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ACRA's Mission

"...to promote the professional, ethical, and business practices of the cultural resources consulting industry."

ACRA's Vision

ACRA: The voice of cultural resources management

ACRA's Values

- Integrity
- Professionalism
- Collaboration
- Leadership
- Success

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Association Coordinator

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Government Affairs Consultant

Nellie Longworth

2010 COMMITTEE CHAIRS

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Conference - Joan Deming, *Archaeological Consultants Inc.*

Education - Cinder Miller, *Gray & Pape, Inc.*

Executive - Lucy Wayne, *SouthArc, Inc.*

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Marketing Materials Subcommittee - Ellen Marlatt, *Independent Archaeological Consulting, L.L.C.*

Website Subcommittee - TBA

Liaison - Kay Simpson, *Cultural Resource Analysts, Inc.*

Membership - Steve Dasovich, *Pathfinder CRM, L.L.C.*

Newsletter - Teresita Majewski, *Statistical Research, Inc.*

Nominations - Mike Polk, *Sagebrush Consultants, L.L.C.*

Salary Survey/CRM Survey - Nurit Finn, *Wapsi Valley Archaeology, Inc.*

Strategic Planning - Teresita Majewski, *Statistical Research, Inc.*

Worker Safety - Keith Seramur, *Keith C. Seramur, P.G., PC*

NOTICE .. At the 2009 annual meeting, the Board of Directors voted to make *ACRA Edition* quarterly. The newsletter will continue to be sent to ACRA members, SHPOs, and THPOs. One issue each year will also be made available to nonmembers as part of a membership recruitment initiative.

THE PRESIDENT'S CORNER

By Lucy B. Wayne

As always, the annual ACRA conference was the best conference I've attended this year, both in terms of informative sessions and more importantly, the opportunity to network with the other attendees. My congratulations to CCRG, Mead & Hunt, the ACRA Conference Committee, and ACRA Headquarters (HQ) on a job well done.

This issue of the newsletter is always packed with summaries of the conference activities as well as reports from many of our committees, so my column will be relatively brief, consisting of an overview of the main topics covered at the board meeting and annual business meeting.

The board always meets the day before the actual conference. In a novel change, we actually had a board meeting that did not take the entire day, so the board members had an opportunity to go on the campus tour via a trolley bus or just enjoy the venue in a building based on a Frank Lloyd Wright design in downtown Madison on a lake -- nice!

The board meeting starts with what is known as the consent agenda, which are committee reports that require no board action. The items in this part of the agenda that are most important to members were:

1. A report on ACRA's attempt to get a NAICS code for the CRM industry. This failed, because the U.S. Census Bureau felt that our industry was not large enough and that the services we provide are covered by existing codes for other industries. We will not be able to make another attempt until 2015, but will do so then.
2. The conference committee announced that the spring 2011 board meeting will be in Chattanooga, Tennessee, and that the fall 2011 annual conference will be in St. Charles, Missouri. In 2012, the annual conference will be in Seattle, Washington.
3. The Marketing Materials Subcommittee reported that the prospective member mailing list is available to ACRA members for one-time use at a cost of \$0.26 per name. It was felt that some of our specialized member firms might find this useful for a marketing mailing.



The ACRA Board of Directors and Officers at annual meeting in Madison, Wisconsin.



ACRA Government Affairs Consultant Nellie Longsworth (second from left) and board members Duane Peter, Steve Dasovich, and Charissa Durst at the September 23rd board meeting.

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Following the consent agenda, the board moves into the portions of the meeting that do require board discussion and/or action. Here are highlights of that part of the agenda:

1. The president's report emphasized the need for our committees to follow the newly approved strategic plan and the goals outlined in that plan, including setting time tables for achieving those goals. I also strongly urged that we recruit committee members from outside of the board. All employees of ACRA member firms are eligible to serve on our standing committees. It is a great way to get involved with ACRA and to meet our terrific board members. Finally, I stressed that I felt that the Liaison Committee was an important element that we needed to use more extensively to reach out, not only to other CRM-related organizations, but also to trade associations and professional associations of our clients.
2. The Awards Committee asked for and received approval to offer three awards next year: Public Sector Industry Award, Private Sector Industry Award, and Public Service Award. The Board of Directors Award will also be available at the discretion of the board.
3. The Membership Committee sought and obtained approval to institute the category of honorary (or perhaps emeritus) member. This category will be granted at the discretion of the board to individuals who have retired from the CRM industry, but who provided exemplary service to ACRA and/or CRM while they were active. The first two honorary/emergitus members will be Loretta Lautzenheiser and Tom Wheaton. Their membership status is effective immediately, but will be formally awarded at the annual conference in St. Charles in 2011.
4. Our Vice President for Government Relations Jeanne Ward provided an extensive report on the many activities of her committee this year. Plans were made to continue the annual CRM Day effort in Washington, with a date to be determined, but definitely not in July! In conjunction with the Register of Professional Archaeologists (RPA), ACRA is making an effort to get state historic preservation officers to identify ACRA and RPA as sources for qualified CRM professionals. ACRA will be joining the Heritage So Rich Deserves Better Task Force headed by Preservation Action to look at the way the National Park Service is administering its programs.
5. The Education Committee is establishing a number of subcommittees to address initiatives in workshop development, continuing education programs, internships, tool kits, and on-line educational offerings.



ACRA board members and other meeting attendees enjoying a tour of the historic University of Wisconsin, Madison, campus.



Trolley bus used for the campus tour.



Frank McManamon of Digital Antiquity addressing the ACRA board, with board members Charissa Durst, Nancy Farrell, Heidi Roberts, and Ellen Marlatt listening attentively.



ACRA President Lucy Wayne at the annual business meeting, with board members Nurit Finn and Steve Dasovich and ACRA Secretary Cinder Miller seated.

6. The Headquarters Oversight Committee reported a high level of satisfaction with our HQ operations and recommended renewal of their contract.
7. The treasurer presented a draft budget, and the board worked through it to develop the 2011 budget.
8. The budget got a big boost from HQ in the form of what they describe as a Partnership Program. HQ, on their time, not ACRA's, will solicit partners to sponsor various ACRA activities. HQ will collect a "finder's fee" for each sponsor, and ACRA will get the balance of the fee.
9. Strategic Planning is working on the details of implementing the strategic plan, including identifying the most important goals and establishing timelines for those goals.
10. The board heard a presentation by Frank McManamon of Digital Antiquity that addressed the initiative for digitally archiving CRM reports and data (watch future issues of *ACRA Edition* for more information).



President Wayne and outgoing board member Heidi Roberts.

The annual business meeting on Saturday provided me with the opportunity to present some of the board information to the members as a whole. Three of our board members provided special reports. Nurit Finn, chair of our Salary/CRM Survey Committee, provided a report on the most recent CRM Survey (see details elsewhere in this newsletter). Cinder Miller, our secretary and chair of the Education Committee, provided a report on the committee's various initiatives and urged ACRA members to join her committee or subcommittees to help achieve these goals. Steve Dasovich presented information on the next annual conference in St. Charles.

It was also my privilege to acknowledge outgoing board members Nancy Farrell, Elizabeth Jacox, and Heidi Roberts and thank them for their service to the board. We then welcomed the reelected and new board members. Jeanne Ward was reelected as Vice President for Government Relations. Keith Seramur was reelected as a small firm board member. Lawrence Alexander, who had served as a small firm board member, was elected as a medium firm member. Jon Berkin and Ellen Marlatt were reelected as medium firm board members. Joan Deming was reelected as a large firm board member. We also welcomed five new board members, all small firm representatives: Anne Bader, Michael Piontkowski, Ann Scott, Ellen Turco, and Matt White. Two of these new small firm representatives, Michael Piontkowski and Ann Scott, are profiled later in this issue. We appreciate the willingness of all of our board members and officers to serve ACRA.

My other conference responsibility as president was to assist in making the annual awards and to make the first ever Board of Directors Award, which went to Dr. Michael (Sonny) Trimble of the U.S. Army Corps of Engineers and the St. Louis District for development of the Veterans Curation Program.

In summary, we had a successful board meeting and a great conference. It was terrific to see so many people there, particularly new ACRA members and first-time conference attendees. I encourage all of you to attend our annual conferences. It is the best way to get the full benefit of your ACRA membership.



President Wayne and outgoing board member Nancy Farrell.



President Wayne presents first ACRA Board of Directors Award to Michael K. (Sonny) Trimble at the annual awards banquet.

OVERVIEW OF THE 2010 ANNUAL CONFERENCE IN MADISON, WISCONSIN

By Andrew Weir, CCRG, Inc.

Mead & Hunt and CCRG, Inc. hosted the 16th Annual ACRA Conference in beautiful Madison, Wisconsin, September 23 to 26, 2010. The conference was held at the iconic, Frank Lloyd Wright-designed, Monona Terrace Community and Convention Center in the heart of downtown Madison. One hundred and nineteen attendees gathered for the conference, including ACRA members, their families, invited guests, and VIP speakers, members of Tribal Governments, representatives of state and federal agencies, and local universities, historical societies, and students. The post-conference buzz has been overwhelmingly positive, and it appears that everybody truly enjoyed both the conference location and the diverse program offerings.

The conference opened Thursday with four separate events: The fall Board of Directors meeting, the workshop hosted by Christopher D. Dore, Ph.D., "Marketing for Managers: Successful Strategies for Landing and Retaining the Most Profitable Clients," the Historic Downtown Madison Architecture Tour and the Historic Campus Tour of the University of Wisconsin, Madison. The morning Historic Downtown Madison Architecture Tour was arranged and hosted by the Madison Trust for Historic Preservation and explored the development of the earliest neighborhood and commercial development in downtown Madison. The afternoon Historic Campus Tour was arranged so that the ACRA board members could attend and highlighted the history of the campus, with a focus on buildings, landscapes, and effigy mounds. A whopping



View of the Wisconsin state capitol dome from Monona Terrace.



Rooftop of Monona Terrace showing Frank Lloyd Wright architecture and lakefront.

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Kathryn Bowers (John Milner Associates, Inc.) and Robert Heckman (Statistical Research, Inc.) inspecting the produce at Saturday's farmers market.



Dietrich Floeter (Dietrich Floeter Photography) checking out a cheese booth at Saturday's farmers market.

21 people attended the afternoon tour. The workshop, which was specifically developed for ACRA member firms by former ACRA President Christopher Dore, was designed to teach hands-on techniques for implementing successful business-to-business marketing of heritage services. Sixteen ACRA members

attended the workshop, and the feedback was very positive. It was business as usual for the board meeting, but we got out in time for the afternoon tour. A summary of the board meeting was presented during the business meeting session of the conference.



Attendees at ACRA past presidents luncheon: (from left) Christopher Dore, Chuck Niquette, Kevin Pape, Lucy Wayne (current president), Kay Simpson, Ian Burrow, Mike Polk, Patrick O'Bannon, and Cory Breternitz.

The opening reception officially started the conference Thursday night at the hotel. Friday brought the beginning of the sessions. One of the unique features of this year's conference was that the conference planning committee decided to run non-concurrent sessions. This meant that nobody had to choose between two equally interesting sessions. The sessions were kicked off with opening remarks from ACRA President Lucy Wayne and Reid Nelson from the Advisory Council on Historic Preservation. ACRA's past presidents enjoyed a luncheon while other attendees had lunch on their own and sampled the local cuisine in downtown Madison. A formal reception (although I did not see anyone wearing tails) on Friday night was held lakeside at the Monona Terrace.

Saturday brought another full day of sessions and the Government Affairs Luncheon hosted by Nellie Longsworth and ACRA Vice President for Government Relations Jeanne Ward. Some conference attendees even got up very early to visit the renowned farmer's market set up around the state capitol building before the sessions started. The conference concluded Saturday night with the President's Reception and the Awards Banquet. Three awards were presented in Madison. The public service award was given to Dr. Katie Egan-Bruhy of CCRG, the Industry Award went to Philadelphia Healthcare Properties, and the inaugural Board of Director's Award went to Dr. Michael "Sonny" Trimble and the U.S. Army Corps of Engineers, St. Louis District, for the Veterans Curation Project. Heavy networking followed at the hotel bar after the Awards Banquet and continued well into the night.

