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(Officers and staff are listed on Page 2.)

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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 Manager

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Government Affairs Consultants

Cultural Heritage Partners, LLC

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

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THE PRESIDENT'S CORNER

By Teresita Majewski

My two years as ACRA president elect flew by, and now I find myself writing my first official "President's Corner." My predecessor, Lucy Wayne, warned me that life as ACRA president was not going to be peaceful, so when things immediately took off after the annual conference in St. Charles in September, I was not



surprised. As I begin my presidency, I would like to thank Lucy for teaching me a great deal about the organization and for running such a tight ship. She steered ACRA on a steady course, laying solid groundwork and setting an example with her professionalism. ACRA's foundation is strong, and I hope to continue to strengthen it as we focus on growth and other initiatives. I look forward to working with the board and other officers during the next two years.

Speaking of the St. Charles conference, if you didn't attend, articles in this issue of the newsletter will give you an idea why you should mark your calendars now for the 2012 conference in Seattle. There is no better place for employees of ACRA firms to learn, network, and celebrate the accomplishments of our peers and clients who are chosen to receive awards. I would like to personally thank our conference host Steve Dasovich and all of the presenters, partners, and sponsors whose contributions made the event such a success. I would like to especially thank Marion Werkheiser of Cultural Heritage Partners, LLC, ACRA's government affairs consultants, for her

"interactive" keynote address at the conference. During her exceptionally well-done presentation, she gauged member feedback on government relations priorities, and the resulting document (see article in this issue) is essentially ACRA's legislative "work plan" for 2012.

At the first board meeting during the conference, items of key concern for 2012 were prioritized, discussed, and designated for further study. In order to ensure that ACRA continues to meet its mission, the Membership Committee was directed to evaluate and make recommendations on the current dues structure. The board will be considering the committee's recommendations during our upcoming teleconference meeting at the end of November, when the 2012 budget will be up for discussion and approval. The board also discussed the effectiveness of recent ACRA CRM Days in Washington, D.C., and the general consensus is that our efforts to contact and educate our legislators, both in D.C. and within our individual states are probably the most important things we do as an organization. The 2012 spring board meeting will be held in D.C., and there will be opportunities for interaction with legislators as well as agency personnel. We are also going to focus on training ACRA members how to effectively contact their legislators when they are back in their home states. ACRA is committed to weathering the ongoing political storms, because our industry depends on it.

The board also voted to continue our contract with Clemons & Associates, who provides ACRA's headquarter services. We are also pleased that CJ Summers will remain as ACRA's executive director.

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Immediate Past President Lucy Wayne welcomes ACRA's new President Terry Majewski.

CJ will continue to spearhead the Partnership Program (for more information see <https://m360.acra-crm.org/event.aspx?eventID=29838>), which will have some new features in 2012. The salary survey will again be conducted in 2012 after a review of the questions previously used. Members should also watch for changes and updates to the ACRA website and to the ways we have been communicating within and outside of ACRA through MembersOnly and ACRA-L.

Several items of new business conducted at the board meeting should also be mentioned. I updated the board on the Discovering the Archaeologists of the Americas (DAA) initiative that is underway (see below and article elsewhere in this issue). I also reported to the board that the Society for American Archaeology (SAA) will continue to host the CRM Expo at its annual meeting (April 18-22 in Memphis), but now with ACRA assuming the lead role in publicizing the expo. We will now also receive 50 percent of the proceeds. So please watch for information on the CRM Expo and be sure to sign up early, as space will be limited. The SAA also asked ACRA to provide feedback on a concept that would involve “professors of practice,” a group of lecturers that could be tapped to provide real world insight on archaeology and heritage topics in a variety of settings. The matter was referred to the Continuing Education Subcommittee of ACRA’s Education Committee, and their recommendation will be passed along to the SAA before that organization’s spring meeting. SAA is also creating a new award category for the best dissertation based on data obtained from a Section 106 project, and they are asking if ACRA would provide a person to sit on the selection panel. I am excited about the prospects of building even stronger partnerships with SAA, RPA, and other sister organizations during my presidency.

At the annual business meeting during the St. Charles conference, Lucy Wayne, in her last act as president, summarized the state of the organization, thanked outgoing board members Guy Weaver, Nurit Finn, Keith Seramur, and Steve Dasovich, and outgoing Treasurer Colin Busby, and welcomed reelected board members Duane Peter and Kim Redman, new board member Lyle Torp, reelected Secretary Cinder Miller, President-Elect Wade Catts, and incoming Treasurer Don Weir. After she handed me the gavel, I spent a few minutes talking about my plan to lead the organization

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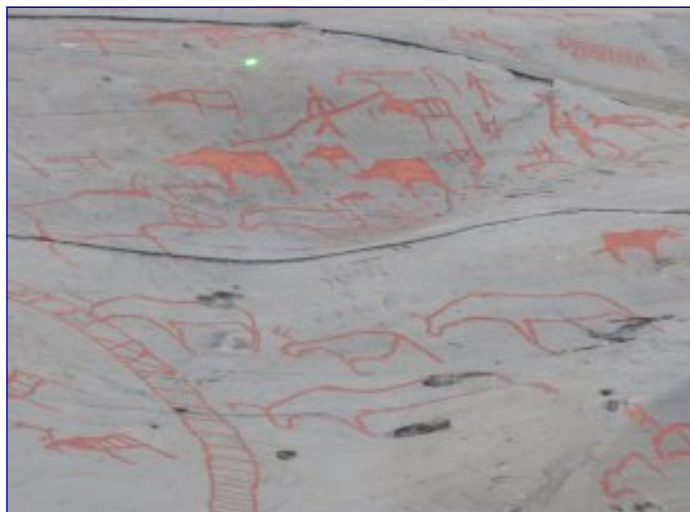
in concentrating on activities that focus on the five goals of the strategic plan as adopted by the board in 2010. These include:

- **Membership Benefits and Services** – Providing the benefits and services that support enhanced firm operations and profitability.
- **Client Development** – Promoting ACRA to clients to improve job acquisition.
- **Advocacy and Government Relations** – Protecting and advancing the cultural resources industry.
- **Education and Knowledge Delivery** – Developing and delivering education, conferences, and knowledge to benefit members.
- **Association Performance** – Positioning ACRA as a high-performing, leading organization on behalf of its members.

In order to achieve these goals, ACRA must have a solid financial base and begin to build cash reserves. Watch for more information on the organization's progress toward meeting our goals in future communiqués. To more accurately gauge our progress toward stated objectives, the board will officially review the status of the budget each quarter.

The final brief board meeting at the conference mainly focused on housekeeping matters such as communication protocols, committees, and the board list, but we also talked about some of our most important issues such as updating the website and beginning to compile ACRA-specific "census" information of the type that will be useful when we talk to legislators and which will also be a preview of what we might collect as part of the DAA initiative.

Immediately following the annual conference in St. Charles, I left for Norway to attend the European Association of Archaeologists (EAA) meeting. Ian



World Heritage Rock Art Site near Alta, Norway.

