a system for formally approving CE classes by the organization and vetted by a committee. Lunch conversation resulted in the generation of a list of topics that ACRA members would be interested in teaching, as well as a list of possible providers of services. More for the Education Committee in the winter!

Internet Publishing. [William H. Doelle](#) (Desert Archaeology, Inc.)

Discussions at our table were not in-depth, but there is a bit to share. We did talk through some of the advantages and pitfalls of on-line publishing. The major concerns were: protecting site location information and keeping the technology of the on-line report current into the distant future. The major advantage is the potential to reach users anywhere as long as they have internet access. At least in the short term, there is a potential that production costs might be lower than a typical hard-copy report. Because of digital archiving uncertainties, there is a need for at least some copies to be produced for archiving in repositories and libraries. When keeping the volume digitally accessible "in perpetuity" is considered, costs become much more difficult to calculate.

Desert Archaeology Inc., has used on-line publication for one of our major CRM project reports-for access go to:
http://www.cdarc.org/pages/what/resources/rio_nuevo/
 We chose the pdf format and laid the document out as if it were a book-even to the point of setting up for double-sided printing and pagination. Chapters were broken out for access as separate files (some chapters were such big files that they were broken into multiple subfiles). The chapters of this report can be quickly reviewed on-line or can be downloaded to one's own computer and kept there for subsequent access. Any feedback by those who take a look at this on-line report would be appreciated. Please respond to
wdoelle@desert.com.

The Future of Photographic Documentation.

Ellen Marlatt (Independent Archaeological Consulting, LLC)

People who gravitated to this table were mostly architectural historians who all acknowledged the decrease in available processing centers for black & white photographic processing in the age of digital format. This led to a spirited discussion about the pros and cons of digital photography, especially around issues of image permanence and long-term storage of data. While archaeologists and architectural historians like the ease of carrying fewer cameras, some noted that this did not necessarily translate into less work. There is a tendency to take more photographs with digital cameras than with other formats, requiring more time for recordation and storage. Challenges are working out a 21st-century protocol for digital images with state and federal agencies (Contact sheets? Hard copies? On CD? By email?) and their viability over time as new technology is quickly

superseded by even newer technology. Will the images be readable in the future? Who will be responsible for transferring them to the newer format?

What was clear to this (lone) archaeologist at the table was that the architectural historians have been wrestling with this issue for some time, and some had the latest data on archival printing and where to get still needed black & white processing. So, if you are not already an architectural historian yourself, be sure to make friends with one!

Membership. **Steve Dasovich** (SCI Engineering, Inc.).

This table was populated by many of ACRA's charter members and most of the discussion focused on membership. Several people thought the best way to do this was to have current members call non-member firms, as that has been ACRA's long-term strategy. People were skeptical about the success of marketing ACRA using a marketing firm, although several people thought it might be a worthwhile investment.

Government Affairs. **Jeanne Ward** (Applied Archaeology and History Associates, Inc.).

I'm new to the position of Vice President of Government Relations and will admit that Nellie Longworth can make it easy to sit back and watch it all happen. Because this is election season and major changes are expected at all levels of government there is not much that can be done until November 5. On that day Nellie will evaluate the newly elected and we can determine the next best move - who is likely to be sympathetic, who will need more effort, who is likely to be on the committees that will actually deal with legislation related to historic preservation issues.

Although it wasn't initiated at the table, we are planning a possible Hill visit in association with the next board meeting, which is being held in Baltimore this Spring.

ACRA Salary Survey. [Nurit Finn](#) (Wapsi Valley Archaeology)

This round table discussion focused on a brief overview of the past two salary surveys and what might be different about the next one. The biggest concern is to ramp up the sample size of respondents so that we really do have a representative sample from the industry, and we talked about recruiting not only ACRA members but also from the much larger universe of CRM firms outside of ACRA. We also talked about the possibility of surveying non-private businesses (i.e. university contracting programs) that conduct CRM work to try to get a better handle on the industry as a whole.

One point that was raised is that the results/analysis of the survey need to be compared by regions because of major geographic differences in wages. We touched on the fact that although some companies do much of their business outside of CRM, the survey does control for this factor. It was also brought up that firms that focus on federal work will be using federal wage rates, which would inflate the overall wage results of the survey. We may want to be able to pull these firms out and look at them separately as well.

In all, there wasn't a lot of controversy about the survey. I think that those who participated in the discussion believe that we're on the right track and that the more general questions included about ACRA are a valuable part of the survey. Now it's time to increase the sample size so that we have a solid industry-tracking tool.