The Conference Program Committee would like to acknowledge that without the generous support of all the conference sponsors (we set a record this year for donations), we would never have been able to pull off



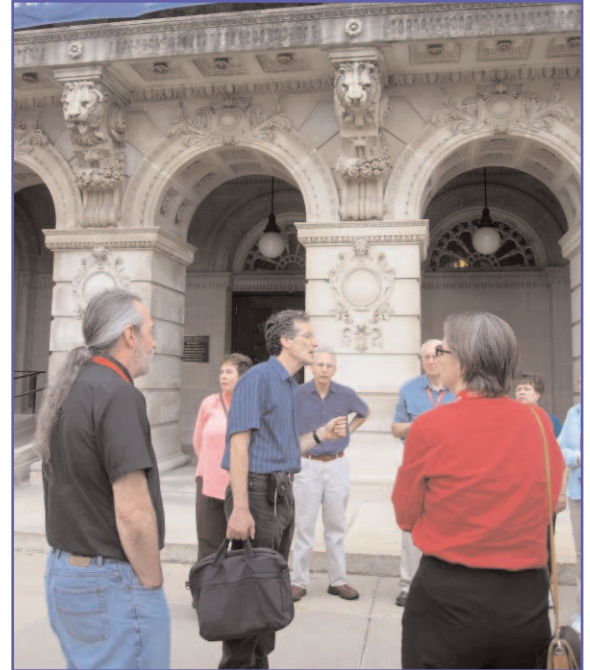
Conference host Chad Moffett of Mead & Hunt welcomes attendees to the conference on Friday morning.



Participants enjoy the Thursday morning tour of the historic architecture in downtown Madison, presented by the Madison Trust for Historic Preservation.

such a great conference. We would also like to thank HQ (CJ and Shannon) for the tireless effort they put into the conference and all the volunteers (especially those from Mead & Hunt and CCRG) that kept their eyes on the details so that we had a virtually problem-free conference. In addition, the committee would like to thank the staff of the Monona Terrace who catered to our every need and accommodated a few last-minute changes in plans. Finally, we would like to extend a very special thank you to everyone that attended the conference (especially first-time attendees). We put these conferences on for our members, and without member participation there would be no ACRA and no ACRA conference.

Planning for the 2011 conference is well underway and we are looking forward to seeing all of you in St. Charles, Missouri. Watch future issues of *ACRA Edition* for news on the 2011 conference.



Daniel Einstein explaining the history of the former University of Wisconsin, Madison, library building (now the home of the Wisconsin Historical Society) during Thursday afternoon's historic campus tour.



Chair of the ACRA Awards Committee Sarah Herr (Desert Archaeology, Inc.) opening the annual awards ceremony on Saturday evening.



ACRA Executive Director CJ Summers and Association Coordinator Shannon Stamm.

Conference Sponsors

Alexander Archaeological Consultants, Inc., Wildwood, Georgia
 Alpine Archaeological Consultants, Inc., Montrose, Colorado
 Archaeological Consultants, Inc., Sarasota, Florida
 The Louis Berger Group, Inc., Albany, New York
 New South Associates, Inc., Stone Mountain, Georgia
 Richard Grubb & Associates, Inc., Cranbury, New Jersey
 Sagebrush Consultants, LLC, Ogden, Utah
 Statistical Research, Inc., Redlands, California

Breakfast

Gray & Pape, Inc., Cincinnati, Ohio
 Geo-Marine, Inc., Plano, Texas

Beverage Breaks

Basin Research Associates, San Leandro, California
 CRMS, Paso Robles, California
 Hardlines Design Company, Columbus, Ohio
 HRA Inc., Conservation Archaeology, Las Vegas, Nevada

Munchie Mama

Independent Archaeological Consulting, LLC,
 Portsmouth, New Hampshire

Government Affairs Luncheon

Archaeological Investigations Northwest, Inc., Portland, Oregon

Lanyards

PaleoWest Archaeology, Phoenix, Arizona

Past Presidents Luncheon

Statistical Research, Inc., Redlands, California

President's Reception

Historical Research Associates, Seattle, WA

Welcome Reception & Dinner

William Self Associates, Inc., Tucson, AZ
 John Milner Associates, Inc., West Chester, PA

State Significance

Applied Earthworks, Inc., Westlake Village, CA
 Mead & Hunt, Inc., Sacramento, CA
 Territory Heritage Resource Consulting, Anchorage, AK

Local Significance

SouthArc, Inc., Gainesville, Florida



Joe Schuldenrein (Geoarcheology Research Associates) and Susan Malin-Boyce (U.S. Army Corps of Engineers) catch up during a break between sessions.



Kevin Pape (Gray & Pape, Inc.) and Frank McManamon (Digital Antiquity), with Brent Hicks (Historical Research Associates) on the right.

HIGHLIGHTS OF THE GOVERNMENT AFFAIRS LUNCHEON AT THE ANNUAL CONFERENCE

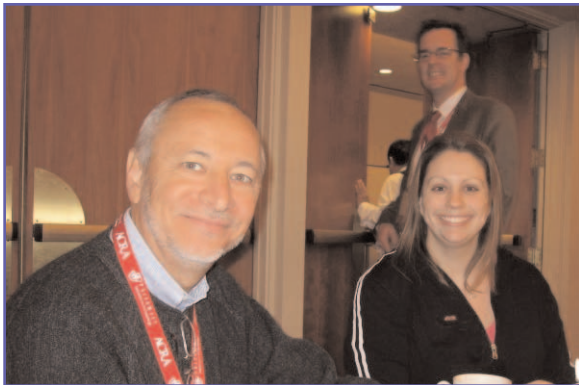
By Jeanne A. Ward, Vice President for Government Relations

On Saturday, September 25, 2010, the Government Relations Committee hosted a luncheon at the Monona Terrace Conference Center. The program consisted of a wrap-up of the activities of the committee over the year from me, an overview of changes in Washington by Nellie Longworth, and an open forum with Reid Nelson of the Advisory Council for Historic Preservation (ACHP).

The presentation began with a wrap up of our year of government relations activities. These include the now **yearly lobbying effort**, held on July 21, during which time 11 ACRA members visited the offices of 20 congressmen and 12 senators from 14 states as well as two prominent committee staff directors. Issues on the table during this were the CLEAR Act, which would mandate full and permanent funding for the Historic Preservation Fund (HPF); the U.S. Army Corps



ACRA Vice President for Government Relations Jeanne Ward speaking at the Friday luncheon.



Sonny Trimble (U.S. Army Corps of Engineers) and first-time attendee Lauren Jelinek (Statistical Research, Inc.) at the luncheon. Conference host Chad Moffett in background.

of Engineers Veteran's Curation Program (VCP); a rider to exempt the Trinity River Flood Control Project in Dallas, Texas, from both Section 106 and 4(f); and changes in the taxation of S-corporations that could adversely affect many of our members. To date, the S-Corp provisions were removed from the bill, which has since passed; the Trinity River project exemption remained in the bill passed by the senate and signed by the president. As it now stands, the CLEAR Act has passed in the house with provisions for full funding for the HPF for the first time in its history. The VCP bill passed in the house and is in committee in the senate.

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We initiated efforts to liaise (in collaboration with the Register of Professional Archaeologists [RPA]) with the National Conference of State Historic Preservation Officers (NCSHPO) having had a chance to present a "Partner Report" at their summer meeting in Grand Rapids. Our joint goal is to encourage State Historic Preservation Officers to refer applicants to ACRA's consultant list and RPA's member list. Our message consisted of five points: (1) ACRA's Mission is "to promote the professional, ethical, and business practices of the cultural resources consulting industry"; (2) membership in ACRA is conditional upon adherence to explicit codes of ethics and professional standards in cultural resource management and archaeology; (3) ACRA actively promotes continuing education and best practices for its members in the form of workshops and tool kits, and one of our short-



Ellen Marlatt (Independent Archaeological Consulting, L.L.C.) and RPA President Ian Burrow (Hunter Research, Inc.) in front of RPA's booth. During the conference, RPA volunteers urged individual ACRA members to talk to their SHPOs about referring interested parties to ACRA's consultant list.

term goals is the education of our clients; (4) one of ACRA's primary goals is advocacy to protect and advance the CRM industry while, at the same time, advocating for historic preservation in general; and (5) ACRA represents 140+ CRM firms -- about 10% of the billion-dollar CRM industry.

ACRA members have attended a number of **America's Great Outdoors Listening Sessions**, President Obama's signature initiative designed to get people, especially children, outdoors. There has been a lot of talk about parks, recreation, education, and the Land and Water Conservation Fund. Historic preservationists are attempting to encourage a tie in between all of these objectives and historic preservation, in particular full funding for the HPF.

Finally, ACRA has been asked to participate in the **Federal Preservation Program Task Force**, a grassroots coalition of national preservation organizations and citizens that was convened to "achieve basic improvements in the federal historic preservation program by eliminating structural deficiencies that currently hamper the success of the program." The task force has produced a number of papers detailing the origins, organization, and object of the National Historic Preservation Act of 1966; summarizing studies and critiques of these programs; and analyzing staffing and funding trends through the present. The next phase will involve public sessions, subject-matter-expert interviews, and surveys. A discussion session was held at the National Trust for Historic Preservation Conference in Austin on October 29, 2010. For more information go to: <http://www.preservationaction.org/taskforce.htm>.

Nellie Longworth presented an overview of what is currently happening in Washington. The summer brought a number of unique events as well as new faces to the nation's capital. A new chairman has been appointed to the ACHP. Milford Wayne Donaldson, the current SHPO of California and an architect by training, took the helm this summer. One of his first initiatives was to elevate Tribal participation within the ACHP to full committee status. Stephanie Toothman became the associate director for Cultural Resources of the National Park Service (NPS). Dr. Toothman has most recently served as the chief of Cultural Resources Park and Partnership programs for the NPS Pacific West Region. She has also served the NPS as a preservation planner, regional historian, and acting superintendant of Crater Lake National Park; oversaw planning for the National Mall during the 2009 inauguration; and served as acting director of the Department of the Interior's Office of Youth in Natural Resources. Finally, Stephanie Meeks joins the National Trust for Historic Preservation as its eighth president. Ms. Meeks comes from the Nature Conservancy and brings a wealth of experience in the management of a large nonprofit organization. She is a long-time member of the trust and is thus familiar with its programs.

The summer concluded with passage in the House of the Clear Act with the inclusion of full funding for the HPF. Secretary of the Interior Ken Salazar stated on the record that he felt that full funding (\$150 million per year) was not enough. As noted earlier, this measure is stalled in the senate.

The luncheon wrapped up with a presentation and question-and-answer period with Reid Nelson, director of the Office of Federal Agency Programs for the ACHP. Mr. Nelson was initially asked to respond to the National Trust for Historic Preservation's "Section 106 Report." Unfortunately, the trust was unable to send a representative to the meeting, and the report was not officially released until the day before the



Reid Nelson of the ACHP fielded questions during an open forum at the Friday luncheon.

luncheon. Conversation was thus understandably limited in this regard. The trust's report: Section 106 of the National Historic Preservation Act: Back to the Basics can be found here - <http://www.preservationnation.org/resources/legal-resources/understanding-preservation-law/federal-law/section-106/back-to-basics.html>.

Reid did an excellent job of reviewing the ACHP's current strategic planning initiative during which he anticipates that most of the suggestions included in the trust's report will be considered. He then blithely took questions from the floor, including some relatively harsh comments about the ACHP's involvement or lack thereof in a number of projects or project categories. As always, Reid was game for the back-and-forth, and many left the luncheon wishing for more time.

2010 ACRA AWARDS

By Sarah Herr, Chair, Awards Committee

ACRA's awards program is part of the organization's mission to promote the professional, ethical, and business practices of the cultural resources consulting industry and to recognize the individuals and companies who epitomize professionalism and promote public awareness of the nation's archaeological and historical resources.

The American Cultural Resources Association (ACRA) presented its 2010 Awards on Saturday, September 25, 2010, at its annual meeting in Madison, Wisconsin. Three awards were presented: Public Service Award, Industry Award, and the new Board of Directors Award.

The Public Service Award recognizes the leadership of individuals who with their actions and decision making lead the way toward preserving our local and national heritage and educating the public.

The Public Service Award was given to Regional Vice-President of Commonwealth Cultural Resources Group (CCRG) Dr. Kathryn Egan-Bruhy. For over 25 years, Dr. Egan-Bruhy has demonstrated her commitment to research, public education, and professional service. Together with the Chequamegon-Nicolet National Forests and CCRG, Dr. Egan-Bruhy has devoted countless hours to working with the U.S. Forest Service Passport in Time program, which educates the public through heritage-based activities. She is an officer on the Midwest Archaeological Council, holds a seat on the Wisconsin Burial Sites Preservation Board, and conducts field schools with Nicolet College and Northfield College, teaching collections management, curation, and laboratory skills.



President Wayne and Dr. Egan-Bruhy, recipient of the 2010 Public Service Award.



Dr. Egan-Bruhy working on a collections-management project in 2004.