Burrow's and my article later in this issue talks about some of our activities at that meeting. Immediately prior to the meeting, I was fortunate to participate in a tour in far northern Norway to look at World Heritage rock art sites near the community of Alta, located above the Arctic Circle (and yes, I did see reindeer). It was fascinating to see how heritage managers around the world face similar issues and challenges. Our European colleagues were particularly interested in talking about how we approach stakeholder consultation in the United States.

In late October, I was invited by Register of Professional Archaeologists (RPA) President Ian Burrow to attend the Register's planning retreat in Albuquerque and speak about the DAA initiative and participate in the planning exercise. RPA has formed a working group/task force to move forward with DAA, and ACRA will be involved. Task force members also include the liaisons from other partner organizations and other key interested individuals. RPA also agreed that it is a priority for them to build a stronger

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partnership with ACRA, as we are allies in advocating for many of the same critical issues.

As the planned reductions in board size continue to go into effect, we will need more non-board members involved in committee work. ACRA has outstanding programs and services to help your company grow and keep informed of new trends in the CRM industry. These programs and services are driven by passionate volunteers who care about the future of the industry. Employees of ACRA-member firms are invited and encouraged to offer their talents by serving on ACRA committees. You are eligible to serve on an ACRA committee if you are employed by an ACRA-member firm and willing to contribute meaningfully and actively to the future growth and success of the CRM industry.

The responsibilities of an ACRA committee member include participation in committee activities, which are discussed in conference calls and via e-mail as well as during occasional face-to-face meetings. If you are interested in participating in an ACRA committee in 2012, review the list of committees in this issue of *ACRA Edition* and contact me to let me know. I will then put you in touch with the committee chair. Although it is possible to indicate your interest at any time, I would like to finalize the committee rosters by the end of this year. Several committee chairs have stepped down and others have agreed to chair those committees. Al Tonetti is taking over as chair of the Awards Committee, replacing Sarah Herr; Chad Moffett has replaced Joan Deming as chair of the Conference Committee; and Ellen Turco has replaced Steve Dasovich as chair of the Membership Committee. As part of the normal course of events, I am now chair of

the Executive Committee, taking over for Lucy Wayne, who is now chair of the Nominations Committee in her position as immediate past president of ACRA (replacing Mike Polk). Treasurer Don Weir replaces former Treasurer Colin Busby as chair of the Finance Committee, and President-Elect Wade Catts takes over for me as chair of the Newsletter Committee. I extend my heartfelt thanks to those of you who are stepping down as committee chairs. It is further testimony to your commitment to ACRA that you will continue to serve on those committees as a member, sharing your knowledge and easing the transition for the new chairs. Thanks also to the new committee chairs who have volunteered to assume these key leadership roles.

ACRA has been busy weighing in on government relations issues. Several of the letters I have signed off on recently are included in this issue, and I would like to thank all those who helped contribute ideas and copy for these letters. Please note that in the case of Massachusetts Senate Bill 2053 – An Act Relative to Certain Projects Referred to the Massachusetts Historical Commission for Consultation, a letter was also sent to Representative Peter Kocot, house chair of the Joint Committee on State Administration and Regulatory Oversight, but because the letter to Senate Chair Donnelly was so similar, I decided to only include the latter.

In closing, I would like to alert you to the fact that during the first week of December, the contact person at your firm will receive your dues notice for 2012 along with a letter from me about dues and ACRA's plans for the coming year. Please watch for the dues notice and letter. We count on your continuing support. Please do not hesitate to [contact me](#) or [ACRA Headquarters](#) if you have questions.

A C R A E D I T I O N



November 4, 2011

Senator Kenneth J. Donnelly
 Senate Chair
 Massachusetts State House Room 413D
 Boston, MA 02133

RE: Mass S. 2053

Dear Senator Donnelly:

As President of the American Cultural Resources Association (ACRA), I am writing to you, as Chairman of the Joint Committee on State Administration and Regulatory Oversight, to express our concern regarding Massachusetts Senate Bill 2053 – An Act Relative to Certain Projects Referred to the Massachusetts Historical Commission for Consultation.

ACRA is the national trade association established in 1995 to support and promote the common interests of cultural resource management firms of all sizes, types, and specialties. These firms employ over 2,000 people nationwide, working in historic preservation, history, archaeology, anthropology, architectural history, historical architecture and landscape architecture. ACRA member firms undertake most of the legally-mandated CRM studies and investigations in the United States.

Mass S. Bill 2053 would reduce the Massachusetts Historical Commission's (MHC) review of state-funded or permitted projects that have an adverse effect on historic and archaeological sites that are already listed in MHC's Inventory by permitting the project proponent to ignore MHC's recommendations for survey, preservation, or mitigation. As the bill would be retroactive, any state-assisted project review that MHC has previously conducted could also be ignored.

The effect of this legislation on ancient and historical Native American places and on colonial, federal, and historical-period industrial archaeological sites would be profound. MHC's inventory lists approximately 8,000 ancient Native American sites and approximately 4,600 historical-period archaeological sites. This bill would thwart MHC's efforts to preserve and protect archaeological sites in Massachusetts that are threatened by state-assisted development projects. In the absence of the protections afforded by MHC, affected resources customarily guarded through the agency's oversight will have no meaningful procedural guarantees for preservation consideration. The national identity of the United States is inextricably tied to the tangible remains and reminders of our past. Mass. S 2053 will dismantle long-standing protections of shared historical resources that belong to the people of the Commonwealth of Massachusetts.

We urge you to not allow Mass. S 2053 to move forward, and keep MHC's well-proven process in place.

Sincerely,

A handwritten signature in black ink that reads 'Teresita Majewski'.

Teresita Majewski, Ph.D., RPA, FSA
 President
American Cultural Resources Association

ACRA Headquarters:
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A M E R I C A N C U L T U R A L R E S O U R C E S A S S O C I A T I O N



October 20, 2011

Senator Herb Kohl
330 Hart Senate Office Building
Washington, DC 20510
VIA FAX TO: 202.224.9787

RE: H.R. 2112

Dear Senator Kohl:

As president of the American Cultural Resources Association (ACRA), I am writing to you, as chairman of the Committee on Appropriations, to express our concern regarding H.R. 2112, Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act, 2012, a “minibus” package that contains three pending bills.

ACRA is the national trade association established in 1995 to support and promote the common interests of cultural resource management (CRM) firms of all sizes, types, and specialties. These firms employ over 2,000 people nationwide, working in historic preservation, history, archaeology, anthropology, architectural history, historical architecture, and landscape architecture. ACRA member firms undertake most of the legally mandated CRM studies and investigations in the United States.

It is my understanding that a provision may be introduced in Section 128 of the bill that would exempt disaster recovery activities from reviews required by Section 106 of the National Historic Preservation Act (NHPA). Introducing this provision is totally unnecessary. The regulations implementing Section 106 of the NHPA—36 CFR 800—already have a section that streamlines historic preservation review in emergency situations (800.12). This section of the regulation has been successfully used for many years without impacting the delivery of Federal services in an emergency situation. In addition, many states have put in place state-specific procedures for making sure that FEMA can effectively and efficiently comply with Section 106 requirements and address immediate and subsequent disaster relief actions. These procedures are stipulated in formal programmatic agreements among the states, FEMA, and the Advisory Council on Historic Preservation. These agreements have been in place for many years and have successfully streamlined historic preservation compliance in the context of disaster relief. Given these existing, successful tools, there is no need to exempt disaster recovery activities from reviews required by Section 106 of the NHPA. Such an exemption sets a dangerous precedent of eliminating consideration of historic preservation and other environmental considerations from Federal actions, where there are already in place successful programs and processes that both comply with historic preservation and environmental laws and have no impact on the immediate or long-term delivery of Federal assistance.