Travel Compensation for Temporary Field Crew: Benefits, Risks, Legal Issues? [Denise De Joseph](#) (Historical Research Associates, Inc.)

Representatives of three companies were at this table and each one treated the question of travel compensation for temporary field crew in different ways: one paid both wages and mileage for jobs where temps use their own cars to get to a distant job site; another did one or the other depending on the job; and the third small firm didn't pay either time or mileage.

Marketing ACRA. [Loretta Lautzenheiser](#) (Coastal Carolina Research, Inc.) and [Chris Dore](#) (Metcalf Archaeological Consultants, Inc.)

This group was concerned about two areas of marketing; one to our clients and one to potential members.

The client sector received the majority of the interest. How should we advertise to clients?

It was suggested that ACRA exchange links on websites with client trade groups. It was also suggested that we swap ads in trade journals. Their trade groups would advertise in the newsletter for free, and we would get a much smaller ad I'm sure, in their newsletter or journal.

ACRA should prepare an article on "So You Need to Hire a CRM Firm," and submit it to trade journals.

We need a united plan with a database and outreach.

It was suggested that we have a Vice President of Advertising. We also need to utilize our employees in this area, or invest some of our resources in hiring a marketing firm to build membership as well as market to others.

Integrating Geophysics into Archaeology. Al Tonetti (ASC Group, Inc.)

The table topic concerning integrating geophysics into all phases of CRM archaeology focused on two questions: 1) is there sufficient data demonstrating that near-surface geophysical investigations are an essential component to making a reasonable and good faith effort to identify historic properties archaeological in nature; and 2) if there is, how do we convince government agencies, SHPOs and industry that this is the case?

Based on on-going work in the Ohio River Valley, it is believed that sufficient data exists demonstrating that near-surface geophysical survey, e.g., magnetic gradient, should be an integral part of many, if not most, Phase I, II and III archaeological investigations. It was contended that for many projects the threshold of making a reasonable and good faith effort cannot be attained without doing so. A few examples of projects demonstrating this to be the case were presented, and SHPO concerns regarding requesting these types of surveys from agencies and industry were discussed. These concerns/questions include where and when it should be integrated, the lack of knowledgeable practitioners, and the cost of doing so, among others. The general resistance of agencies and SHPOs to accept innovative practices also was discussed. To address this situation, the Ohio Archaeological Council is considering a workshop/seminar to include practitioners, SHPOs, agencies, and consultants.

The Future of ACRA. Ian Burrow (Hunter Research, Inc.)

A number of topics were covered during the table discussion, and these were incorporated into the Strategic Planning Committee report given to the business meeting. Not all of these were necessarily

covered in detail at the table, and some were picked up in subsequent conversations.

The future of ACRA is one in which:

1. All reputable CRM firms choose to be in ACRA
2. Procedures and practices are in place that will ensure that ACRA members can be relied on to adhere to ACRA's code of practice and ethics.
3. ACRA members have access to a range of tools and resources that help them run and grow their businesses, especially if they are small.
4. ACRA members can provide affordable professional development opportunities for their staff that clearly benefit both the individuals and the companies
5. New CRM professionals are actively mentored
6. ACRA awards are greatly coveted by our clients
7. The ACRA brand is recognized as a mark of quality that provides a clear marketing advantage to member firms.
8. ACRA's opinion and input is routinely sought in historic preservation at the national level.
9. All ACRA members thrive and grow because of the support they receive from ACRA and ACRA contacts.
10. ACRA reaches out to other countries and shares its expertise in the development of trade associations for CRM.
11. Past Presidents continue to serve the organization
12. There is smooth and effective communications among the members, board and officers.
13. ACRA members are moving beyond compliance into other heritage and cultural resource areas.

ACRA AWARDS PRESENTATION

By Charissa Wang Durst and Teresita Majewski

The ACRA Awards honor people and projects that represent outstanding research, management and commitment to our nation's cultural resources. The awards also recognize the profession's best clients, projects and employees. ACRA's Awards Committee organizes and implements the awards program. Charissa Wang Durst of Hardlines Design is the chair of the committee. The jury who selected the awards for 2008 included current and former members of the committee: Nurit Goldman Finn (Wapsi Valley Archaeology), Denise DeJoseph (HRA, Inc) and Bill Self (William Self Associates). Although she could not attend the 2008 ACRA Meeting, Charissa oversaw the awards process and prepared the awards and presentation text. ACRA board member Terry Majewski and ACRA President Mike Polk presented this year's awards during the ACRA Awards Luncheon on Friday, September 26.