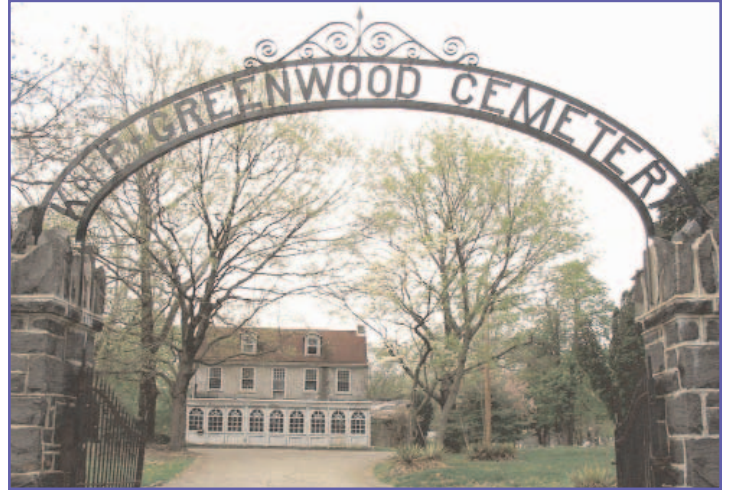
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The ACRA Industry Award goes to an ACRA member firm client who has shown a commitment to the preservation of cultural resources above and beyond what is required by the regulations and to the community in which they work.

The 2010 Industry Award went to Philadelphia Healthcare Properties, with the winning project being the Knights of Pythias Greenwood Cemetery Revitalization Project. The expansion of the Cancer Treatment Centers of America's Eastern Regional Medical Center into the southern portion of the historic Knights of Pythias Greenwood Cemetery required the relocation of human remains from 9 acres of a cemetery that was established in 1869. Louis Berger Group, Inc, an ACRA member company, was hired to relocate 2,425 human remains and affected grave markers. Philadelphia Healthcare Properties' work included resetting 150 gravestones, reconstructing the receiving vault, main entry gate, and stone perimeter wall, removing waste, and landscaping. As the final piece of this relocation project, Philadelphia Healthcare Properties is having a monument constructed of granite tablets engraved on both sides with the names of all recorded plus those that were found but unrecorded. An additional monument for veterans is planned, and all the veterans' stones will be arrayed in a separate area.

In addition, Philadelphia Healthcare Properties has conducted a significant restoration of a historic 1840s house on a portion of the property that as once owned by Benjamin Rush, one of the signers of the Declaration of Independence.

Throughout the project, Philadelphia Healthcare Properties worked with North Philadelphia community groups and the Philadelphia Historical Commission, seeking advice about how to respectfully relocate the remains and revitalize the cemetery.



Gate of the Knights of Pythias Greenwood Cemetery.



President Wayne presents the 2010 Industry Award to a representative of Philadelphia Healthcare Properties for the Knights of Pythias Greenwood Cemetery Revitalization Project. On the right is a representative of the cemetery.

The Board of Directors Award, in its inaugural year, recognizes an individual, organization, or institution that has made a significant contribution to the practice of cultural resource management in the United States, as determined by ACRA's Board of Directors. This year, the award was presented to Dr. Michael K. "Sonny" Trimble and the U.S. Army Corps of Engineers for the Veterans Curation Project. In 2009, the U.S. Army Corps of Engineers Mandatory Center of Expertise for the Curation and Management of Archaeological Collections (MCX-CMAC) received \$3.5 million in Recovery Act funding for a one-year pilot project.

The Veterans Curation Project provides job training and employment in the field of archaeology for disabled Iraq and Afghanistan veterans. The veterans are trained by archaeologists and archivists to use computers, cameras, scanners to categorize and inventory a backlog of archaeological artifacts and documents for permanent curation. The skills that the veterans acquire through this program assist them with their future career paths. The Veterans Curation Project has three locations: Washington, D.C, Augusta, Georgia, and St. Louis, Missouri. Six groups of veterans have graduated from the program, many moving directly into other jobs.

After a year successful in terms of both the amount of backlog readied for curation and for providing skills for job placement, the Veterans Curation Project is now seeking Congressional funding to become a permanent program.

Four awards will be offered in 2011: The Public Service Award, an Industry Award for clients in the private sector, an Industry Award for clients in the public sector, and the Board of Directors award. Please contact your board representative if you have a suggestion for a future Board of Directors Award. A call for nominations for all other awards will be posted on the website in April 2011.



Disabled veterans at work in one of the VCP labs.



One of the graduating groups of veterans who trained at the VCP lab located in St. Louis.

The ACRA 2010 Awards Selection Committee was chaired by Sarah Herr, Desert Archaeology. Members of the committee included: Charissa Durst, Hardlines Design Company; Elizabeth Jacox, TAG Historical Research & Consulting; Duane Peter, Geo-Marine, Inc.; Heidi Roberts, HRA, Inc., Conservation Archaeology; and Al Tonetti, ASC Group, Inc.

NOTHING AVERAGE ABOUT THIS CONFERENCE: RESULTS OF THE POST-CONFERENCE SURVEY

By Joan Deming, Chair, Conference Committee

Madison, Wisconsin, is not the easiest place to get to. Nonetheless, ACRA's 16th Annual Conference was enjoyed by 119 attendees who came from across the country. Almost half generously shared their comments and suggestions in the post-conference evaluation survey. As the ACRA Conference Committee plans the next annual meeting, programming options will begin with YOUR valuable feedback and input. Thank you all for the lessons learned, as well as the individual critiques and compliments.

Overall, the majority of respondents rated all sessions and social events as EXCELLENT or GOOD. Individual comments varied widely, from praise for the networking opportunities to kindly criticism of the food and beverage offerings. How did you find out about the conference? Forty-eight percent of the respondents

heard about the event through the members-only list serve. The other sources of information were the ACRA Website (28%) and Word of Mouth (24%).

Respondents were asked to rate the effectiveness of the **overall meeting**, in four areas, on a scale of EXCELLENT-GOOD-AVERAGE-BELOW AVERAGE-N/A. The majority of survey takers evaluated Program Content/Business Sessions, Organization of Material/Meeting Package, and Value Received for Cost of Meeting as EXCELLENT, with the Value Received getting the highest combined satisfaction rating (EXCELLENT or GOOD) of 94%. Promotional Materials/Meeting Publicity was evaluated as GOOD by the majority of respondents (63%).



The Hilton host hotel with ACRA Government Affairs Consultant Nellie Longworth (left foreground) and ACRA board members.



Kevin Pape (Gray and Pape, Inc.) and Joan Deming (Archaeological Consultants, Inc.) enjoying a session.



Conference attendees applauding at the close of one of the sessions.

Of the total 16 attendees of the **Marketing for Managers workshop**, the 10 who responded to the survey indicated that this first-time ACRA workshop offering was a success. Seventy percent rated it EXCELLENT (10%) or GOOD (60%).

The 2010 Conference offered a full and diverse program that included eight non-concurrent sessions. Overall, all eight sessions received a combined EXCELLENT or GOOD rating ranging between 53% and 85%. The sessions receiving the most EXCELLENT ratings were the conference opener, Branding & Differentiating with Effective Communication, and the panel discussion entitled GSA Schedules: Making It Work for You. The other six sessions were all evaluated as GOOD by the majority of the survey respondents: Application of Environmental Conflict Resolution to Section 106 Compliance; The Army Civil Works Historic Preservation Program; Ranch

Dressing: A Great Taste of Post War Housing; Burial Sites Preservation & Forensic Archaeology; Ethnographic Studies & CRM; and Protecting Our Own History: The Archival Role in CRM.

Two different tours were offered at the meeting, including the morning Historic Downtown Madison Architecture Tour and an afternoon Historic Campus tour. The Historic Campus tour was enjoyed by a group of 20. Of these, 12 of the total 15 respondents rated the tour as EXCELLENT, and the other three as GOOD.

The favorite social event, according to the survey results, was the Welcome Reception and Dinner. Eighty-three percent of the 54 respondents graded this event as EXCELLENT or GOOD. The Presidents Reception and Awards Banquet also was appreciated, with an 81% above-average satisfaction rating.

The **Accommodations, Food & Beverage, and Service** at the Hilton Monona Terrace were all rated EXCELLENT by the majority of respondents. Similarly, all aspects of the Sheraton were evaluated as EXCELLENT or GOOD by all but one survey respondent.

In addition to rating the overall conference, the program, social events, and the venue, the attendees were asked what they liked the MOST and LEAST about this year's Annual Conference. Among the total 43 **MOST LIKED** comments, as in years past, networking opportunities were the most frequently noted benefit. The overall program, the content of several particular sessions, and the absence of concurrent sessions were also viewed favorably. The venue and Madison were highlighted as other strong points. Opinions varied widely as to the **LEAST** enjoyed element of the meeting. Several people commented negatively about the two separate hotels for conference attendees; the quality of food and beverages offered at the conference center; and the content and relevance of particular sessions. Other respondents shared a general desire for less session programming and more tours, trips, and down-time to visit the local sights. In the words of one survey respondent, "We are too busy."

"If you could **change one thing** about the ACRA Annual Conference in Madison, what would it be and why?" was answered by 32 attendees. Generally paralleling the "least favorite" comments, several respondents suggested that the program focus more on issues relevant to our industry. An alternate time for the workshop, so as not to conflict with the board meeting, was noted by several respondents. More time for tours, fewer banquets, special events in off-site locales ("I

missed the cruise dinner"), more space at the hotel so we can all be in one place, and an overflow hotel closer to the conference center were among the other suggested changes.

Topics for future ACRA conferences were suggested by 38 respondents. One survey taker clearly expressed the majority opinion: "business issues, business issues, business issues." The individual suggestions were quite specific, and included such topics as employee retention; teaming and partnerships; project and personnel management; succession planning; insurance; health care; marketing; the role of social networking; government contracting procedures; how to deal with financial audits; records management; growing business infrastructure and successfully managing company growth; using technology to track projects and employee time and to integrate multiple offices; determining overhead rates; writing proposals and making presentations to clients; how subcontracting decisions are made by large firms; and gaining the perspectives of newer, younger business owners. In second place in terms of suggested topics were sessions focused on legislative and regulatory issues.

Thank you to everyone who took the time to complete the survey. If you inadvertently forgot to do this, it's never too late to share your thoughts. Please contact me at aci.jdeming@comcast.net. See you next year at the Ameristar Casino Resort Spa in St. Charles, Missouri for ACRA's 17th Annual Conference. Mark your calendars NOW for **September 8-11, 2011**. Remember that 24% of the survey respondents heard about this year's conference through "word of mouth." We're counting on you to start spreading the word for 2011!

AN UPDATE ON ACRA'S FINANCES

By Colin I. Busby, ACRA Treasurer

A formal report on ACRA's finances is presented twice yearly to the board by the treasurer, at the spring board meeting and at the annual conference. ACRA is on a calendar-year reporting schedule, so the meetings don't cleanly coincide with conclusive end-of-year or start-of-year results. What is important is that the board and members are made aware of the financial health of the organization and where membership dues are expended. The board also receives monthly financial reports from ACRA Headquarters (HQ) on current income and expenses. Please feel free to contact the treasurer for ACRA financial information at any time (colinbusby@basinresearch.com). I will do my best to answer your questions.

Budget tracking is divided into three broad expense categories: Support, Conference, and Membership Activities (see expense graphic on Page 22).

Support: includes fees paid to Clemons & Associates, the professional organization-management team retained by ACRA to manage our day-to-day activities, along with the costs for accounting, banking and credit card fees, legal, supplies, postage, etc. Nearly 50% of ACRA's \$144,620 budget for 2010 is allocated to keeping the organization functioning. Roughly 47% of the budget for 2011 (\$163,875) is devoted to support functions.

Conference: includes the costs needed by the host group to organize and pay for the annual conference. Clemons & Associates' management fees include time to assist with and manage this activity. The 2010 conference was budgeted at \$40,400 for expenses (28% of budget). The 2011 conference has been allocated \$42,000 or nearly 26% of the budget.

Membership Activities: include the expenses associated with ACRA-L, website maintenance, *ACRA Edition*, ACRA's government affairs consultant, the salary survey, board meetings, and so on. The 2010 budget was \$41,755 or 28% of the approved funding. The 2011 budget is \$43,300 or 26%. Specific funding within the 2011 budget of \$4,000 has been allocated to continue membership recruitment, which is a slight increase from the 2010 budget of \$3,500.