If you or someone on your staff would like some additional information on the programs and processes discussed above, do not hesitate to contact me at my office in Tucson, Arizona, at 520-721-4309.

Very respectfully,

Teresita Majewski, Ph.D., RPA, FSA
President

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October 21, 2011

The Honorable Rick Scott
Governor of Florida
The Capitol
400 S. Monroe Street
Tallahassee, FL 32399-0001

Dear Governor Scott:

The American Cultural Resource Association (ACRA) is a trade association supporting and promoting the interests of cultural resource management (CRM) firms across the United States. While employees of our member firms possess a wide variety of academic degrees, those with degrees in anthropology make up the largest part of our industry's employment base.

As the president of ACRA, I am writing in response to your comments on October 10, 2011, in which you stated "We do not need more anthropologists in the state. It's a great degree if people want to get it, but we don't need them here." We would like to note that you made this statement in the following context: you were explaining that it was your belief that students at Florida's colleges and universities should pursue degrees that are "employable." The implication of this statement is that there are few to no jobs for individuals who receive a degree in anthropology in Florida; therefore, state funding for education in anthropology is "wasteful." We would like to take a moment of your time to provide you with information regarding the current employment potential for individuals graduating with a degree in anthropology and the overall value of anthropological studies to Florida.

Even within the current economic environment, the CRM industry continues to grow and hire university graduates. In fact, we would like to direct your attention to the U. S. Bureau of Labor Statistics (USBS) 2010–11 Occupational Outlook Handbook, which calls for a 28 percent growth in employment opportunities for anthropologists and archaeologists by 2018. The USBS expects this growth in the industry to be largely driven by private sector hiring as opposed to government or academic employment.

Within CRM, anthropologists and other professionals work to identify, learn from, and protect significant cultural elements within our living environment. The goal of our industry is not to impede growth, but to encourage development so that the richness of our past can coexist with the possibility of our future.

In Florida, anthropologists have played a key role in our understanding of the events and lives that have come before us, including those associated with Native Americans, Colonial Florida, and early statehood. The work of anthropologists can also be seen in many of Florida's most popular tourist destinations, including St. Augustine, Key West, and Miami's South Beach. It could be argued that the preserved integrity of historic sites in any particular community or region of Florida is as important an economic draw as the beautiful beaches or pleasant weather of the Sunshine State.

While anthropologists play an important role in CRM, we would be remiss if we did not mention the ever-increasing utilization of anthropologists in a variety of other high demand fields, including international marketing, health care, human genetics, forensic sciences, infant learning, and corporate international relations, to name a few. Anthropologists are also proving to be valuable assets to our country in shaping immigration policies and assisting the Department of Defense with strategic goals in Afghanistan and Iraq.

We are well aware that the current economic climate has necessitated a reevaluation of Florida's fiscal obligations; however, we would strongly advise against limiting educational potential in the state as a possible money-saving solution. While cutting state funding toward academic programs like anthropology would undoubtedly result in very small short-term savings, it is our belief that this action would ultimately have a disproportionate destructive effect to the economy and culture of Florida.

We encourage you to take time and talk to professional anthropologists across your state, including local ACRA member firms. We feel certain that you will leave these discussions with a renewed understanding of the important contributions anthropologists have made and continue to make to Florida's economic and cultural well-being.

Very respectfully,

Teresita Majewski, Ph.D., RPA, FSA
President

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ACRA'S 2011 ANNUAL CONFERENCE – ST. CHARLES, MISSOURI

By Wade P. Catts, Newsletter Editor



Ameristar, St. Charles, Missouri, the 2011 conference site.

ACRA's 17th Annual Conference was held September 7-11 at the Ameristar Casino Resort & Spa in St. Charles, Missouri. Hosted by Pathfinder CRM, LLC, the gathering featured tours, workshops, and sessions geared toward the business side of our industry. The keynote session of the conference was an overview and



ACRA conference attendees enjoyed the pre-conference tour in St. Charles.

interactive discussion of the role of ACRA in the current political climate presented by Marion Werkheiser of Cultural Heritage Partners, LLC.

Sessions on Professional Liability (Bob Garcia of the Charles L. Crane Agency), Technology and Time Management (Steve Turner, CEO of Turner Time Management, LLC), and Corporate Culture (Jonathan Jones of Jonathan Jones Consulting), and an introduction to Human Resources (Carie Lewis, a St. Louis certified Human Resources Professional) were presented by experts outside of the CRM industry, and their perspectives were a real benefit for the conference attendees. Presentations on Health and Wellness programs (Cinder Miller, Gray & Pape, Inc.), Native American Consultation (Ben Rhodd, Rosebud Sioux Tribe), and recently completed ARRA work by the U.S. Army Corps of Engineers (Susan Malin-Boyce, Mandatory Center of Expertise for the Curation and Management of Archaeological Collections, St. Louis District) rounded out the session topics, many of which

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Jonathan Jones presenting at the Corporate Culture Session.

A C R A E D I T I O N

were chosen by last year's conference attendees. A pre-conference workshop, presented by Milton "JR" Bluehouse of the U.S. Institute for Conflict Resolution and Deborah Osborne of FERC's Dispute Resolution Service, offered excellent training in Environmental Conflict Resolution for CRM professionals. Our thanks is extended to each of the presenters for providing their insights and expertise to our organization's meeting and contributing to the success of the conference. Articles about some of the conference sessions and workshop are included in this newsletter.

The great benefit of the ACRA conference is networking, and there were plenty of opportunities for socializing and conviviality. The host organization outdid itself with the selection of the hotel and with the conference tours, including tours of St. Louis, the U.S. Corps of Engineers Veterans Curation Facility, and an architectural tour of St. Charles. The conference dinner was held at a fantastic location – the Daniel Boone Homestead in the Femme Osage Valley near Defiance, Missouri.

A true highlight of the annual conference is the ACRA awards luncheon, and this year saw our industry honoring several individuals for long-time service to ACRA – Nellie Longworth, Daniel Roberts, and Thomas Wheaton. Our organization also recognized achievement in both the public and private sectors of CRM, presenting Sempra Energy the Private Industry Award for their work on the Digital California Historical Resources Information System and the Public Industry Award to Fort Bliss Conservation Branch, Environmental Division for leadership and outstanding contributions to the Fort Bliss Cultural Resources Program. Articles about the awards are in this issue.

The success of the conference is due to the host, the conference committee, the efforts of ACRA's headquarters staff, and to the partners, sponsors, supporters, and donors of the meeting: (alphabetically) ACI, Alpine Archaeological



Steve Turner addressing the conference about Leverage Technology and Spend More Time on Your Business.



Board members enjoy a hearty meal at the board dinner at the Boone Inn.