ACRA's award categories are for Quality Product, both Small Project and Large Project, Industry and Public Service. This year's jury elected to make an award for both Quality Product categories and the Industry category.

2008 Quality Product Award for a Small Project

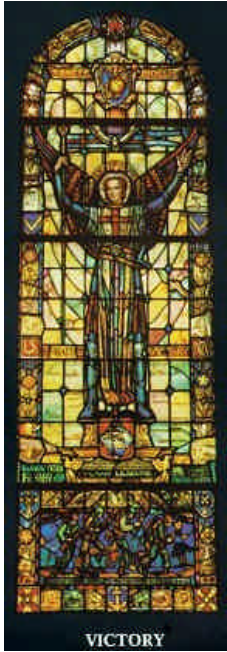
The ACRA Quality Product Award for a Small Project recognizes an ACRA company's innovative or long-term research, preservation of a cultural resource for future generations (such as a building or archeological site), or an outstanding report, brochure, book, etc., in which the total project cost is less than \$50,000.

The 2008 Quality Product Award for a Small Project recognizes Marine Base Camp LeJeune and their consultant The Louis Berger Group for the publication *Semper Fidelis: A Brief History of Onslow County, North Carolina, and Marine Corps Base, Camp Lejeune*, which covers the founding of Onslow County to the initial construction and ongoing expansion of the Marine Corps base. The publication includes historic maps of both the military and nonmilitary use of the area, and covers major historical events in which the Marines played a major role. The book discusses the role of African American men and women in the Marines during World War II, and continues through significant events such as helicopter support during the Korean War and the 1983 Beirut Barracks bombing, memorialized at Camp Lejeune. Work on the project was delayed for several years as the Marines continued to make



Photos from Semper Fidelis

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history in Afghanistan and then in Iraq. Kay Simpson of The Louis Berger Group accepted the award on behalf of Camp Lejeune and the Wilmington Corps of Engineers, who managed the contract.

2008 Quality Product Award for a Large Project

The ACRA Quality Product Award for a Large Project recognizes an ACRA company's innovative or long-term research, preservation of a cultural resource for future generations (such as a building or archeological site), or an outstanding report, brochure,

Photo from *Semper Fidelis*

book, etc., in which the total project cost is more than \$50,000.

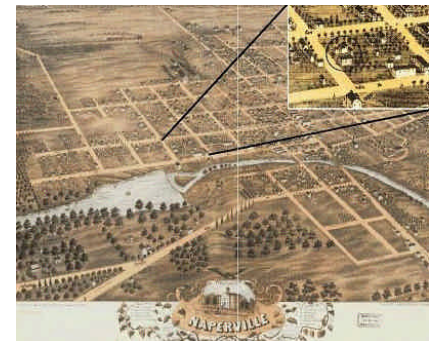
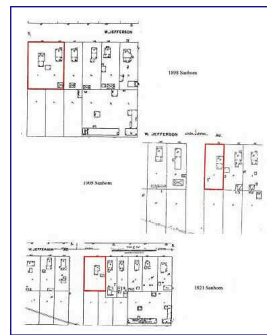
This year's Quality Product Award for a Large Project recognizes The Naperville Heritage Society/Naper Settlement and their consultant, SCI Engineering, Inc., for the comprehensive archaeological investigations of Captain Joseph Naper's Homestead Site (11DU505) in Illinois. The jurors noted the thoroughness of the project and the quality of the work and the reports. Two reports were produced: an 83-page popular report and a 216-page technical report. Both were lavishly illustrated with historical-period maps, photographs and figures. The investigations were designed to permit as much community involvement as possible. As a result, 82 volunteers, ranging in age from 9 to 80, participated in the excavations, screening soil and washing artifacts.

The field investigations resulted in the identification of 32 subsurface features, 15 of which

were completely excavated (the remaining 17 were preserved in place), and the recovery of nearly 26,000 artifacts relating to the three residences that have been identified at this location. The technical report also included plans that showed the various settlement eras: Captain Joseph Naper's original log cabin (1831), his early trading post (1831), his second residence and its associated outbuildings (1832/33-1883), and finally the third residence built on the lot by Naper's son Mark, and its associated outbuildings (1883-1960s). Steve Dasovich of SCI Engineering, Inc., accepted the award.

2008 Industry Award

The ACRA Industry Award recognizes an ACRA company's client (mining, energy, transportation, etc.) that has shown a commitment, above and beyond what is required to meet regulations, to the preservation of cultural resources.