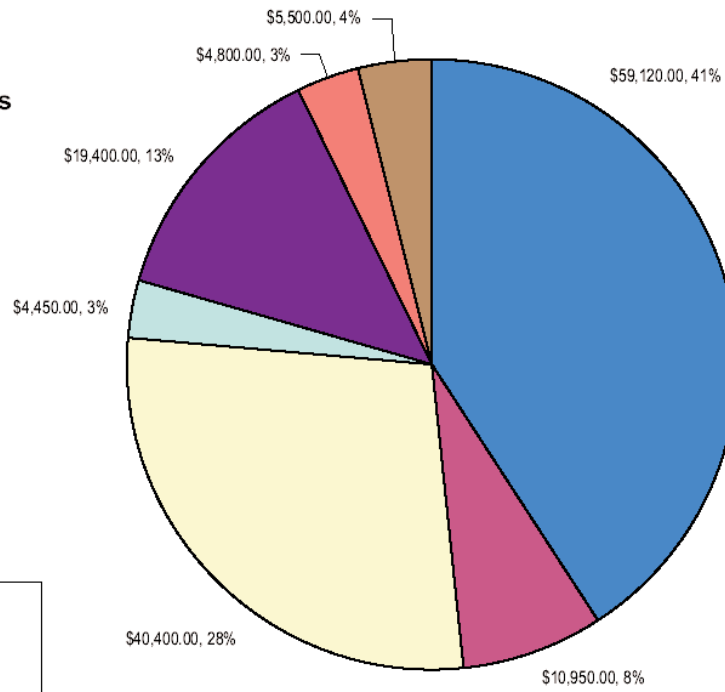
Revenue: income to fund ACRA comes primarily from dues, member donations, including conference sponsorships, and from conference fees (see income graphic on Page 23). The annual conference generally generates revenues in excess of costs and is a very important function in the ACRA budget. The membership dues target for 2010 (\$89,000) was not met by roughly \$11,000, although preliminary indications suggest that the annual conference was very successful in producing surplus revenue for ACRA. The membership should note that expenses and revenues generated by the conference are usually not reflected for at least several months after the end of the conference.

2011 BUDGET

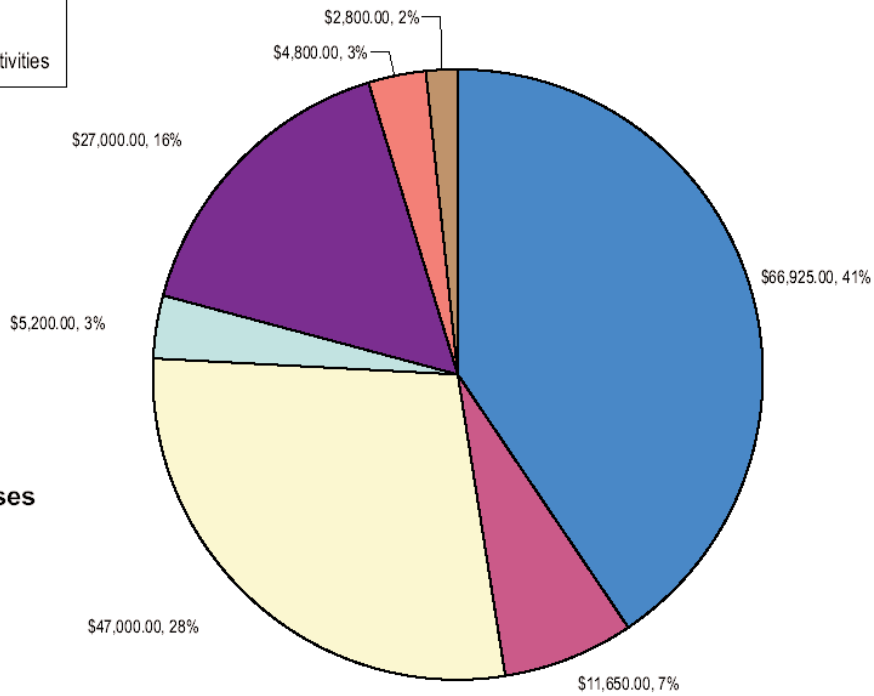
Pre-2010 budgets were generally developed by the treasurer using the available financial information, lessons-learned knowledge from previous board participation, and informal consultation with the president, former treasurer(s), and the executive director/secretary. It was then submitted to the board for review and discussion and usually modified during often

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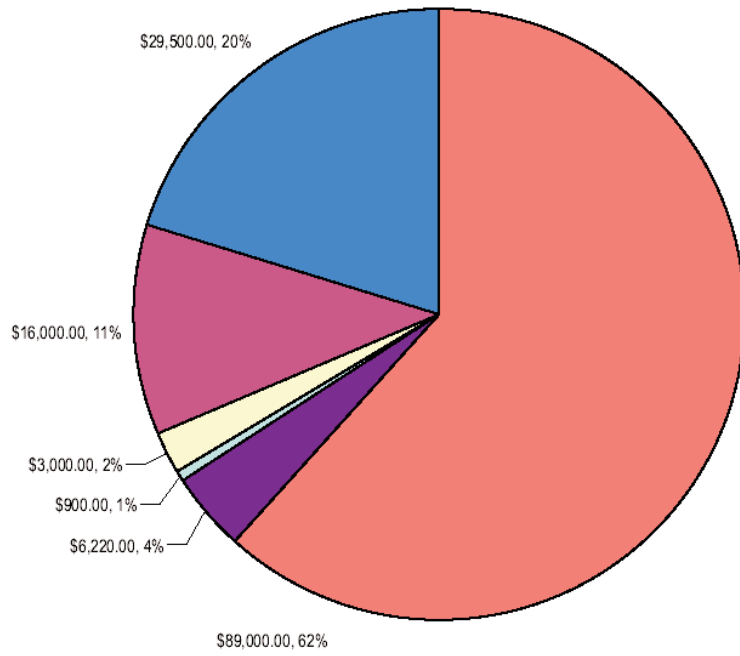
2010 Budget - Expenses



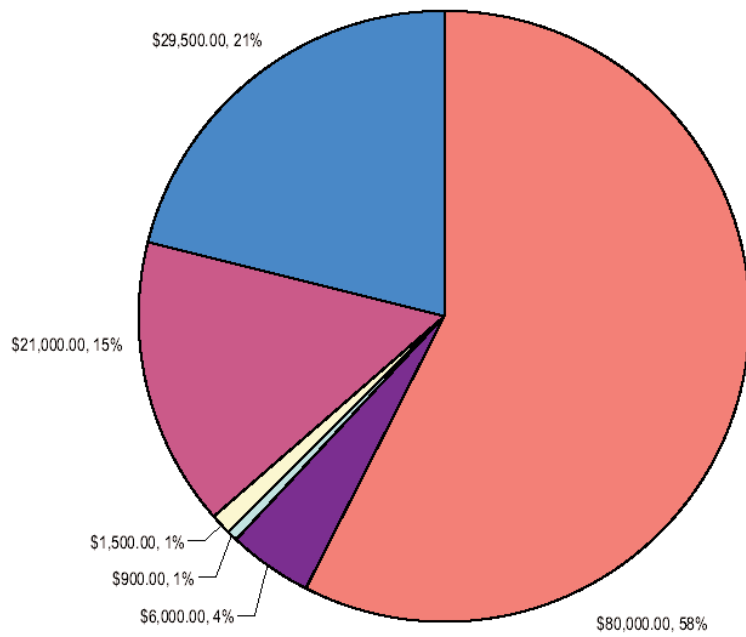
2011 Budget - Expenses



2010 Budget - Income



2011 Budget - Income



lengthy spirited debates. This often led to budgets being debated during Sunday board sessions, with budget approval occasionally delayed until the spring board meeting.

These actions led to the formation of a Finance Committee, chaired by the treasurer and which includes the president and other members with financial expertise, including Don Weir (former ACRA treasurer as well as past treasurer of the SAA), Terry Majewski (chair of ACRA's Strategic Planning Committee), and by invitation the president elect.

The 2011 budget was developed by the treasurer through a review of the 2010 numbers and discussion with Finance Committee members. In addition, ACRA's executive director at Clemons & Associates was asked to review the drafts and provide financial input on the proposed numbers. This process resulted in Finance Committee and counterpart "HQ" budgets that were "reconciled" at the board meeting. This process was very successful and resulted in problem-solving discussions.

The detailed 2011 budget of \$163,875 is available from the treasurer. A few highlights follow.

Support: Clemons & Associates fees increased about 10% with a 2010 budget of \$54,000 for staff time and a 4% increase in rent to \$7,925. Overall support costs increased by 12% from the 2010 budget of \$70,070 to \$78,575 in 2011.

Conference: The 2011 conference is budgeted at \$42,000 for expenses (26% of budget) to reflect true costs. Please attend the conference in St. Charles!

Membership Activities: Costs increased for our web presence. Newsletter costs remain the same as for 2010. Membership recruitment is a formal line item at \$4,000 to continue ACRA's drive of 2010. The Salary Survey was postponed this year to help balance the budget, but depending on finances may be reinstated. Government relations was increased due to planning requirements for a transition. Budget is \$43,300 (26.4%).

Revenue: Projected revenues for 2011 are ambitious and include website advertising links as a revenue generator to supplement ACRA's "traditional" sources of income. Dues of \$80,000 are projected for 2011 at 49% of income (Note: a realistic number given our past figures); conference fees of \$58,000 (including \$21,000 in sponsorships and \$6,000 for a workshop) make up 35% of income; and donations of \$900. Website advertising links to be managed by HQ on a commission basis are projected to yield \$25,000 in revenue or 15% of ACRA's projected income. Revenue for 2011 is estimated at \$163,900. Additional revenue sources are under consideration by the Board of Directors and HQ.

Comment: ACRA must continue to think strategically and control and monitor our limited resources, which depend primarily on member's dues and the income from the annual conference. Clemons & Associates is very much watching the bottom line on costs, and Executive Director CJ Summers appears to be keeping costs as tight as she can. ACRA will continue to focus on cost control using both HQ resources and the expertise of the Finance Committee.

ACRA SURVEY SHOWS FIRMS STILL STRUGGLE IN ECONOMY

By Nurit Finn, Chair, Salary Survey Committee

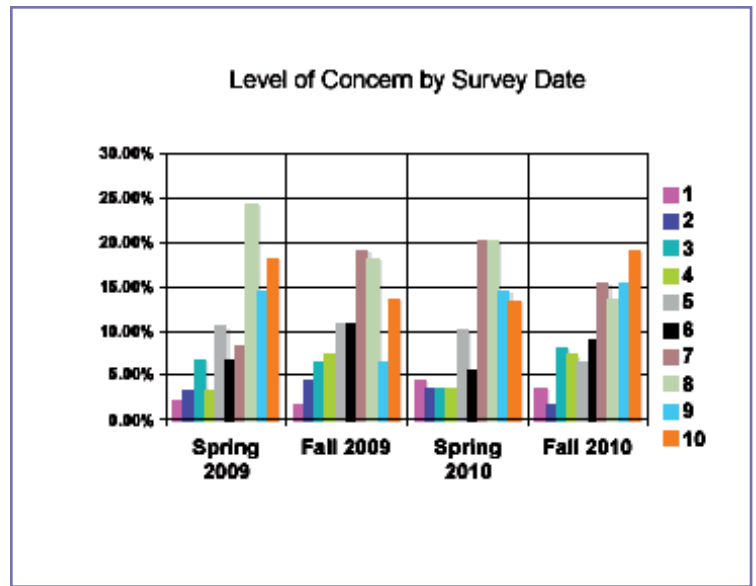
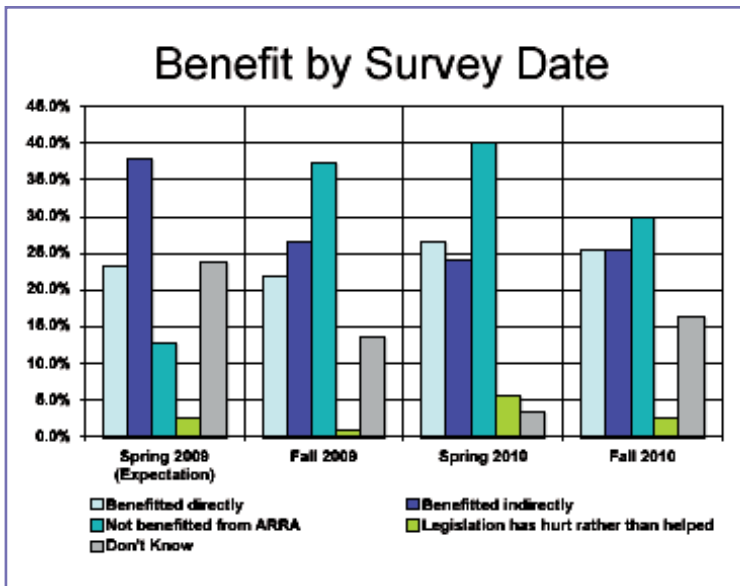
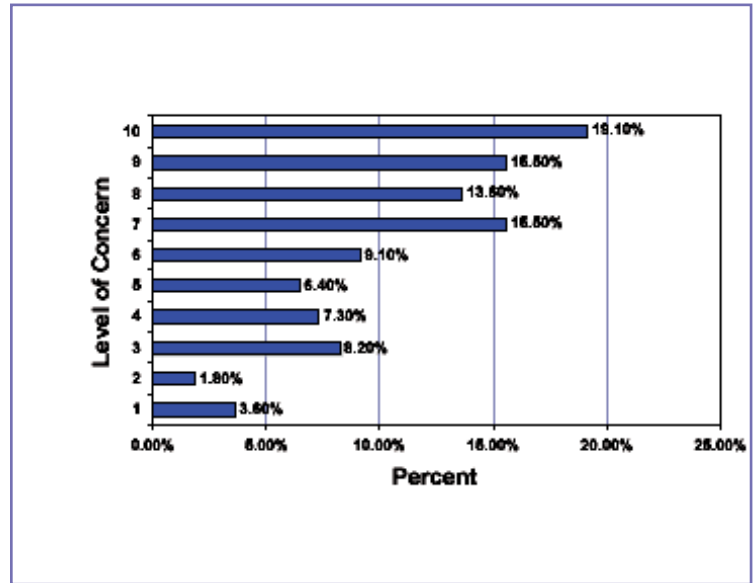
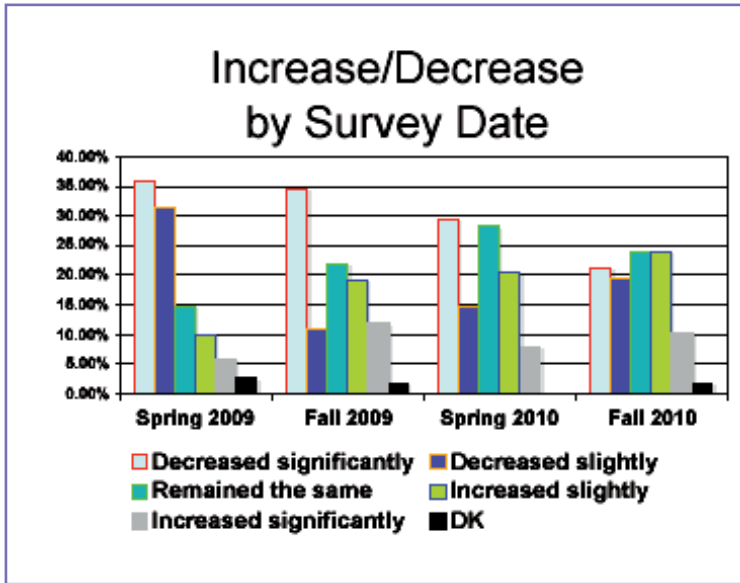
ACRA conducted a short survey addressing how CRM firms are doing in the current economic climate. The study, completed in September of 2010 immediately prior to ACRA's annual conference, was the fourth consecutive survey conducted in six-month intervals since March of 2009, shortly after the passage of the American Recovery and Reinvestment Act (ARRA).