Consultants, Inc., Archaeological Investigations Northwest, Inc., ASC Group, Inc., Basin Research Associates, Inc., Commonwealth Cultural Resources Group, Inc. (CCRG), Digital Antiquity, Geo-Marine, Gray & Pape, Inc., Hardlines Design Company, John Milner Associates, Inc. (JMA), The Louis Berger Group, Inc., Mead & Hunt, Metcalf Archaeological Consultants, Inc., New South Associates, PaleoWest, Pathfinder CRM, LLC, Sagebrush Consultants, LLC, SouthArc, Inc., Statistical Research, Inc. (SRI), and WSA, Inc.

WHAT COULD YOU HAVE GAINED FROM ATTENDING THE 2011 ANNUAL CONFERENCE?

By Steve Dasovich, 2011 ACRA Conference Chair

This article is for those who could not, or would not attend this year’s annual ACRA conference. Each year, the board, various committees, and officers of ACRA make significant efforts to get at least one representative from each member firm to attend the annual conference. We view this as something that each member firm should consider a necessity. While the individual reasons for not attending vary from year to year, they generally fall into a few categories: cost, location (same thing as cost, probably), and personal or business conflicts. The latter is usually unavoidable so there is not much we can do to convince people to drop those appointments/responsibilities. There is another category that never shows up on the post-conference survey: Indifference. So, in this article, I will address the cost and indifference issues and how attending this year’s conference (and by association, any other year’s conference) could have changed people’s minds about cost benefit ratios as well as those with attitudes of “conferencial” (a new word I just coined) indifference.

Costs for our conference vary each year. The St. Charles conference had room rates approximately \$35 less per night than the previous two venues, free parking (instead of the normal \$10-\$20 per night), and a free airport shuttle (let’s say a \$20 savings). However, the registration fee was higher than the 2010 conference by \$95. Many of the meals were included in the conference fee. In the end, I look at the costs for attending the annual conference as advertising, and pretty cheap advertising at that. I know that only a small percentage of ACRA member firms advertise in the more traditional ways. The ACRA conference, however, is not traditional advertising. It is face-to-face, nitty-gritty, all out, raw advertising. This is especially true for smaller or newer companies that are not well known in the industry. At my first conference, both my company and I were unknowns in the CRM industry. Without the ACRA conference, I doubt my division (in a larger engineering company) would have fared as well as it did. One year we took a chance to attend the ACRA conference, spending the money to travel from St. Louis to



2011 conference reception.

A C R A E D I T I O N

Dallas, staying in the conference hotel, and losing one working day (a Friday). My supervisor (an engineer) was not convinced it was a good idea, but he was willing to give it a shot. Just a few years later, he traveled to the St. Petersburg ACRA conference to help in the celebration of one of our clients who received an ACRA award. After we got back home, he commented to me that our ACRA conference was the best run conference he had been to in years and that he had a better understanding of why I had felt it important to continue to be a part of the association. Our client felt the same way (now that is advertising at its best!). As our spring newsletter suggested, "Register (for the conference). You can't afford to miss it!" How true it is.

ACRA only works if effort is put into it. If you are indifferent about attending the conference, you are missing, possibly, the best use of your dues money. The best way to impress potential teaming partners, companies with work for subs, or agency officials (who come to the conference every year), is to show up and introduce yourself. Showing up one year and then deciding not to come back because you did not receive any work from the experience, does not mean the conference was not worth attending. First, it took me about three years to be given opportunities for work with other ACRA firms. Two more years later, I was the one



Conference host Steve Dasovich.

giving out work to other firms. New work, though, is not the only reason one should attend the conference. The sessions on various aspects of business are like taking six \$495 (or more) educational seminars. We have a wide variety of types and sizes of member firms and not every session is for everyone. How valuable is it to listen to how the ACHP can help you in your projects? How much value does one put on the ability to listen to the Corps of Engineers talk about how to get a contract with them? How about listening to your colleagues' issues, many of which are the same ones you have, and how they solved them? I am not sure how to put a value on information like that.

The St. Charles conference included many business topics that can help any size company improve corporate and individual efficiency, personnel guidelines, networking, and business acumen. The sessions are usually geared towards such topics and much is missed by not attending. Among these, you also missed out on getting known, you missed, perhaps, many opportunities for generating business, and you missed the CRM community building for which ACRA is the only avenue for our business niche. Want to take a positive step to grow or maintain your CRM business? Budget now for the 2012 conference. Do not let this next set of opportunities pass you by again.



The reception at the Boone Farm was excellent, with great food, a wonderful location, and a beautiful night.

RESULTS OF THE POST-CONFERENCE EVALUATION

By Joan Deming, Conference Committee

“ACRA is the conference. If you are not there, then you miss out on the networking. That is what ACRA is about.”

In our continuing effort to make the annual conference better each year, as well as to increase attendance and participation, ACRA Headquarters invited both conference registrants and non-attendees alike to share their comments this year. Post-conference responses were received from 82 individuals, including 66 attendees and 16 non-registrants. All but seven respondents are ACRA members, and most heard about the conference through ACRA mailings, the ACRA website, the Members Only listserv, or through contact with a fellow ACRA member.

The evaluation survey posed eight questions about the conference program and venue. In rating the general “Areas of the Conference” on a scale of 0 to 3, Program Content received the most satisfactory rating, with an average of 2.5. Business sessions, the printed program and meeting materials, and “overall value received” all averaged above 2. Publicity and Promotional Materials was the only area rated below 2.

The 2011 program included eight topical sessions. The majority were business-focused, in response to the survey comments received after the 2010 conference. Using a scale of Poor, Fair, Neutral, Good, Excellent, or N/A, the total 60 respondents offered a varied assessment. All, however, were in agreement that Marion Werkheiser’s opening keynote session, “Making ACRA’s Voice Heard,” was an exceptionally excellent presentation (see full article in this newsletter). Other favorite sessions were those on time management, human resources, and wellness/insurance programs. Largely mixed positive/negative feedback was received for the sessions on professional liability, Native American consultation, and the GSA schedule MATOC. In addition to the sessions, the pre-conference workshop (attended by about 20), the opening general session, and the ACRA business meeting, were all rated good.

Assuming that N/A was interpreted as “not attended,” a few trends were apparent. Although an equal number of topical sessions were offered on Friday and Saturday, overall attendance dropped off on the second day. Three of the four Saturday sessions were missed by roughly one-third of the registrants, and the other session was not attended by about half. A second noticeable trend was the decline in attendance from morning to afternoon. Perhaps, folks continued to “network,” retreated to their rooms for a nap, walked downtown to shop, or went to the casino to hit the jackpot.

The assessment of Meal Functions and Events, on a scale of 0 to 3, indicated that the Saturday night dinner and tour of the Daniel Boone homestead, as well as the Friday and Saturday breakfasts, were attendee favorites, with all receiving average ratings above 2.5. Feedback regarding the conference venue, the Ameristar Casino Resort & Spa, was generally favorable, averaging more than 2 on the 3-point scale. Overall value, food and beverage, and location in relation to the airport and downtown received the highest ratings.