The Captain Joseph Naper's Homestead Site Investigation

This year's ACRA Industry Award recognizes the efforts of the U.S. Army Corps of Engineers, Jacksonville District, the Puerto Rico Department of Natural and Cultural Resources, and their consultant New South Associates, to preserve a site of international interest as a result of the construction of the Portugués Dam, the final component of the entire Portugués and Bucana flood risk management project in Puerto Rico. Jurors commented on the \$3 million (an "amazing" amount) spent to relocate the quarry, and hoped that plans for a future interpretive park are put into place.

A single site, PO-29, was identified within the reservoir's area of potential effect that was considered eligible for listing in the National Register of Historic Places. Excavations revealed that the site contained a large and well-preserved prehistoric ballcourt (*batey*) with multiple petroglyphs. The petroglyphs exposed on the north border of the *batey* were some of the most intricate, detailed and well-carved that have been found to date on the island. News of this discovery was reported internationally and generated concern in the Puerto Rican media about the site's excavation and proposed adverse impact. The agencies altered the project's construction plans to allow the site to be preserved, while still fulfilling the data recovery mitigation stipulations of the Memorandum of Agreement (MOA) at a cost in excess of \$1,000,000. The agencies developed a site preservation program, prepared a preservation and stabilization plan, and implemented an extensive program of site stabilization and preservation. This project took the unprecedented step of preserving an archaeological site after having completed data recovery mitigation in accordance with an MOA. David McCullough,



PO-29 Site, Puerto Rico.

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Archaeologist with the Corps of Engineers, Jacksonville District, and Joe Joseph of New South Associates accepted the award. Unfortunately, the Honorable Javier Vélez Arocho, Secretary, and Mabel C. Rivera-Sanabria, Project Manager, of the Puerto Rico Department of Natural and Environmental Resources, were not able to attend the awards presentation.

Thanks to all the firms who put forth the effort to submit a nomination package, and to the jurors who labored over the decisions. Press releases will be sent to all the State Historic Preservation Offices, Advisory Council on Historic Preservation, and the National Trust for Historic Preservation.

We hope you agree that the ACRA Awards elevate the profession by showcasing what our industry is capable of producing and should be producing on a regular basis. We hope to recognize YOUR outstanding clients, projects and employees at the 2009 awards ceremony in Providence, Rhode Island, at the 2009 ACRA conference.



PO-29 Site, Puerto Rico.



ACRA Lifetime Achievement Award

The final award of the afternoon, the ACRA Lifetime Achievement Award (see Page 3), was presented by ACRA President Mike Polk to Nellie Longworth.

RAFFLE RAISES FUNDS FOR DEVELOPMENT OF MARKETING MATERIALS

By Teresita Majewski

With the generous gifts of an anonymous donor and Left Coast Press, a raffle was held to raise money for developing ACRA marketing materials to help spread ACRA's message to clients and potential members. Ann Polk won the grand prize, a bowl from Tucson's Philabaum Contemporary Art Glass studio. Trisha Craig, Denise DeJoseph, Joan Deming and Margerie Green won glass paperweights from the studio, and Denise DeJoseph won a copy of *Industrial Archaeology*. The raffle raised over \$900.



Terry Majewski and Crista LeGrand

ACRA PEOPLE'S CHOICE AWARD

By Teresita Majewski

The People's Choice Award was initiated in 2008 to recognize a Phase I/Building Inventory or Phase II/National Register of Historic Places Evaluation report from an ACRA firm. Every company was allowed to bring a report, and every conference attendee had the opportunity to vote for one of the reports displayed.

Seven companies participated in this year's People's Choice Award contest, and SRI was chosen by conference participants recognizing the company's 2004 report, *Distant Shores: Cultural Resources Survey at Honey Lake, Lassen County, California*, edited by Robert M. Wegener, Jeffrey H. Altschul, Angela H. Keller and Anne Q. Stoll, as the winner.

Honey Lake was a complex, interesting project that SRI completed for the U.S. Army Corps of Engineers (USACE), Sacramento District. The shorelines of Honey Lake, a remnant Pleistocene lake, capture the entire span of human history in the Americas. The project was challenging because many more sites were located than originally anticipated, and many were quite complex, having been used and reused numerous times in the past. *Distant Shores* included a number of studies generally lacking in Phase I reports of this type: a paleoenvironmental study, ethnographic research, historical-period archival work and a regional archaeological synthesis. The project was the inspiration of Richard Perry of the USACE, Sacramento District, and the results were all the more positive because of the effective collaboration between client and contractor.