The most recent survey included 110 respondents, 64% of whom are affiliated with ACRA member firms. Participants represent firms varying from small to large, and with locations across the United States. The survey was completed by participants over the Internet.

The following tables and graphs illustrate the results of this survey, and also include a few graphs comparing survey responses over time, beginning with the March 2009 survey.

The survey results do indicate that many cultural resources firms are still struggling in today's economic climate. Forty percent of the respondents said that their business has decreased over the last six months, with over one-fifth saying it had decreased significantly, and 30% feel they have not benefited from the stimulus legislation or other economic factors. The graphs comparing surveys through time do show a subtle trend suggesting business growth and perhaps some easing of the recession on the industry through time, with 26% predicting business will increase in the rest of the 2010 and the beginning of 2011. However, close to 50% remain very concerned about the state of the economy on their business, assigning a rating of 8, 9, or 10 on a 10-point scale.

ACRA plans to continue to gauge the effect of the economy on the cultural resources industry in future months and will keep ACRA members informed of any trends and developments.



BRANDING AND DIFFERENTIATING WITH EFFECTIVE COMMUNICATION

By Chad Moffett, Mead & Hunt, Inc.

The conference business sessions began with Mr. Andy Wallman, president of Knupp & Watson & Wallman (see company website at www.kw2ideas.com). Andy explored the benefits of developing a brand and ways to differentiate communication through company media. According to ACRA's economic survey, over 40 percent of CRM companies have experienced a decrease in business in the last six months. This session was directed toward standing out and being distinctive to your clients and partners.

Andy's session was built on real world examples and provided an interactive session that really made attendees think about not only what you say, but how you say it. He shared examples from his regular work with firms to develop brand and marketing strategies and media planning.

Andy gave attendees ideas about how to stand out to agency review panels, which are so common in our industry. He reminded us that because we are so used to delivering technical solutions, we forget we are establishing a relationship through our communications. We can't forget that relationships are a really important part of business.



Andy Wallman discussing the importance of knowing your company's mission.

THE APPLICATION OF ENVIRONMENTAL CONFLICT RESOLUTION TO SECTION 106 COMPLIANCE

By Jon M. Berkin, ACRA Board Member

This conference session focused on the use of environmental conflict resolution (ECR) in Section 106 compliance. ECR consists of people with differing views and interests working together in a systematic and organized way to find workable solutions to shared problems about environmental issues. The session featured two presentations. The first presentation, by Milton Bluehouse, Jr., focused on the work of the U.S. Institute for Environmental Conflict Resolution (USIECR) with an emphasis on the USIECR's Native American and Alaska Native Environmental Program. Milton Bluehouse, Jr. is program manager for the USIECR's Native American/Alaska Native Program. The second presentation, by Deborah Osborne, discussed the work of the Federal Energy Regulatory Commission's (FERC's) Dispute Resolution Service (DRS). Deborah Osborne is the director for the FERC's DRS.

Congress established the USIECR as an independent federal agency in 1998 (<http://www.ecr.gov/Default.aspx>). The USIECR is headquartered in Tucson, Arizona, with an office in Washington, D.C. The USIECR's mission is to help resolve environmental disputes that involve the federal government, by providing mediation, training, and related services. The USIECR is an impartial entity inside the federal government, independent of other agencies, that provides conflict-resolution services to help public and private interests manage and resolve environmental conflicts nationwide.

ECR is more formally defined as third-party assisted conflict resolution and collaborative problem solving in the context of environmental, public lands, or natural resources issues or conflicts, including matters related to energy, transportation, and land use. ECR

processes can be applied during a policy development or planning process, or in the context of rulemaking, administrative decision making, enforcement, or litigation and can include conflicts between federal, state, local, tribal, public interest organizations, citizens groups, and business and industry where a federal agency has ultimate responsibility for decision making. Many factors influence whether or not ECR is appropriate for a given situation. As a rule-of-thumb, ECR is appropriate when: all affected stakeholders are willing to collaborate; the collaborating parties have decision-making authority; sufficient time and resources are available to support the effort; and the issue is ripe for discussions with all parties willing to negotiate on the key issues.

The USIECR provides a range of services to help parties prevent, manage, and resolve environmental conflicts involving the federal government. Their most commonly requested ECR services include:

- Advice on whether ECR is appropriate in a given situation,
- Connecting parties with qualified mediators or facilitators,
- Analyzing conflicts and designing conflict management strategies,
- Bringing parties to the table and mediating environmental disputes, and
- Training to increase the ability of parties to manage conflict.

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The USIECR provides conflict-resolution training, workshops, and informational services around the country. These sessions include general introductions to ECR, more advance sessions on using ECR in certain contexts, customized agency-requested sessions aimed at specific needs, and capacity building efforts integrated into conflict-resolution processes. Representatives of federal, state, and local governments, tribal nations, nongovernmental organizations, environmental advocates, community-based groups, science and technical experts, environmental and natural resource attorneys, public land managers, and others involved in disputes all benefit from these learning sessions.

The USIECR's Native American and Alaska Native Environmental Program helps increase the appropriate and effective use of collaborative problem solving and conflict resolution in environmental matters involving Native American and Alaska Native communities and federal agencies (<http://www.ecr.gov/Resources/NativeNetwork/NativeNetWork.aspx>). The program focuses on environmental, natural resource, and public land and trust land issues where one or more tribes, in addition to a federal agency or interest, are directly involved.

The USIECR also manages the Native Dispute Resolution Network, the only national network of dispute resolvers with expertise in culturally appropriate collaborative dispute resolution and collaboration across Tribal, Federal, and State governments. The Native Network is a resource for those seeking assistance from a collaborative conflict-resolution practitioner where American Indian, Alaska Native, or Native Hawaiian people and environmental, natural resource, or public/trust lands (including cultural property and sacred sites) issues are involved.

The FERC's DRS is a unit devoted to the prevention and resolution of energy and environmental and historic preservation conflicts employing Alternative Dispute Resolution (ADR) and ECR tools (<http://www.ferc.gov/legal/adr/drs.asp>). The DRS is a

professional team that promotes timely and high-quality resolution of disputes through consensual decision-making processes such as mediation. DRS specialists are highly trained in mediation, negotiation, and facilitation. They also provide training in dispute resolution skills. The DRS assists parties to identify an appropriate dispute resolution process for their dispute. DRS also works with parties to identify interests and achieve a mutually satisfactory agreement.

The DRS has three major functions:

- To provide services such as mediation and facilitation in disputes involving entities subject to the FERC's jurisdiction.
- To assist landowners and applicants in resolving disputes relating to the construction and operation of FERC jurisdictional natural gas and liquefied natural gas facilities.
- To promote the use of ADR both within and outside of the FERC through activities such as consultation, workshops, collaboration, training, and coaching.

ADR is very similar in conception to ECR. The fundamental difference is that while ECR focuses on environmental issues, ADR can be applied to all types of disputes. Both processes offer a variety of methods to resolve disputes though settlement instead of litigation. They are alternatives to traditional litigation and can save participants in a conflict time and money and result in more durable solutions and outcomes.

The use of ADR does not remove or replace the relevant statutory authorities (e.g., NHPA, NAGPRA). In addition, ADR does not require the FERC, States, Federal resource agencies or Indian Tribes to waive their regulatory obligations. Instead, through the use of ADR, Indian Tribes and agencies can exercise their authorities and obligations through a collaborative process.

The DRS' experience has demonstrated that the National Historic Preservation Act (NHPA), particularly the Section 106 process, has much in common with the

precepts of ECR. The NHPA is a "grass roots statute" that fosters participation at all levels. Like ECR, the Section 106 consultation and decision-making process is participatory. In addition, the process provides participants with the tools to succeed and, therefore, supports good outcomes. Finally, it is worth noting that the Section 106 process works well without third-party neutral intervention.

There are several entry points for the use of ECR/ADR in the Section 106 process. Upstream ECR opportunities (e.g., facilitation) occur during the initial development and design of a project. ECR can be used to identify the interests and participants in the Section 106 process. Midstream opportunities (e.g., mediation) occur when issues emerge during the identification, evaluation, and determination of effects on historic properties. Downstream opportunities (e.g., mediation) may occur when inadvertent discoveries are made. Finally, there are opportunities for the use of ECR

throughout the life cycle of a project whenever it is necessary to Implement agreements.

The presentation also featured a number of case studies from the FERC's DRS that illustrated the successful use of ECR/ADR to resolve Section 106 issues. These case studies all emphasized the advantages of using ADR/ECR as a dispute resolution process over litigation. The court process is characterized by win-or-lose decisions, and a cycle of rulings and appeals. Alternatively, the ADR/ECR process focuses on the development of solutions and resolutions to conflicts that result in mutual gains (win/win) for the parties involved in a dispute. There is more certainty in this process, because the participants are directly involved in resolving the issues. In addition, the ADR/ECR process promotes the development and preservation of relationships among the participants and affords opportunities for closure.

ETHNOGRAPHIC STUDIES & CULTURAL RESOURCE MANAGEMENT

By Patricia Trocki, Natural Resources Group, Inc.

Within CRM, ethnography is not undertaken as frequently as archaeological investigations. The purpose of the ethnography session at the annual conference was to introduce case studies to illustrate the use of ethnographic research within the context of legal mandates as well as within a business setting of a CRM company. Because ethnography is intended to meet legal requirements by identifying impacts to a variety of tangible and intangible cultural and natural resources that are important to a researcher's ethnographic community, developing an ethnographic study that identifies issues of importance based on traditional knowledge may result in recommending project changes to avoid or lessen impacts to important resources. However, when conducting an ethnographic study, there are several challenges to consider. The key questions that this session posed include: (1) How do we incorporate ethnographic assessment into our projects that are typically on a tight environmental assessment and review schedule?; (2) How is traditional knowledge collected, how it is to be used, and how much information is released to the public?; and (3) How is an ethnographer identified and selected for a particular project?