What did attendees like MOST and LEAST about the conference? In descending order of preference, participants MOST liked networking (43%), speakers (31%), activities and location (each tied for 11%), and the workshop (3%). The venue and the program were equally rated as the LEAST favorite thing about the conference. Twelve attendees, who apparently strayed too close to the casino, noted that “smoking” was what they liked the least. Two people liked the business meeting least, and one singled out the conference cost.



Outgoing Board of Directors at the 2011 Annual Conference.

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Stimulating conversation and discussion at the conference.

“The most important aspect of attending the annual conference is the chance to meet new members and catch up with ones that I already know.”

If you could change one thing about the conference, what would it be? Only about half the attendees who completed the survey responded to this question. Perhaps the other half wouldn't change a thing! The thirty-four responses mirrored the answers to the “least favorite” question, with venue (50%) and program (41%) noted the most. Smoking and the business meeting were mentioned twice and once, respectively.

While the weak economy was discussed by conference planners as a likely reason why more people did not register for the conference, in actuality, 65% of the non-attendees attributed their absence to a conflicting event. Cost and location were noted with much less frequency. Are you planning to attend the conference next year? Fifty-one of the 76 respondents said yes, 20 maybe, and 5 no. Industry speakers/presenters and panel discussions garnered the most votes for future programming ideas. Educational speakers and entertaining/motivational speakers also were noted, but with far less frequency.

“As always, the ACRA conference is the best thing I do for myself and my business each year. I come back energized with new ideas and new contacts.”

Many thoughtful program suggestions were offered by the survey takers, and they continue to reflect a preference for business-oriented sessions. Among the topics highlighted were contracts/contract language, intellectual property, overhead for small businesses, federal procurement tips and guidelines, types of corporations, and teaming agreements, as well as the Service Contract Act and Department of Labor Wage Determination. In addition to business topics, lobbying strategies for Congress and home districts was suggested as a future conference offering. More general comments included the desire for a more interactive general business meeting, panels with discussions of more realistic situations, more frequent but shorter breaks between sessions, and a little less structured time.

“The meeting and this organization get more relevant each year.”

MAKING ACRA’S VOICE HEARD IN TODAY’S POLITICAL CLIMATE: SUMMARY OF REMARKS AT ACRA’S ANNUAL MEETING

By Marion Werkheiser, Cultural Heritage Partners, LLC

At our 2011 Conference Marion Werkheiser¹, a partner in Cultural Heritage Partners, ACRA’s government relations consultants, presented the Keynote Address. The following is a transcript/summary of her remarks and the results of a series of questions she posed to put ACRA members through their paces. The result of her excellent presentation was a better understanding of what ACRA is for both Marion - who is new to the job - and for ACRA members, who sometimes need a reminder of what our members identify as our government relations priorities, and where we go from here, both short and long term. The Government Relations Committee will examine the results of these breakout exercises to formulate a roadmap for 2012 and beyond [ed.]

I’d like to accomplish a few things in the time we have together this morning. First, I’d like to give you a better sense of today’s political climate and what is—and is not—happening in Washington. Second, I’d like to leave here with a better idea of the issues that most concern you, the ACRA membership. And finally, I’d like to discuss some strategies that will help ensure that your voice is amplified in Washington and that you truly are achieving your organizational vision of being “the voice of cultural resources management.”

A quick scan of recent news articles revealed frequent use of the following adjectives to describe today’s political climate:

- Polarized
- Tense
- Gridlocked
- Volatile

Wow, sounds like a great place to go to work, right? We frequently hear how Washington lacks civility, and politicians are no longer willing to work together and compromise like they used to back in the good old days. In fact, my old boss, Senator Evan Bayh from Indiana, threw up his hands last year and quit, saying, “For some time, I’ve had a growing conviction that Congress is not

operating as it should. There is much too much partisanship and not enough progress, too much narrow ideology and not enough practical problem-solving. Even at a time of enormous national challenge, the people’s business is not getting done.” I think a lot of people feel that way, although I’m really disappointed in my old boss for thinking that disengagement is the answer. It’s clear to me that we all need to engage more in Washington if we want it to work effectively for our interests.

Lobbying is a big business in Washington. How big? Spending on lobbying has more than doubled in the past decade. In 2010, there were nearly 13,000 registered lobbyists roaming the halls of power, and more than 3.51 BILLION DOLLARS were spent influencing Congress. Sure, health insurance companies and oil companies topped that list, but I ran a report earlier this week to look at the preservation lobby—and more than 70 different organizations filed lobbying reports spending more than \$40,000 each on historic preservation as their issue last year.

Only ONE organization cited ‘advancing the cultural resource management industry’ as its issue: ACRA. While ACRA may not have the resources of a BP or United Healthcare, you do have a unique set of issues and great opportunities even within this political climate to

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¹Marion Werkheiser is a member of Cultural Heritage Partners, LLC. An attorney and social entrepreneur, she earned her J.D. from Harvard Law School and B.A. in Political Science and Classical Civilization from Indiana University.



Marion Werkheiser, Cultural Heritage Partners, LLC, presents the keynote session.

have your voice heard. So how are you going to advocate for the issues that are most important to you?

How many of you saw President Obama's speech [September 8, 2011]? Or read the news coverage this morning? President Obama delivered an address to a joint session of Congress proposing the cleverly titled "American Jobs Act," a \$447 billion package of tax cuts and investments designed to create more jobs and jumpstart the economy. The package includes a proposed \$60 billion in infrastructure improvements, such as repairing roads and bridges.

Congress will be considering this plan over the next few weeks. Early indications seem to point to Republicans being open to some sort of jobs bill, so let's fast forward to a month from now, and imagine that Congress indeed plans to spend \$60 billion on infrastructure improvements in the next 18 months. And to "streamline" the process, a couple of Members of Congress have inserted a "hypothetical" amendment to the bill that waives NEPA and Section 106 for all of the projects funded by the Act.

[Ms. Werkheiser asked conference attendees to discuss what ACRA should do in response to such a

"hypothetical" amendment, to develop a list of actions, priorities, and best strategy - editor]

Responses included:

- Analyze/deconstruct bill and develop talking points (in coordination with Cultural Heritage Partners)
 - Talking points to include information on # of jobs created by CRM industry, impact on small & women-owned business, and how these would be lost if Section 106 and NEPA are waived;
 - Talk about past successes in streamlining the process without undercutting cultural resources;
- Team with environmental folks, historic groups, tribes, engineering companies, and our clients (coalition) = talk with one voice;
- Figure out who has the power and lobby them, including appropriate congressional committees and members of committees – both at home and in D.C.;
- Be open to compromise based on type of project; Streamline process in other ways; become a partner to regulators;
- Social media/ communications strategy to public; get news coverage in traditional outlets also;
- Alert ACRA membership to contact reps directly;
- Make funds available– media, travel, materials.

As your government affairs consultant, we would recommend that ACRA focus its resources on: 1) Joining forces with NEPA stakeholders—environmental lobby is MUCH bigger than CRM (e.g., the Nature Conservancy spent more than \$2.5 million last year lobbying); 2) Talk to staffers of Members who introduced amendment to understand their concerns and also to committee staffers that are dealing with the measure; 3) Focus on jobs, jobs, jobs!