SRI received a framed certificate and a complimentary one-year subscription to the new journal *Heritage Management*, generously donated by Mitch Allen of Left Coast Press.

When accepting the award at ACRA's annual business meeting, SRI owner and founder Jeffrey H. Altschul noted that receiving this award was particularly gratifying because it was chosen by peer CRM firms from throughout the United States. ACRA members are encouraged to bring a report for the People's Choice Award competition to the 2009 ACRA annual meeting in Providence.



Mike Polk presents Jeff Altschul with the 2008 ACRA People's Choice Award.

ACRA ANNUAL CONFERENCE SESSIONS

By Sarah Herr, Teresita Majewski, William Doelle, William Self and Tom Euler

Plenary Session-Past, Present and Future of Section 106

After a brief welcome from ACRA President Mike Polk and Tucson Conference Committee members Tom Euler and Sarah Herr, the room went silent for a minute. With the blast of a whistle, Terry Klein, director of the SRI Foundation, entered the room in soccer referee gear with a yellow penalty flag, followed by Lynne Sebastian, Tom King and Jim Garrison, who talked about current and future trends in Section 106 compliance. Issues discussed were whether the repetitive aspects created by similar property types needed streamlining, the effects of the curation crisis, integrating new technology into our work and new digital communication styles into our public outreach and publishing, private property rights, teaching CRM to the next generation, the privatization of government and the increasing role of Tribal Historic Preservation Officers. They reminded the audience that Section 106 was a tool to be used creatively and proactively to protect cultural resources and serve the interests of many publics.

Local Governments: Compliance, Economics and Preservation

Linda Mayro (Pima County) then led the local government session emphasizing that preservation happens locally, with local money, allocated through local bond elections, with the political will of local governments and the support of their constituencies. She introduced Pima County's cutting edge programs that strive to manage natural and cultural landscapes

and preserve open space in the face of Sunbelt sprawl. Jonathan Mabry, from the City of Tucson Historic Preservation department, discussed the problems of maintaining the identity of a growing city that is growing older. He discussed the challenges of preservation and private property, and the upcoming 50th anniversary of many post-war constructions and how that will affect city planning efforts. Todd Bostwick, the Archaeologist for the City of Phoenix, described the legal bases for City-funded archaeology. The rich archaeological record of the City led to the hiring of the first City archaeologist in 1929. There is a preservation and educational role for the City Archaeologist, who is based in the Pueblo Grande Museum, which is incorporated into a major prehistoric Hohokam platform mound settlement. Over the past decade the City has funded over \$5 million in compliance-related archaeological projects that have been implemented by private contractors.

Working with Tribes

In the afternoon session T. J. Ferguson, of Anthropological Research, L.L.C., considered the roles of Descendent Communities in cultural resources management. He laid out a general model that reflects the degree of power and control held by archaeologists versus tribes. While all five of the modes of interaction considered by his model are still in practice in various places today, he highlighted a trend toward increased collaboration between tribes and archaeologists. He also reviewed the very strong development of Tribal Historic Preservation Offices (THPOs) across the nation. There are now 67 tribes with THPOs. Mark Elson (Desert Archaeology, Inc). provided an example

from an Arizona Department of Transportation funded project north of Flagstaff, Arizona that crossed a landscape shaped by the 11th century A.D. eruption of Sunset Crater, and the ways that tribal histories and archaeological information could help reconstruct the significance of that event. Barnaby Lewis, of the Gila River Indian Community, talked about the documentation of trails and landscape through song.

Architectural Assessment and Preservation

R. Brooks Jeffery, from the University of Arizona's Preservation Studies program, introduced the session on the built environment with a nice historical overview of the Mission system of New Spain. He described a current collaborative project between multiple stakeholders in the Borderlands whose purpose is: to create an international, multidisciplinary partnership for cultural resource management of the hundreds of Spanish Colonial Mission sites in the southwestern United States and northern Mexico. This presentation was a perfect background for those who were able to make the Sunday morning tour to the San Xavier Mission on the San Xavier District of the Tohono O'odham Reservation south of Tucson.

Drew Gorski (Poster Frost Architects) spoke of how Tribal, Early American, Mexican, family and corporate ranchers worked with the land and water of the desert. The relationships of those groups to their natural and built landscapes are being interpreted during the development and implementation of a master plan for the historic Canoa Ranch. The day closed with Chris Evans, from the Modern Architecture Mapping Project, discussing the fundamental aspects of Modern architecture and the challenges to preserving these buildings.