Dennis Gilpin of PaleoWest Solutions in Archaeology provided an overview of federal mandates requiring consultation with Native American groups to assist in identifying, evaluating, and mitigating adverse effects of undertakings on historic properties. Dennis provided several examples of contract ethnography from the Southwest to illustrate various requirements mandated by federal legislation

that defines the types of studies conducted by ethnographers, and the diverse challenges contract ethnographers face. Prior to the publication of National Register Bulletin 38 and the passage of the Native American Graves Protection and Repatriation Act (NAGPRA), both in 1990, and amendments to the National Historic Preservation Act (NHPA) in 1992, ethnographic studies in the Southwest focused primarily on tribal history, economy, settlement, and the ethnographic interpretation of the history and function of individual archaeological sites. Tribal religion was explicitly avoided in many of these early contract ethnographies. Additionally during the 1990s, several presidential Executive Orders (EOs) and the passage of the American Indian Religious Freedom Act (AIRFA) provided protection for and preservation of Native American access to sites, use and possession of sacred objects, and the freedom to worship through traditional ceremonies. The result of these legal changes is reflected in the manner in which ethnography was accomplished and types of issues addressed. Slowly, the focus of ethnographic studies shifted away from interpreting individual sites to the identification of traditional cultural properties, cultural affiliation studies, and the development of strategies to protect sacred places. Dennis also highlighted some of the challenges that ethnographers face such as being mediators for tribes at odds with each other, maintaining trust with tribes, and ensuring confidentiality.

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Mike Lerch (Statistical Research, Inc.) relates experiences with contract ethnography in California and the Great Basin. On his left are Patti Trocki (session moderator) and panelists Dennis Gilpin and Larry Nesper.

Mike Lerch of Statistical Research, Inc. provided an overview of the relationships among ethnography, ethnohistory, and Native American consultation within the business context of CRM. With a perspective from California and the Great Basin, Mike highlighted differences and similarities in practicing participant observation or traditional ethnography and CRM ethnography, noting that an essential aspect of both is establishing and maintaining rapport with Native American consultants. The key topics addressed in the presentation included: (1) identifying the purpose for conducting an ethnographic study; (2) finding an ethnographer; and (3) presenting the ethnographic results. Mike provided a historical perspective on how the practice of ethnography has changed during the past few decades along with amended laws and tribal concerns. The location and extent of the undertaking, local mandates, such as the California Environmental Quality Act, and tribal concerns help define an ethnographic study within the context of CRM. Such studies could range from documenting traditional land use and beliefs to conducting a cultural affiliation study. In addition to providing case studies focused on different types of ethnographic investigations, Mike provided resources to consult to identify an appropriate

ethnographer, including the ACRA Consultants Database. The presentation concluded with a summary of how results are reported. Similar to reports that present the results of archaeological and architectural investigations, an ethnographic report includes a synthesis of background information, methods of research and data collection, results of interviews, maps of culturally significant resources or areas, evaluation of resources as traditional cultural properties, and the distribution of confidential information.

Larry Nesper of the University of Wisconsin-Madison (UWM) discussed a study prepared jointly with Thomas F. King and Anna Willow for the Mole Lake Sokaogon Band of Great Lakes Ojibwe Indians. The study was designed to assist the U.S. Army Corps of Engineers in exercising its trust responsibilities toward the Sokaogon community, in considering the environmental justice implications of the proposed Crandon Mine, in considering the project's potential effects on the free exercise of Sokaogon religion, and in addressing the project's overall impacts on the cultural environment under Section of 106 of the NHPA, EO 13175 and 12898, AIRFA, and the National Environmental Protection Act. The Crandon Project would have entailed the construction, operation, and reclamation of an underground zinc-copper-lead mine, mill, and waste management disposal facilities located east of the Mole Lake community. The ethnographic study identified the Mushgigagamongsebe District as a traditional cultural landscape of the Sokaogon community that has been a gathering place for the Sokaogon people and a center for religious and cultural observances. The district was recommended eligible for listing in the National Register as a traditional cultural property. The Sokaogon community had serious concerns about how the project would affect the water quality within the Wolf River watershed and the wild rice that formed an important part of their economy. Ultimately, the Mole Lake Sokaogon Band and the Forest County Potawatomi tribes purchased the mine site, the accompanying mineral rights, and withdrew the permit application to mine the ore body.

MAKING GSA SCHEDULES WORK FOR YOU

By Robert Heckman, Statistical Research, Inc.

The Government Services Administration (GSA) session was well attended and in addition to contributions from the well-informed moderator and panelists, the audience participation revealed considerable interest and knowledge of GSA contracting. The session began with a brief background on the GSA Schedule by moderator Terry Majewski (vice president and COO of Statistical Research, Inc.).

Terry explained that GSA Schedules are known by different names and the one most often used besides GSA is Multiple Award Schedules (MAS). Under this program, GSA establishes long-term, government-wide contracts with commercial firms. GSA Schedules provide customers (primarily government agencies) with access to over 11 million commercial supplies and services at volume discount pricing. Vendors who supply products significantly outnumber GSA vendors (like cultural resource firms) that provide services. The premise behind GSA schedules is that they provide the government with fast, flexible, cost-effective procurement solutions that allow customers to meet acquisition challenges, while achieving their missions. The MAS Value Proposition highlights the benefits customers experience when using GSA schedules, such as, cost savings, flexibility and choice in vendors, time savings, transparency, and control over the procurement process.

The Schedule List in the GSA eLibrary on the GSA website (<http://www.gsa.gov>) contains a list of all GSA Schedules. Services can be loosely ordered directly from GSA Schedule contractors or through GSA Advantage!® online and may mean shorter lead times and lower administrative costs at the

contracting end. Ordering using GSA Schedules can help government agencies better meet their small business goals. GSA Schedules offer a variety of other features that are attractive to government agencies. For example, Blanket Purchase Agreements (BPAs), contractor team arrangements, price reductions, new technology, continuous "open seasons," and purchase card acceptance. These features and others make the GSA Schedule attractive to many government agencies that require CRM services.

The goal of this conference session was to examine the usefulness of a GSA Schedule and provide information to firms who might be considering pursuing this contracting option. The session also sought to explore why GSA contracts work for some companies and not for others. How does a company decide whether or not to pursue this type of contracting vehicle? The four panelists were from different-sized companies around the United States, and they were asked series of questions posed by the moderator about their experiences as GSA contractors.

Panelists included Kathryn L. Bowers, a vice president and COO of John Milner Associates, Inc.; Charissa W. Durst, president of Hardlines Design Company; Heidi Roberts, founder and principal of HRA Inc. Conservation Archaeology; and J. W. (Joe) Joseph, one of the founders of New South Associates, Inc., who also serves as the firm's vice president of administration.

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Session moderator Terry Majewski and panelists Joe Joseph, Kathryn Bowers, Charissa Durst, and Heidi Roberts.

Question 1. *Why did you decide to become a GSA contractor? What kind of GSA Schedule do you have (probably environmental services?), and how long have you had it?*

The response from the panelists varied, from that they were advised by some of their clients and teaming partners to that they found out about GSA through ACRA. All of the panelists have environmental services GSA contracts. Some of the panelists have had GSA schedules for over 5 years, while others have only had their contract in place for fewer than two years. For more information on becoming a GSA contractor, follow the link below or visit the ACRA website and find GSA under the business tool kit (<http://www.gsa.gov/portal/content/104465>).

Question 2. *Did you prepare it in-house or did you work with one of the numerous firms that provide assistance in preparing GSA contracts? Either way,*

describe how the preparation and evaluation process went for you. If applicable, talk briefly about your experiences with renewing the contract and adding new positions.

Two of the four panelists hired an independent contractor to prepare their GSA contract application. The other two completed the application process in-house. The consensus of the panel was that the process is quite involved and even for those that hired independent contractors they still spent considerable effort preparing the materials for the proposal. GSA will assign an agent to help your firm through the application process, and the panel indicated that how helpful this individual was varied greatly. Some described the agent as indispensable and incredibly helpful during the process, and others described the agent as less than helpful. Some comments concerning the application process itself were that it was comprehensive and they "look at everything." The most challenging component of the process was how GSA arrives at your rates. The panelists described how GSA requested the rates for their "most favored clients." This often resulted in extremely low rates that, if your application is successful, your firm will be locked into (with a modest escalation for each option year) for the life of the 5-year contract. The panelists made the point that you can renegotiate your rates at each renewal; however, they indicated it is not an easy process, and you may not be successful in raising your rates. The consistent advice from the panel was that you need to review who would qualify as your most favored client for the application process and make sure that you are willing to go about 3% below those rates.

Question 3. *How does GSA work for you? What percentage of GSA bids that you submit do you win? On an annual basis, what percentage of your total company revenue comes from GSA jobs? In general, are your GSA rates considerably lower than the highest rates you charge? Do you bid primarily on individual solicitations that are advertised through GSA or do you have one or more blanket purchase agreements (BPAs)? How often do people sole source to your company through GSA?*

Most of the panelists stated that they were pleased with the contracts that they were awarded through GSA, and some said that the GSA contracts have been some of their most interesting projects their firm has had an opportunity to work on. The panelist all said they were selective in the GSA bids that they respond to and that they do not respond to Requests for Proposal (RFPs) that are out of their regional experience. All but one of the panelist stated that their GSA rates are the lowest rates they provide. One panelist stated that their GSA rates are on average about 20% lower than their current rates. Several panelists stated that they have on several occasions received sole-sourced contracts through GSA from some of their government clients. Several panelists also noted that their companies do have BPAs.

Question 4. *How do you market your GSA schedule?*

All but one of the panelists said they do not market GSA. The single panelist that does market GSA said they do it passively and have it on their web site. Some of the reasons provided for not actively marketing GSA were that the rate structure was too low. Some panelist did make the point that they do bring up GSA with clients that have a project and

need a contracting vehicle to try to push it to their firm. They also mentioned that these were isolated occurrences.

Question 5. *Do you think GSA contracting works better for smaller or larger businesses?*

The panelist's responses to this question were mixed. Two of the panelists felt that the low rates combined with the administrative burden would not make it attractive to smaller businesses. The other two panelists said it was not too much of an administrative burden, once they "flagged" the GSA projects in their accounting system so they could accommodate the additional information that needs to be tracked. The panelists did agree that the GSA contracts in the western part of the United States seem to be much larger than those in the east and that on larger projects the administrative burden actually is eased.

Question 6. *Do you think that potential customers (contracting officers and technical representatives) understand the GSA system?*

The panelists agreed that the contractors that like to use GSA know it well. The downside to many of the solicitations that come out through GSA is that they go low bid, unless they require a technical response. Many of the panelists said that is one of the criteria they use when deciding to respond to RFPs. If there is no technical response required then the award will usually be made to the low bid. If there is a technical response then the project must be awarded on technical factors other than but including cost.

Question 7. *Do you find that GSA contracts are generally awarded on price or on some combination of price and qualifications/experience?*

The panelists explained that the majority of the GSA contracts usually go low bid and require no technical response as described above. The panelists also explained that many of their clients will direct RFPs to only a handful of firms. This reduces the competition and increases your firm's chance of winning. It also means that the client knows your firm and likes to do business with you. The directed RFPs still result in competition; however, it creates a semi-competitive environment and usually with other firms you know well. The panelists felt that when bids were directed to a few vendors that the clients using GSA wanted quality and experience.

Question 8. *Would you recommend to other ACRA members that they become GSA contractors?*

The panelists were consistent in their answers to this question. They all indicated that they were happy that they went through the process and really like the interesting and challenging projects they have been

able to do under GSA. Some panelists think the structure of GSA is slanted toward government agencies that buy products and that it does not fit well for professional services. One of the reasons cited was the fact that it locked your firm into a potentially unreasonable rate structure that is difficult to amend and change. Another reason sighted was the low-bid phenomenon. Many firms use GSA Schedule projects to expand their geographic footprint and will underbid a project just to establish a track record in an area or work for a client they have never worked for before.

All of the panelists advised anyone considering obtaining a GSA Schedule to do your homework and fully understand what you are agreeing to under the terms of the contract. They also would encourage anyone considering a GSA contract to talk to someone who has been through the process so they do not have to learn by making the same mistakes. Finally, the consensus of the panelists was that obtaining a GSA Schedule depends on an individual decision that each firm needs to make and that the decision should not be taken lightly.

RANCH DRESSING: A GREAT TASTE OF POST-WAR HOUSING

By Elaine H. Robinson, Commonwealth Cultural Resources Group, Inc.

In part as a response to prior-year comments regarding session topics, the 2010 conference organizers worked to include something for everyone. As part of this effort, Friday afternoon included a session on a growing area of concern among CRM firms, the post-World War II houses that dominate large portions of our landscape. Before we can responsibly decide how to address these resources, there needs to be an understanding of the buildings, their setting, and how within even a short time period, these both evolved.