There are actions we can take now to ensure that relationships are in place for when there are threats to Section 106 or other issues in Congress that affect ACRA

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members. Year-round, we should be:

- Developing relationships with prospective partners—environmental, engineering, tribes, other members of our community of concern;
- Researching our economic impact as an industry so we have accurate numbers about the number of jobs, payroll taxes paid, etc. to make a compelling case to Congress and regulators;
 - Developing relationships with our legislators and their staff so that they pick up the phone when we call;
 - Identifying proactive changes to the Section 106 process—if we feel there are ways to streamline existing regulations that would minimize threats in the future, we should consider pursuing those changes proactively;

Now let's hope that that hypothetical stays hypothetical—and now let's talk about what issues concern you most in the cultural resources management industry. As I said before, ACRA is the only group lobbying on your behalf in Washington—and what issues should we be talking about? *[Ms. Werkheiser had the attendees discuss the top legislative issues that “keep you up at night”. What issues, if progress were made, would have the biggest impact on your business? The focus of this discussion was on legislative issues that impact the business of your industry - editor].*

More than half the audience voted that the following issues are concerns that ACRA should be working on:

- Need to increase professional reputation / image; need for more accurate codes, labor classifications; prevailing wage
- Need for more education/training for agency employees writing scopes of work
- Increased competition is driving down profit margins; how government is driving down prices; low bid vs. best value

- Federal spending for projects and State Historic Preservation Offices is critical to making process move forward

Other issues mentioned (with vote totals in parentheses):

- Impact of diversity regulations— small business, minority, women-owned (2)
- State and local regulations, State Historic Preservation Office requirements (4)
- Health, safety regulations (1)
- Insurance costs (5)
- Reduction in federal workforce impacts our industry (12)
- Competition with publicly supported CRM providers (1/3 of audience)
- Small Business Association loans & access to credit (12)

The government affairs committee will take these suggestions into consideration as we formulate a priority, pro-active agenda for ACRA's efforts in Washington.

Finally, we would like to get all ACRA members more involved in ACRA's government affairs program. Even those of you who can't afford the expense and time to come to Washington can move the ball forward at home. We all have to be engaged to make sure that ACRA's voice rises above the din. The best way to do that is to cultivate relationships now with your Congressional representatives. Make an appointment to visit with your Member when he or she is back home; go see their staffer and become friends—find out their interests and offer to be helpful on things that are important to them. Educate them about the CRM industry and the jobs that it creates. Develop a rapport so that when something happens like a threat to Section 106, they will know you well enough to take your call and actually listen to what you have to say. This relationship building will also alert us to problems early on—and Members we need to spend extra time with to be sure they understand our impact and interests.

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As your government affairs team, we are here to support you in making these contacts. We are happy to help you identify the folks you should visit with and the materials you should leave behind. We'll help you every step of the way.

A unified government affairs strategy involves not only Members of Congress but also federal agencies and state and local government. Particularly at a time when Congress is so gridlocked, it's important to keep on top of the agencies to ensure that the regulatory process holds no surprises.

I should also mention that Cultural Heritage Partners is not just me. I have the pleasure of working with Donald Craib and my husband, Greg Werkheiser, in the firm, which we started a little over a year ago. Many of you have known Donald for years—when he was at the SAA and then the Archaeological Conservancy. I met Donald about 15 years ago, when I cold called him. I had told my college professor that my dream was to be a lobbyist for archaeologists—and she told me there was one guy out there doing it and that I shouldn't be put off by his penchant for Hawaiian shirts. Donald has

become a great friend and business partner, and he even introduced me to my husband at a blind lunch date in DC. We've joked that our firm should set up a side business focused on match-making. We do more than just lobbying—we are also a law firm and we do capacity building and business planning.

We're a team who enjoys working together, and we bring a variety of experience and work styles to the table as lawyers and advocates for our clients. Thanks for choosing to work with us.

In closing, I'd like to paint a vision of what it will look like if we are successful. Here's one view of what your success could look like 5 years from now—ACRA has a clear set of priorities, a proactive legislative agenda, and it is articulating the voice of the CRM industry on behalf of its members. As a result of the value the government affairs program is delivering, more firms are joining ACRA and your influence is growing. In fact, you are seen as such a leader on these issues that Congressional staffers are calling YOU to find out more about how certain legislation will affect your businesses. It's our job to help get you there, and I look forward to working with you.



Groups in discussion during Marion Werkheiser's government affairs session.

2011 ACRA AWARDS

By Sarah Herr, Awards Committee

The American Cultural Resources Association (ACRA) presented its 2011 Awards Winners on Friday, September 9, 2011, at its 2011 17th Annual Conference in St. Charles, Missouri.

The ceremony began with ACRA President Lucy Wayne presenting Emeritus awards to four ACRA members who have made lasting contributions to the organization. Past President, Loretta Lautzenheiser and Former Executive Director Tom Wheaton, the 2010 winners, were recognized as were Nellie Longworth, former Government Affairs consultant and Dan Roberts, a founder of ACRA. Lucy noted that this award to retired members allows individuals to become individual non-voting members of ACRA (but they can continue serving on committees!)



Emeritus award recipients Tom Wheaton and Nellie Longworth.



Past President Loretta Lautzenheiser.

Juried awards were presented for the Industry Award-Public Sector and Industry Award-Private Sector.

The Industry Award-Private Sector is given to a client of an ACRA company, in the private sector, that has shown a commitment to preservation of cultural resources above and beyond what is required by regulations. This years' recipient, nominated by Statistical Research, Inc., was Sempra Energy for the Digital California Historical Resources Information System conversion, a model of private/ public partnerships and a project that shows Sempra Energy's commitment to good management practices. Robert Flamenbaum, Geographic Information System Analyst accepted the award.

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Brian Knight of the Conservation Branch, Environmental Division at Fort Bliss accepted the ACRA Industry Award-Public Sector.

In California, the responsibility for collecting and managing the state's inventory of house records, reports, maps, and other historical resources materials is delegated to the members of the California Historical Resources Information System, known as CHRIS and administered by the state Office of Historical Preservation. CHRIS is managed by Information Centers located across the state. Each Information Center develops its own records management procedures, and each has a different ability to meet their organizational challenges. CHRIS's overall goal is to make the state's inventory digital. However, the difficult funding situation created by government and institutional budgets, means that some of these Centers have not yet started the process of converting their paper records to digital format.

Sempra Energy, whose California utilities have more than a century of history in the state, has made a long

term commitment to considering the effects of routine maintenance and operation activities on cultural resources. To more effectively manage and protect cultural resources, and to integrate CRM into its overall environmental program, Sempra Energy contracted with Statistical Research to develop a geographic information system (GIS) of all cultural resources information in the 13 counties it serves, and convert paper records to digital.

In return for the cooperation of each Information Center, Sempra gave the digital data back to the CHRIS, for the use and benefit of all its users. Sempra's initiative transformed the Information Centers from an archaic paper-based storage system to a modern information management system using GIS and other current technologies, at a time when the State of California lacked the funding to do this work. The benefit to all uses is significant and long-lasting, and the project is particularly notable in its scale and in the timeliness of the effort.