Saturday Business Life Cycle Sessions

The Saturday morning sessions focused on the business of CRM; two simultaneous sessions were offered to address the problems encountered at different points in the business life cycle. In these sessions ACRA member firms provided information and guidance on the business of CRM to other firms. Terry Majewski moderated a panel discussion on growing a business, and William Self led a discussion about policy manuals, while Tom Euler invited people with grayer hair to discuss transition planning, in a two-part session.

Transition Planning for the Baby Boomer

Nearly 40 business owners or principals in their respective firms attended the Saturday morning session dealing with "Transition Planning for the Baby Boomer." A distinguished panel of discussants in this session helped to clarify some of the issues surrounding the valuation, marketing and sale of sole proprietorships and partnerships and the staff and logistical considerations that often occur as a result of that process.

Business coach and consultant, Clint Parry, President of ActionCOACH, provided some significant insights regarding the future of business acquisitions in the United States, and gave advice on how to prepare yourself and your business to market your firm. Ron Borkan, of SWCA Environmental Consultants offered the group a buyer's perspective on acquisitions and mergers, with the benefit of his extensive experience evaluating and executing such transactions on behalf of SWCA. Matt Godfrey and Tim Engelhardt, new and former owners of HRA Gray & Pape respectively, gave a candid discussion of their own real life experience of

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current employees buying out the principals in their firm. The question and answer session following these amazing speakers was both thought provoking and very well received by all the participants.

Setting Goals for Company Growth: The Good, the Bad and the Ugly

Meanwhile, a concurrent Saturday morning session on "Setting Goals for Company Growth: The Good, the Bad, and the Ugly," was moderated by Teresita Majewski, Chief Operating Officer, Statistical Research, Inc. (SRI). In this session a panel of representatives from companies of various sizes talked about their experiences, both positive and negative, with company growth. Panelists included Ellen Marlatt (Independent Archaeological Consulting, LLC--medium firm), Colin Busby (Basin Research Associates--medium firm), and Marion Almy (Archaeological Consultants, Inc.--large firm). About 35 to 40 people attended the session.

Majewski introduced the session with some thoughts provided to her by Peter Fox, SRI's Chief Financial Officer, who could not attend the ACRA meeting. Mr. Fox holds a B.S. in Economics from the University of Illinois and has a well-established background in financial management, having worked as a vice-president, controller and chief financial officer for more than 35 years. His comments were especially relevant because they provide a view of the cultural resource management (CRM) industry from the "outside," as he is not an architect, archaeologist, ethnographer or historian.

He noted that the decision to "grow" a company requires careful consideration of all the factors involved and a firm implementation plan. The tangibles of planning for company growth include sound financial management, an understanding of the market sectors impacting your firm, and an organizational structure that can adapt or change appropriately to accommodate

expansion. Other key factors when considering company growth are harder to evaluate, and include potential impact of growth on company mission, employee satisfaction and communication challenges.

Questions or scenarios posed to the panelists included:

- How and why company growth occurs.
- Planned vs. unplanned growth.
- Things that can put a company into growth mode. One way is if a company wins a large, multi-year project or an open-ended contract that can give the company some stability, even if for a short time.
- How is planned versus unplanned growth different?
- What exactly does growth entail? Often it involves transition from an academic environment to a business environment.

According to Mr. Fox: "Every business must succeed at being a business or it won't have an opportunity to succeed at anything else..." but "to succeed as an archaeological firm, one must be capable in that field." CRM firms sell labor (services). This equates into people providing services. Having more people equates with increasing needs (e.g., facilities, equipment, human resources support, etc.). The bottom line is that for growth you must have an adequate inventory of excellent people. A discussion of "what is adequate" centered around how much growth is desired over the planning period. For example, if one is projecting for their company's next year, planning should begin no later than the third quarter of the current year. How many people support your current gross income? One way to project is to come up with an average figure of work completed by each employee per year, and then figure out many people you need to have working to increase your gross income to a desired level.

The moderator asked the panelists to share how they have dealt with the following "inevitables" of growth:

- Increased infrastructure needs
- More organizational stresses
- Need for more management, particularly middle-level managers
- More money/less money
- An increased number of clients and different types of clients
- The need for more policy formulation and a greater understanding of labor law and procurement and contracting procedures
- Increased accounting needs

Representatives of successful, growing companies agreed that people at the top are doing less hands-on CRM work and more business-oriented tasks. Many related that goal-setting and planning are required to achieve those goals. During the last part of the session, the panelists fielded questions from the audience, and then closed by noting, based on their own experiences, that while growth certainly offers more challenges, it also provides more opportunities. These opportunities are not only financial, but have much to offer in terms of personal satisfaction for company staff in all positions.