Using the model of the *Madison Parade of Homes* as a showcase for the study of Mid-Century Modern Ranch houses, Jim Draeger and Daina Penkiunas treated their ACRA audience to an informative introduction to the legislation and design features of the time period. As members of the Wisconsin State Historic Preservation Office, Draeger as deputy SHPO and past NRHP coordinator and Penkiunas as the current NRHP coordinator, they brought strong credentials to their presentation. In addition to his public role, Draeger is the author of *Fill 'er Up: The Glory Days of Wisconsin Gas Stations* and is currently working on a new book focusing on Wisconsin's tavern architecture.

The session started with Draeger setting the stage regarding the mid-twentieth century. This included a reminder that at the time, while World War II was over, there were rapid changes occurring on the home front. The post-war transition to a civilian economy resulted in changes in everything from government policy and priorities to the establishment of the middle class and their unique housing needs. A key element during this time was the establishment and growth of the Federal Housing Administration (FHA). In many cases, since its



Daina Penkiunas speaking, with speaker James Draeger and session moderator Elaine Robinson seated.

establishment in 1934, the FHA was responsible for the trend away from urban growth and toward suburbanization. Another federal program, the Federal Highway Administration, and its single-minded development of a transcontinental roadway system, played a key role in the development of suburbs, aiding the construction of shopping malls and even the auto-dependent strip retail developments.

For its part, the FHA used standards to rate single-family homes and entire neighborhoods regarding their potential to receive loans, ultimately guiding the appearance of the very places they underwrote. The FHA also opened up the possibility of homeownership to a huge number of potential buyers through their favorable terms. Under FHA regulations, up to 80% of the purchase cost of a house could be financed (versus

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the prior requirement of almost 100% cash payment) and the payment schedule was revised from 3 to 5 years to a 20-year time period. FHA standards were so powerful that they ultimately influenced the appearance of the homes they financed through the use of minimum standard requirements, resulting in a standard "look" for many of these early homes (known in McAlester and McAlester's *A Field Guide to American Houses*, as the Minimal Traditional style).

Beyond the appearance of individual buildings, the standards also influenced the way the neighborhood looked. Gone was the grid format streets of the city. Instead, the suburbs featured winding roadways, the expanded use of the cul-de-sacs, and rounded street corners to ease vehicular movement through the neighborhood.

Because there were so many residential "plan books" published, historians dealing with the early- and mid-twentieth century time period can find a treasure trove of information. Plan books were developed by builders, magazines, and were even featured in newspapers. This makes it possible to examine the evolution of building design features and even pinpoint when new materials or elements, such as plywood or sliding glass doors, first made their way into popular housing.

In her portion of the presentation, Penkiunas used newspaper and *Parade of Homes* publications to

catalog the changes in ranch houses in Madison, Wisconsin. These publications included information on building costs, materials, and of course, images used to lure potential buyers. By comparing a series of the *Parade of Homes* from 1952 to 1959, Penkiunas was easily able to examine changes in overall size, footprint, and cost.

Using images from plan books, often overlaid by an image of an extant building, Penkiunas provided an opportunity to the ACRA audience to step into the shoes of the mid-twentieth-century home buyer, and see just what they did. Themes of this review included watching the changing number of bedrooms, changes in favored construction materials, the brief application of outdoor living spaces (ultimately not considered a practical feature in Madison), built-in landscape features, such as an in-ground pool in 1956, and the issue that continues to plague society today, where to put the garage!

At the end of their presentation, Draeger and Penkiunas fielded questions from the audience. The lively discussion included topics such as early plan designers and their publications, where to find additional sources on post-World War II architecture, how to approach identification of mid-century ranch houses with regard to National Register eligibility, and even suggested Website sources where Mid-Century Modern has become a regular feature.

2010 ACRA NOMINATIONS COMMITTEE REPORT

By Mike Polk, Chair, Nominations Committee

2010's ACRA Nominations Committee was chaired by the immediate past president. The committee also included three other members, whose companies represent three business class sizes within ACRA: Joe Joseph (large); Steve Dasovich (medium); and Elizabeth Jacox (small). All three members of the committee served well and worked very hard to find an excellent slate of candidates and work through the often difficult process of nominations.

This year the following offices were up for election:

Officers:	Vice President for Government Relations
Large Business:	1 seat open
Medium Business:	3 seats open
Small Business:	6 seats open

Before completing a discussion of the nominations process, I want to highlight the elected board members for 2010 who represent their respective companies:

VP for Government Relations	Jeanne Ward, Applied Archaeology and History Associates
Large Business Seat	Joan Deming, Archaeological Consultants, Inc.
Medium Business Seats (3)	Lawrence Alexander, Alexander Archaeological Consultants Ellen Marlatt, Independent Archaeological Consulting, L.L.C. Jon Berkin, Natural Resource Group, Inc.
Small Business Seats (6)	Ellen Turco, Circa, Inc. (3-year term) Anne Bader, Corn Island Archaeology, L.L.C. (3- year term) Ann Scott, aci consulting (3-year term) Keith Seramur, Keith C. Seramur, P.G. Professional Corporation (2-year term) Michael Pointkowski, J.G. Management Systems, Inc. (2-year term) Matt White, Suncoast Archaeological Consultants (1-year term)

Congratulations to all of the elected board members. I wish you a successful and productive term as part of ACRA leadership.

2010 Election

Because of issues that occurred with individuals leaving the board and, in some cases, companies, for various reasons, disruption to the normal pattern of 3 to 4 seats coming up for election each year occurred in both the large and small categories. This year, only 1 seat was up for election in large and 6 seats in the small category. This created particular difficulty for the Nominations Committee as well as disruption on the board because it does not allow for an even flow of knowledge and experience on and off of the board in any one year.

While there was not much that could be done concerning the large business discrepancy this year, we structured the small business portion of the election to even out the numbers coming up for election in subsequent years. Six seats were up for election, but only 3 were slated for 3-year terms, 2 for 2-year positions, and 1 for a 1-year position. The top three vote getters filled the 3-year terms, the next 2 filled the 2-year terms, and the next filled the 1-year term.

We had a very strong group of candidates running this year. There were 14, representing 12 states. Ten were from eastern states, two from the middle of the country, and two from the West. Following was the ballot that was used for election purposes during August. I want to thank all of these ACRA member companies and individuals for being willing to run for election and being willing to serve the greater cultural resources trade association of ACRA.

Officers

Vice President for Government Relations

(Vote for one)

- Jeanne Ward, Applied Archaeology & History Associates, Annapolis, Maryland
- Kay Simpson, Cultural Resource Analysts, Inc., Richmond, Virginia

Board of Directors

Small Firm Candidates

Three 3-year positions, two 2-year positions, and one 1-year position were available

- Keith Seramur, Keith C. Seramur P.G. Professional Corporation, Boone, North Carolina
- Anne Bader, Corn Island Archaeology, L.L.C., Louisville, Kentucky
- Michael Pointkowski, J. G. Management Systems, Inc., Grand Junction, Colorado
- Ann Scott, ACI Consulting, Austin, Texas
- Ellen Turco, Circa, Inc., Raleigh, North Carolina
- Matt White, Suncoast Archaeological Consultants, Tallahassee, Florida

Medium Firm Candidates

Three 3-year positions were available

- Lawrence Alexander, Alexander Archaeological Consultants, Wildwood, Georgia
- Jon Berkin, Natural Resource Group, LLC, Minneapolis, MN
- Ellen Marlatt, Independent Archaeological Consulting, L.L.C., Portsmouth, New Hampshire
- Tom Bodor, The Ottery Group, Silver Spring, Maryland

Large Firm Candidates

One 3-year position was available

- Joan Deming, Archaeological Consultants, Inc., Sarasota, Florida
- Brad Bowden, Historical Research Associates, Inc., Portland, Oregon

MEET BOARD MEMBER

ANN SCOTT



From as long as I can remember my family was always traveling and experiencing the outdoors in northern Michigan. We would go visit historic forts or lighthouses along the Great Lakes, including those in Canada. Between my love for travel and my fascination of what can come from out of the ground, it only seemed natural that I should become an archaeologist. I used to follow my father around in the garden seeing what fascinating objects got tilled up every spring. I had a nice collection of medicine jars, rusty metal, and broken glass. While my parents thought I was a bit misguided, they allowed me to attend Central Michigan University where I majored in Anthropology and minored in Art History.

My original interests in archaeology were broad reaching. I loved it all. I had a successful field school through the University of Pittsburgh in 1986, so I knew I could handle the archeologist's field lifestyle. While I wanted to go work on a Roman site in France, I instead

ended up going to Peru in 1988 assisting my undergraduate professors with both archaeological and ethnographic fieldwork documenting pottery manufacturing. I survived Peru, which made my parents very happy. Of course, I wanted to be an Andeanist after that, but was unable to get into a graduate program. Instead, I decided to look into contract archaeology jobs and ended up landing summer field tech positions with the National Park Service (NPS) out of Lincoln, Nebraska. I worked at both historical-period and prehistoric sites on NPS properties in Iowa, Illinois, Ohio, and Michigan for a several seasons. In between work with the NPS, I was hired by CCRG, Inc. out of Jackson, Michigan. I did work for them in Michigan, Illinois, and a longer project at Truman Lake and Reservoir in Missouri.

In 1990, I entered the M.A. program in Anthropology at Northern Illinois University (NIU), hoping to study Maya archaeology. The university had a contract archaeology program where I also worked when not having a teaching assistantship. It was at NIU where I got interested in cave archaeology. In 1993, I went to Guatemala to work on the Petexbatun Regional Cave Survey, directed by James E. Brady, and I was fascinated by the ritual context of caves for the Maya. I earned my M.A. from NIU in the summer of 1993 and later moved to Wisconsin where I worked for two years at the Wisconsin Historical Society doing both field archaeology and computer graphic illustration for archaeology reports. After I resigned from a position there, I briefly worked for the Lac du Flambeau Band of Lake Superior Chippewa as a tribal archaeologist.

While in Wisconsin, I went to work for my undergraduate professors again in 1994, this time in Bolivia. Considering I always thought I would never get

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to work in the Andes again, it was a special opportunity to work with the indigenous population there. The summer of 1996 I headed back to Central America, where I was field director of the cave investigations for the Talgua Regional Field Project in Honduras. As part of the field effort, there was a crew filming our work, which ended up being a Discovery Channel documentary on the Cave of the Glowing Skulls some years later.

After returning from Honduras in 1996, I found myself at a crossroads in my life. Should I remain in the Midwest or pursue opportunities elsewhere? I chose Texas. Shortly after my move to Texas, I settled in Austin, a wonderful place from which to start a new life. It was there where Prewitt and Associates, Inc., brought me onboard as a cave archaeologist to help round out a team of speleologists conducting karst and cave surveys on a military installation near San Antonio, Texas. I assisted on five projects monitoring impacts to cave resources and recording cultural resources associated at cave sites. I also aided with cave mapping and biological specimen collections. When I wasn't underground, my role as project archaeologist took me to various locations in Texas. I supervised the National Register testing of nine sites around Waco Lake in central Texas. During the report writing phase of this project I entered into the Latin American Studies Ph.D. program at the University of Texas at Austin.

It had always been a personal goal to earn my Ph.D., and I found myself at the point where I was ready to take on that adventure. With any life-changing endeavor, sacrifices need to be made. As a result of pursuing my degree, I resigned from Prewitt and Associates after I won a foreign language fellowship to study Kaqchikel Maya in Guatemala through Tulane University. At the time I had no idea how profound the experience working with contemporary Maya would be in shaping my own worldview and future.

I struggled with pinning down a dissertation topic and ran into the challenges of government regulations and lost artifacts. I won more grants and fellowships

and continued my research in Maya cave archaeology in Guatemala and Belize while still figuring out what to do about a dissertation project. It was with the support of my Kaqchikel Maya collaborators that I designed an ethnoarchaeological study of contemporary Maya sacred site utilization among the Kaqchikel in Guatemala for my dissertation.

In 2004, I was awarded a University Dissertation Grant and conducted three fieldwork seasons to round out the previous data I had been collecting since my initial fellowship in 2001. The focus of my investigation consisted of documenting the sacred landscape and the suite of sites that it embodies, including mountaintop shrines, caves, both natural and artificial, springs, boulders, crevices, lakes and other natural features. Because these sites are all actively used for ceremonies by the local community members, my methods for documenting them had to remain flexible. It included conducting our own ceremonies and seeking permission from the earth owner or local spiritual guardian in order to visit the site. My dissertation research documented the various materials used in ceremonies like candles, incense, and alcohol, as well as the behaviors and actions performed by ritual specialists and participants during a ceremony. My time among the Maya has given me a different perspective when it comes to interpreting the data recovered from cave contexts in Mesoamerica.