We congratulate Sempra Energy, and thank them for their commitment to good management and the creation of a model of private/public partnership.

The Industry Award-Public Sector is given to a client of an ACRA company, in the public sector, which has shown a commitment to preservation of cultural resources above and beyond what is required by regulations. This year's award recipient was nominated by both Statistical Research, Inc. and Geo-Marine, Inc. The award went to Fort Bliss Conservation Branch, Environmental Division in recognition for leadership and outstanding contribution of services for the Fort Bliss Cultural Resources Program.

Fort Bliss is a U.S. Army installation in southwest Texas and southeastern New Mexico whose primary mission is to train troops in activities that range from tank maneuvers to small weapons fire. The fort maintains its mission while meeting state and federal

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Sempra Energy's Robert Flamenbaum accepted the ACRA Industry Award-Private Sector.

environmental and cultural resources regulations in a fragile desert environment that measures 1.2 million acres, and includes 19,000 archaeological sites – including Paleoindian campsites, Jornada Mogollon pueblos, early historic ranching and homestead sites, Cold War era sites, 550 historic buildings, and traditional places important to modern Native American communities – such as agave and wild tobacco harvesting areas. In addition, the base will have a population of about 90,000 soldiers, families, and civilians by 2013. The cultural resource management team ensures that Fort Bliss not only

meets regulations, but exceeds them.

Highlights of the Fort Bliss program include its efficient planning and innovative management of archaeology and historic structures, its curation, and its commitment to public benefit.

Fort Bliss has worked with the Texas and New Mexico State Historic Preservation Offices to create an Integrated Cultural Resource Management Plan and Programmatic Agreement that balances scientific needs with military concerns for efficiency. After an extensive review of the current state of archaeological knowledge, environmental context, theoretical perspectives, and research domains the cultural resources program developed a set of significance and research standards for the evaluation and treatment of prehistoric sites. This document focuses historical contexts and eligibility thresholds around data gaps, so that resources and research priorities target the most significant sites.

The programmatic agreement also requires the development of Red Zones, areas that comprise about one percent of the base. These areas protect a sample of the various historic properties and time periods at the installation from all vehicular traffic. In exchange, other areas of the base are open for training purposes.

Fort Bliss also manages more than 550 historic buildings, structures, and landscapes on the base and surrounding training land. The Fort Bliss Main Post Historic District is listed in the National Register of Historic Places, and many of the old barracks and administrative buildings along the installation's Historic Parade Field are adaptively reused as offices.

Fort Bliss maintains a state-of-the-art curatorial facility with space to house over one million artifacts from nearly 600 archaeological projects and their associated site files, photographs, field records, and

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historic maps. Fort Bliss also provides a secure curation facility for the White Sands Missile Range, Holloman Air Force Base, and the local Forest Service. This facility helps to ensure their compliance with 36 CFR 79 and saves hundreds of thousands of dollars a year in curation costs.

Finally, Fort Bliss has a strong record of sharing the results of its research. Archaeologists who work on the base regularly publish and present the results of their high-quality research to other professionals, and the Fort has published a number of publicly oriented brochures about military history, and the prehistory and early history of the region.

The cultural program also offers hands on learning opportunities for soldiers and their families; and officers go through specialized cultural resource awareness training. This approach has had meaningful results when soldiers are deployed overseas, after having been taught to respect other cultures, and protect historically significant properties and structures.

Fort Bliss has been a responsible steward of its archaeological and historical resources, and these are just a very few highlights of a long term program that has been a national model for its management innovations that support, rather than detract, from the Fort's primary mission. The award was accepted by Brian D. Knight, the Acting Chief of the Conservation Branch, Environmental Division.

The ACRA 2011 Awards Selection Committee was: Charissa Durst, Hardlines Design Company; Sarah Herr, Desert Archaeology; Elizabeth Jacox, TAG Historical Research & Consulting; Duane Peter, Geo-Marine, Inc.; Heidi Roberts, HRA, Inc., Conservation Archaeology; and Al Tonetti, ASC Group, Inc.

THE ACRA 2011 BOARD OF DIRECTORS AWARD: DANIEL G. ROBERTS

By Wade P. Catts, John Milner Associates, Inc.

The Board of Directors Award is presented in recognition of individuals, organizations, institutions or agencies – whether members of ACRA or not – that have made a significant contribution to the practice of cultural resource management in the United States. Significant contributions can be in areas of our industry such as public policy, advocacy, professionalism, best practices, public awareness, and education, and can recognize such contributions whether they are of recent accomplishment or occurred over a long period.

Throughout his long career the recipient of this year's Directors Award has made contributions in all of those categories, a truly remarkable record of professional service. This year the Board is pleased to present the Directors Award to Daniel G. Roberts, President Emeritus with John Milner Associates, Inc. (JMA).

Dan is one of those people in the field of CRM who has a "big picture" view of our profession, an inclusive concept that embraces the above ground, at grade, and below ground resources that we regularly deal with, the importance of governmental policies on what we do, and the importance of public understanding of our industry.

Dan has been involved in the business of cultural resource management for more than 30 years. He received his undergraduate training at Beloit and graduate degree in Anthropology from Idaho State University. A Registered Professional Archaeologist since 1985, Dan is one of a generation of archaeologists who began their professional careers when the CRM industry was in its infancy. He was a



Dan Roberts received both an Emeritus Award and the ACRA Board of Directors Award.

founding member of ACRA, serving as a board member from 1995 to 2003, as the chair of the Ethics Committee from 1995 to 1997, Vice President of Administration from 1997 to 1998, and Vice President of Government Affairs 2001-2003.

Dan's professional work also extends to the Society for American Archaeology and the Society for Historical Archaeology. He has served on numerous task forces and committees for both organizations, including as member and chair of the SAA finance committee between 1988 and 1995. He was a board member of SHA from 2002 to 2004 and an Associate Editor for *Historical Archaeology* from 1988 to 2004, and continues to serve as a member of the editorial advisory committee and on the government affairs committee. In 1993 Dan received an SAA Presidential Recognition

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Award for his service “above and beyond the call of duty to the Society and its cause of American archaeology.” In 2007 he was honored by his historical archaeology colleagues at an SHA symposium recognizing his three decades of work and service.

Dan’s intimate knowledge of varied archaeological professional organizations – something which he developed and cultivated over many years through contact and networking with his peers and colleagues – led to his appointment in 2005 to the Advisory Council on Historic Preservation’s National Task Force on Archaeology (see <http://www.achp.gov/atfupdate.html>), where he represented the interests of ACRA, RPA, SHA, and SAA; few individuals in our profession are held in such high esteem as to be entrusted with so much influence, and he served an important role on the task force.

Dan has applied his management skills to a wide range of cultural resources projects, principally in the eastern United States. While his last active field archaeological project was completed in 1980, he turned his managerial talents to the direction of the Cultural Resources Department at JMA, serving in the roles of director and president until his retirement at the end of 2010. He has worked on many aspects of cultural resources and historic preservation legislation, policy, and procedures. Government affairs are an extremely important element in the life of our industry, and Dan’s involvement with ACRA’s lobby efforts has been and continues to be significant.