Small Business Policies and Procedures

Finally, as a means of adding to the ACRA Business Tool Kit (online at <http://www.acra-crm.org>), Bill Self of William Self Associates, Inc. followed up last year's discussion of OSHA and Safety, with a 1.5-hour nail-biter on small business policies. With assistance from a panel of distinguished company owners including Colin Busby (Basin Research Associates), Jo Reese (Archaeological Investigations Northwest), Tom Motsinger (Paleowest Solutions in Archaeology) and Nurit Finn (Wapsi Valley Archaeology), Mr. Self addressed such diverse topics as timesheet policies, paid-time-off, worker's comp, insurance benefits, family leave, sexual harassment and business travel. He walked the audience through a generic Policy Manual from beginning to end, including eight chapters of numerous important topics. There was a good Q&A session with the audience, and Mr. Self provided a CD with the generic manual for anyone who was interested. We hope to have it uploaded to our Business Tool Kit soon.

Mr. Self hopes to address the 2009 Providence conference on the topic of Necessary Items in the Company Refrigerator.

THE ACRA ELECTIONS

By Teresita Majewski

The 2008 ACRA Nominations Committee consisted of Teresita Majewski (chair), Joan Deming (representing large firms), Ellen Marlatt (representing medium firms) and Elisabeth Sheldon (representing small firms).

The positions up for election in 2008 were: Vice President for Government Affairs, one seat in the small-firm category, three seats in the medium-firm category and three seats in the large-firm category. The committee then worked together to assemble a list of potential candidates. Board members provided some names, others self-nominated, and a notice was posted in the newsletter and on MembersOnly. Every effort was made to provide competition for the open positions and to achieve geographic, gender and disciplinary diversity. This was achieved in the case of the board positions but not for the officer position. Three persons were on the ballot for small firms (for the one open seat), four persons were on the ballot for medium firms (for the three open seats; it is always most difficult to find persons to run for the medium-firm positions), and six names were on the ballot for the large firm category (for the three open seats). When people were contacted to see if they would run, they were informed of the duties and responsibilities of the office should they be elected. They were also asked to provide a biographical sketch of themselves and to provide a statement to accompany the ballot. As part of the statement, they were asked to answer a question about the major issues facing our industry today and to indicate how they would strive to deal with these issues if they were elected.

The final slate was as follows. The slate was announced to the President and to the Board, and then posted on MembersOnly.

Vice President for Government Affairs

Jeanne Ward, Applied Archaeology and History Associates, Inc., Annapolis, MD

Small Firm Candidates

Ginny Bengston, Bengston Consulting, Inc., Sparks, NV
Nurit Goldman Finn, Wapsi Valley Archaeology, Inc., Anamosa, IA
Tim Perttula, Archeological & Environmental Consultants, LLC, Austin, TX

Medium Firm Candidates

Jon Berkin, Natural Resource Group, LLC, Minneapolis, MN
Steve Dasovich, SCI Engineering, Inc., St. Charles, MO
Charissa W. Durst, Hardlines Design Co., Columbus, OH
Guy Weaver, Weaver and Associates, LLC, Memphis, TN

Large Firm Candidates

Denise DeJoseph, Historical Research Associates, Inc., Portland, OR
Tom Euler, SWCA Environmental Consultants, Tucson, AZ
Cinder Miller, Gray & Pape, Cincinnati, OH
Duane Peter, Geo-Marine Incorporated, Plano, TX
Kimberly Redman, Alpine Archaeological Consultants, Inc., Montrose, CO
Andrew Weir, Commonwealth Cultural Resource Group, Inc., Jackson, MI

The 2007 election was conducted by email ballot. At a previous board meeting, the board voted to direct the chair of the Nominations Committee to decide the format of the elections and to implement the necessary steps to complete the elections. For the 2008 elections, ballots tailored by firm size were sent electronically to company point-persons, with instructions to return ballots either electronically or by

fax. Ballots and candidate statements were emailed on August 28, with a deadline of September 8, for returning completed ballots. The results of the election were announced to the candidates, the board, and the membership by September 12. Feedback received to date by the chair of the committee indicates that the email balloting process was well received by the membership.