After returning from Guatemala in 2005, I had a delay in my writing progress due to an illness in the family. I went back to Michigan for about a year to help my father care for my mother who was battling cancer. She lost the fight and passed away in 2006 at the age of 61. A couple months later, I returned back home to my husband and dogs only to find out it is much harder to get back into dissertation writing than I ever expected. Determined to get it completed, I plodded on slowly while in between continuing my research on sacred sites in Guatemala. In 2007, I was a research assistant on a joint venture project to continue our documenting of sacred sites in Guatemala. This led to me being offered a co-director position on the Kaqchikel

Maya Language Program sponsored by Tulane University where I filled in for one of the directors during the summer of 2008. Meanwhile, I remained active in cave archaeology pursuits assisting on projects sponsored by California State University, Los Angeles, in Guatemala and Belize. I finally defended my dissertation, successfully, and graduated in May 2009, with a Ph.D. in Latin American Studies. I have remained tied to the University of Texas at Austin as a research fellow at the Mesoamerican Archaeology Research Laboratory.

Faced with unemployment during a struggling economy, I looked for work. I had already known for many years to not put the proverbial eggs all in one basket and count on landing that academic job that so many of us compete for. While I began my archaeological pursuits in the late 1980s doing academic research, I ended up happily working in CRM. Despite the challenges, somehow I have managed to juggle both cave research, most recently as assistant director of a cave investigation in Belize this summer, and CRM over the years. I chalk it up to luck or maybe it's from keeping the earth owners pleased.

Earlier this year I became the director of cultural resources at aci consulting, an environmental consulting firm in Austin, Texas, where I manage the Archeology Division of the company. The job keeps me busy managing CRM projects, supervising personnel, writing proposals, and building a client base. I knew about ACRA during my years at Prewitt and Associates in the late 1990s and was pleased to see that aci consulting was a member. It was an honor to be elected to the Board of Directors representing small firms, and I look forward to serving the membership.

I believe there is much I can offer to this board position. I currently sit on the Board of Directors of the Texas Speleological Survey, a nonprofit corporation established in 1961, which maintains data on caves and karst in Texas. As the first female member of the board, I have been active for three years and recently took on the role of co-database manager for a county in Texas that has hundreds of caves. My other experience with organizations includes sitting on the Organizing Committee for the 15th International Congress of Speleology, which was held in Texas in 2009. I was in charge of Airport Transportation and assisted the Chair of Transportation in moving approximately 2,500 participants to various venues and trips during the week of the Congress. The two-person committee was in charge of an approximately \$150,000 budget. I currently sit on an Ad-hoc Standards Committee for the Council of Texas Archeologists (CTA). Of the five Ad-hoc committees, I sit on the Provenience and Context Committee, helping to establish protocol and standards for provenience techniques and understanding and conveying archeological context in both the field and reporting. For the CTA, I have also served on the Multicultural Relations Committee and Contractor's List Committee, both standing committees of the organization.

Finally, I have agreed to serve on ACRA's Image and Branding Committee and will help out on the Website Subcommittee. I certainly see this as an exciting opportunity to learn from colleagues and build solid, long-lasting relationships.

MEET BOARD MEMBER MICHAEL PIONTKOWSKI

I have been involved in the CRM business for over 35 years (yikes, that long?). My experience includes the private arena and as a federal agency archaeologist. The work has taken me to Oregon, New Mexico, Louisiana, Texas, Mississippi, Missouri, Utah, and Colorado. I guess you might say that I have seen most sides of the CRM industry and have witnessed its growth into the current stage of maturity. What a great employment opportunity for all us baby boomers!



My archaeology career began at Oregon State University (OSU). In 1972, the OSU Field School was held on the Oregon coast under the direction of Dr. Richard E. Ross. That was the first excavation conducted on the Oregon coast in over 20 years. In addition to digging some big holes in a shell midden that exceeded 4 meters, I excavated a human burial.

During my senior year I was assigned an independent research project by Dr. Ross. Human remains were exposed during the excavation of a sewer line project in the Willamette Valley. Dr. Ross and I went out to the site where we recovered the remains. When we returned to campus, I did the analysis and report, and delivered a paper on the topic.

Following Oregon it was off to New Mexico where I did my graduate work at Eastern New Mexico University studying under Cynthia Irwin-Williams and George Agogino. My thesis research was lithic analysis of open sites in the Guadalupe Mountains in southeastern New Mexico.

From grad school I migrated to Missouri, where I was employed by the University of Missouri on the Truman Reservoir project, under direction of Donna Roper and Ray Wood. I began as a field assistant, moving up to being the lead on a survey team that recorded prehistoric and historical-period sites in more than five counties in southwest Missouri. I also directed a crew that excavated a deeply buried Early Archaic site. This discovery

developed into my designing and implementing a deep site discovery and recovery program. This program successfully discovered and excavated a number of deeply buried Late Paleoindian and Early Archaic sites.

Following a year off to work as a surveyor and carpenter in Oregon, I moved to Louisiana to work for Heartfield, Price and Greene as project manager. We conducted projects in Louisiana, Mississippi, and Missouri.

I returned west in 1980 and began my federal experience with the BLM in Craig, Colorado, followed by transferring to Grand Junction. During my 15 years with the Bureau of Land Management (BLM), I was involved in a number of challenging and interesting projects, including organizing cultural resource site records (files and maps); designing and implementing a cultural resource database; developing and writing standards and procedures for BLM and consultants; writing a programmatic agreement that streamlined the consultation process with the SHPO; editing and publishing a number of cultural resource reports in the BLM CRM series; participating in public education,

including giving a number of classroom presentations (all grades); developing and teaching an outdoor education class for 6th graders; establishing and funding BLM artifact collections at the Museum of the West; and developing and teaching para-archaeologist training for other resource specialists in BLM and in the USDI Forest Service (USFS).

From 1999 to 2009, I owned and operated Uncompahgre Archaeological Consultants in Grand Junction, Colorado. I served clients including the BLM, USFS, and various energy companies throughout western Colorado and eastern Utah. The projects varied from small- to large-acreage surveys, and data recovery excavations.

In the summer of 2009, I was lead archaeological monitor for a large pipeline construction project in western Colorado. The monitor began with the

first surface-disturbing activity through the final right of way clean up and rehab. A much higher than expected number of sites, some deeply buried, was found through the course of the project. There was no delay to the project schedule due to archaeology, which included extensive data recovery from a large number of features.

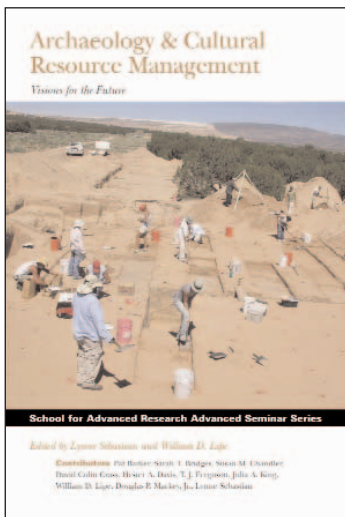
I joined the firm of JG Management Systems, Inc. in Grand Junction in late 2009. Our work includes environmental document preparation for the USFS efforts to mitigate the effects of the mountain pine beetle epidemic.

My activities outside of archaeology include being a ski instructor for the past 15 years, white-water rafting, and volunteering at our local community radio station. In 2009, I was blessed to have a granddaughter come into my life.

BOOK CORNER

This column highlights currently in-print books that feature ACRA-member-firm employees as authors, editors, or contributors.

Archaeology & Cultural Resource Management: Visions for the Future



edited by Lynne Sebastian
and William D. Lipe
SAR Press, Santa Fe, New
Mexico, 2010
\$34.95 (paper)
ISBN: 978-1-934691-16-8
Order through
www.sarpress.sarweb.org

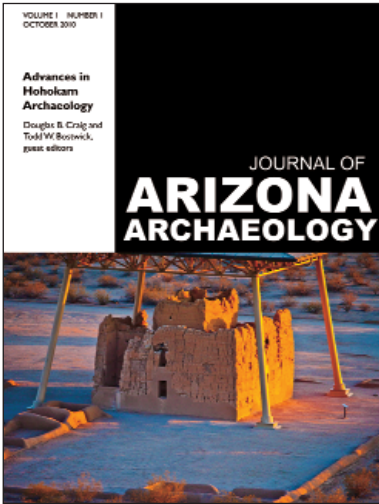
By most estimates, as much as 90% of the archaeology done in the United States today is carried out in the field of CRM. The effects of this work on the

archaeological record, the archaeological profession, and the heritage of the American people would be difficult to overemphasize. CRM archaeology affects a wide range of federally funded or authorized developments. It influences how archaeologists educate their students, work with indigenous people, and curate field records and artifacts. It has yielded an enormous wealth of data on which most recent advances in the understanding of North American Archaeology depend. This is "public" archaeology in the clearest sense of the word. It is done because of federal law and policy, and it is funded directly or indirectly by the public.

This volume is the outgrowth of an SAR Advanced Seminar on the future of archaeology and CRM. Contributors to the volume include the editors (Lynne Sebastian is with the SRI Foundation, which is a member of ACRA) and Pat Barker, Sarah T. Bridges, Susan M. Chandler (of ACRA-member firm Alpine Archaeological Consultants, Inc.), David Colin Crass, Hester A. Davis, T. J. Ferguson, Julia A. King, and Douglas P. Mackey. Topics discussed include the future of CRM archaeology, values/ethics and resource management, the CRM process, eligibility and significance of archaeological resources, innovative mitigation approaches, the challenges of dissemination of and communicating about our results, consultation and collaboration with Native Americans and descendant communities, and keeping what we do relevant.

ACRA Board Member Joe Joseph (New South Associates, Inc.) notes that the book "is a very important work that looks at the issues facing CRM Archaeology and does something rarely seen - offers solutions." He is also "confident that this book ... will [prove] to be very influential in shaping the future of CRM Archaeology." The contributors themselves hope that what they have written will serve as an impetus in American archaeology for dialogue and debate on how to make CRM projects and programs yield both better archaeology and better public policy.

Journal of Arizona Archaeology



Volume 1, Number 1,
October 2010
Advances in Hohokam
Archaeology
guest edited by
Douglas B. Craig and
Todd W. Bostwick

The Arizona
Archaeological Council
(AAC) is excited to
announce the publication
of the inaugural issue of
The Journal of Arizona

Archaeology. The journal is a peer-reviewed journal that focuses on the presentation of emerging ideas, new methods, and current research in Arizona archaeology. It endeavors to be a forum for the scholarly, yet straightforward communication of research and management related to Arizona's archaeological record. The journal will be published twice a year. One issue each year will be devoted to the theme of the AAC annual fall conference, and the remaining issue is intended for open submissions. The first issue as well as subsequent issues will contain articles authored by employees of ACRA-member firms engaged in CRM in Arizona.

The content of the inaugural issue includes articles based on presentations from the AAC's 2008 Conference, Advances in Hohokam Archaeology, held at Pueblo Grande Museum in Phoenix. The conference was designed to highlight the results of recent research across the Hohokam region of south-central Arizona. This first issue is devoted to papers focusing on the results of research in the middle Gila River valley. The second issue will include papers from other parts of the Hohokam region.

The middle Gila Valley was selected as the focus of the inaugural issue for a number of reasons. First and foremost, it has long been considered the heartland of the Hohokam cultural tradition. Not only does it contain many of the largest and best-known sites, including Casa Grande Ruins and Snaketown, but many of the distinctive material traits of Hohokam culture (e.g., buff ware pottery, massive canal systems, ballcourts, platform mounds) either originated from or reached their fullest expression along the middle Gila River. In addition, the middle Gila figures prominently in the history of Hohokam research. Indeed, it was the investigations at Casa Grande in the late nineteenth and early twentieth centuries and at Snaketown in the mid-1930s and mid-1960s that largely defined the Hohokam cultural tradition.

Through *The Journal of Arizona Archaeology*, these ideas and the results of current research can reach a larger audience, and the journal will provide a scholarly forum through which those who practice archaeology in Arizona can keep up-to-date on developments in the field. The journal is a benefit of membership in the AAC. To join the AAC and receive *The Journal of Arizona Archaeology*, please visit: <http://arizonaarchaeologicalcouncil.org>.

If you are interested in obtaining one of the books mentioned in this column, be sure to check for promotional offers available through the publishers, particularly in the "book rooms" at major disciplinary conferences (e.g., the Society for American Archaeology and the Society for Historical Archaeology).

Please consider submitting information on your new publication for future columns. Materials should be submitted in the format shown above. If you submit an image of the cover of your publication, it should be sent as a separate digital file (JPEG preferred, minimum size 300 dpi) and not be embedded in the text file.



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2011 ACRA EDITION SCHEDULE

ISSUE	DEADLINE	RELEASE
WINTER	January 17	February
SPRING	April 18	May
SUMMER	July 18	August
FALL	October 17	November

ACRA Edition

is a quarterly publication of the American Cultural Resources Association. 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 business issues and federal and state legislative activities. All comments are welcome.

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