The official results of the 2008 elections are as follows:

VP for Gov Affairs:

Jeanne Ward (returning as an officer, but was previously a board member)

Small Firm Board Position:

Nurit Finn (returning to the board for a second term)

Medium Firm Board Positions:

Steve Dasovich (returning to the board for a second term), Charissa Wang Durst (was previously a board member), and Guy Weaver

Large Firm Board Positions:

Tom Euler, Duane Peter (was previously a board member), and Kimberly Redman

One-hundred-twenty-two (122) ballots were distributed, and 70 ballots were returned (57.45% return). Per the by-laws, the 2008 ballots will be retained for three months by the chair of the committee and then destroyed. These numbers were very similar to last year's numbers and percentage. By size of firm, the breakdown is:

- For small firms, 52 ballots were distributed; 25 were returned (48.0% return).
- For medium firms, 41 ballots were distributed; 23 were returned (56.1% return).
- For large firms, 29 ballots were distributed; 22 were returned (75.9% return).

The committee thanks everyone who put their name forward as a candidate for the election and congratulates those who were elected. If you don't already know those who were just elected, look for upcoming issues of the newsletter for their biographical sketches.

Some final thoughts...

- Some by-laws changes still need to be made regarding board membership, particularly about what to do if a board member's firm size changes during his/her term. These changes are currently being drafted.
- To ensure that the election process goes smoothly every year, please be sure that ACRA headquarters has the most up-to-date information for your firm.
- If you haven't considered becoming involved in ACRA governance, please do so. The health of our organization and our industry depends on the leadership of committed individuals. You've already taken the first step by being an ACRA member! If you have an interest in running for office in 2009, please don't hesitate to contact Terry Majewski at tmajewski@srictm.com.

CONFERENCE DISPLAYS



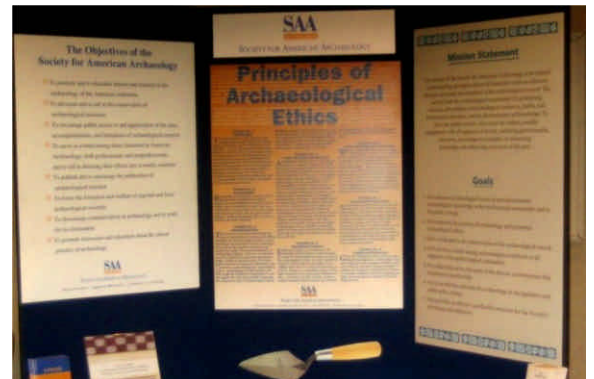
Clue Unlimited mystery book store



Mesa Technical



University of Arizona Press



Society for American Archaeology



Left Coast Press



ECorp Consulting

LEGISLATIVE UPDATE

THE ELECTION ISSUES - BARAK OBAMA VS. JOHN MCCAIN

By Nellie Longworth, Government Affairs Consultant

As your government affairs person, I have had a number of requests as to the position on issues of both presidential candidates - Republican John McCain and Democrat Barack Obama. Each has a campaign website with their positions on a wide variety of issues, none of which get as specific as historic preservation, Section 106 or archaeology. They do have information on urban and rural policies and agriculture and family farms. There are many issues beyond our interests on both web sites and some even offer videos.

The following links may save you time in getting to issues of interest to ACRAites:

BARACKOBAMA.COM -

Click on "Issues" or "Skip Donation" on right and then "Issues" (they all want contributions!)

Click on the following "Issues":

ENERGY AND ENVIRONMENT

Click on "Get the Details" -tiny type near bottom of the page

Click on "Obama-Biden Environmental Plan"

Click on "Preserving our lands" (near bottom of section)

Click on "National Parks and Forests" and other issues including farmers

ECONOMY

Click on "Support Small Business"

RURAL

Click on "Ensure Economic Opportunities for Family Farmers"

At bottom of page, Barack Obama's Record

URBAN POLICY

Scan through to bottom

JOHN MCCAIN.COM -

Click on "Issues"

You will find a page with 21 pictures of issues that can be accessed through a click on a picture.

Click on "Natural Heritage"

Click on "Agricultural Policies"

I hope this is helpful!

Nellie Longworth



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ACRA's Members-Only Listserver

MembersOnly is a private email forum intended to promote dialogue between ACRA members, and to provide a venue for the membership and the board of directors to share information, and to post queries and comments for discussion. To participate in MembersOnly, visit www.acra-crm.org and click on the link under ACRA forums.

2008-2009 ACRA EDITION SCHEDULE

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March 9	March 17
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July 7	July 14

ACRA Edition

is a bi-monthly publication of The American Cultural Resources Association. Our mission is to promote the professional, ethical and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the association.

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This publication's purpose is to provide members with the latest information on the association's activities and to provide up-to-date information on federal and state legislative activities. All comments are welcome.

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