Dan does not seek the limelight, preferring to serve our industry in a behind-the-scenes’ capacity

through his collegial networks and consensus building. Although you may not know it, we have all been influenced by his professional vision and the results of his work, and he has sometimes led/pointed the way through his tireless work on ethics statements, bylaws, strategic planning, and government relations – work that is often unrecognized and unsung by most of the members of our profession.

Dan is particularly skilled in successfully integrating cultural resources requirements into other aspects of environmental and engineering planning programs. As a CRM consultant, he has often commented that the preservation outcome is what we need to keep in mind, and that our efforts should always lead to sound and reasoned public policy. His professional interests include community outreach and engagement – an area of our field that Dan recognized early in his career as of paramount importance, undertaking a program of public engagement with the descendant community at the First African Baptist Church Cemetery in Philadelphia in 1983-1984, one of the earliest examples of such efforts in the country.

From a personal perspective, let me add that it gives me great pleasure to be the board member to introduce Dan. I have had the immense good fortune to work with Dan at JMA since 1993, when he hired me. I have benefited from his wise counsel, mentoring, and guidance, as I am sure many of you have. I consider him to be a true mentor, friend and colleague. His example of service in all areas of our profession is one that most of us can only hope to emulate.

It is our great pleasure to present Daniel G. Roberts with the 2011 Board of Directors Award.

DAN ROBERTS: FROM BEN FRANKLIN'S PRIVY TO THE BOARDROOM

By Michael R. Polk, Sagebrush Consultants, L.L.C.

Author's Preface

There have been a few people in the field of archaeology who I believe hold a big picture sense of the field, who understand why we do archaeology, what it means to us as practitioners and what value it holds for society as a whole. I count Dan in this small group. I believe that it is why, beginning as a crew member digging one of Ben Franklin's privies in Philadelphia, he rose in the field of cultural resource management to become a Principal within his company, John Milner Associates, Inc. It is also why he has held important positions in all major archaeological and cultural resource organizations in America and is respected by colleagues and the business community within which he practices. Dan grasps problems and wrestles with them until they become understandable and there is resolution. He is an inspiration, and a mentor to many.

Editor's note:

Mike Polk presented this paper a session recognizing Dan's achievements at the 2007 40th Annual Conference of the Society for Historical and Underwater Archaeology, Williamsburg, Virginia, and reproduced here with some modification.

Cultural resource management has a relatively short history in this country. In many ways, CRM is still in its maturing stage. The field can generally be considered to have begun in the late 1960s and 1970s, after the passage of several major legislative initiatives including the National Historic Preservation Act (NHPA) in 1966 and the National Environmental Policy Act (NEPA) in 1969. Those were only the most recent evidence of societal pushes in this direction going back decades. The Antiquities Act of 1906, New Deal initiatives during the 1930s, helping fund archaeology, history and architectural work; post World War II economic expansion which helped foster the desire to renew urban environments, i.e., "Urban Renewal Projects," and the rise of the environmental movement, all provided major building blocks for what we see today as the cultural resource management field. Even the expansion of anthropology programs and archaeological field schools during the 1950s and 1960s helped grow the professionals who would, eventually, become the most important component of this very specialized field of applied science.

Couple these impetuses with the explosive growth of the population during the post World War II era and inevitably there were enough people interested in anthropology, archaeology and related fields that personnel could be found to field projects, and even poorly funded projects found a contingent of willing participants to engage themselves in this fascinating world of the past.

I remember, in 1970, while in college in San Diego, finding myself excited and very willing to work on archaeological surveys for no money at all. It was just amazing that someone would even think I was an archaeologist who could help work on a project. What was even more exciting, was that I might actually find some cool stuff doing this! It didn't matter that there wasn't any money in it, it was just plain fun.

I wasn't alone. Across the country during this time, many people were graduating from high school, going to college and thinking a lot about social sciences, things that were relevant to life (or so we thought at that time) and the protection of the environment, including things left in the ground by prehistoric and historic people. Hence, field schools across the country were full and served to train and excite a young audience of students to the possibilities of the field of archaeology. Among the myriad of schools where this took place was one fairly obscure liberal arts college in Wisconsin called Beloit College. Why this college seemed to attract a large number of future archaeologists is not clear, but during the late 1960s and early 1970s it seems to have become a nexus of sorts and, among many, attracted the attention of one Daniel G. Roberts from Pennsylvania.

I had my epiphany, my first spark of interest in the field in Junior College when I read *Aku-Aku* by Thor

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Heyerdahl and then attended a field school at Sacramento State. Whether Dan had his at this field school, previous to it, or after, he appears to have become smitten with interest in the field, for only a few years later, in the early 1970s, he was excavating privies at Ben Franklin's former home in downtown Philadelphia.

A rather quick aside here - Why Dan Roberts? Why use him as an illustration within the growth of CRM? His life in the field embodies a good deal of the mainstream trends, the seminal thinking, and the enthusiasm and dedication that has pushed CRM into the prominent, applied field of archaeology, history, architectural history, and cultural anthropology that it is today.

Fast forward to 1974. It was during this year that "Cultural Resource Management" was coined as the applied practice of archaeology and, later, to include history, architectural history and applied anthropology. Federal agencies were on the verge of beginning to hire dozens of archaeologists across the country to help them meet the requirements of NHPA and NEPA. Also in 1974, Dan Roberts came to Pocatello...Idaho, that is. Why is this significant? Idaho State University, in Pocatello, is where Dan received his formal graduate training in anthropology.

I first met Dan at ISU. Idaho State University, a relatively small school, had, and still has quite a small anthropology department. This would be unremarkable, but for several unusual aspects about the program and area that make it quite unique and significant. I mentioned Beloit College as some kind of nexus. Well, ISU could rank there as well. At the time that we attended graduate school there, this small department was headed by Earl Swanson, an internationally known archaeologist, and Bob Butler, a somewhat controversial, yet quite intelligent and prolific archaeologist in his own right. Between both of them, the program had brought in nearly a million dollars in National Science Foundation research grants, and both were widely known for their expertise and groundbreaking work in Plateau and



Beloit College Field School, Summer 1967.

Great Basin Prehistory. The program also produced two widely read publications on regional prehistory and history: Tebiwa, a bi-annual journal, and an Occasional Paper series where monographs were regularly published. In addition, two other world renowned experts were affiliated with the program and had already had a major impact in the arena of anthropology. These men were Don Crabtree and Sven Lilliablad. The former man, an Idaho Power Company employee, was perhaps the best and most widely celebrated flintknapper living at the time. For 10 years the NSF funded field schools out of ISU which he taught.

Crabtree also interacted regularly with both faculty and students at ISU. Sven Lilliablad, a Swedish

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ethnographer and professor emeritus at ISU, had originally been sent to Idaho from Berkeley in the 1930s by Alfred Kroeber to study the Shoshone. In the 1970s, he was still there doing the same thing. He continued that work well into the 1990s, and had impacts on students in their research.

In 1974, Bob Butler began a cultural resource management track at ISU in which graduate students could use CRM projects as part of their thesis work to complete degrees. In addition, course work was created to help provide an education leading to an MA degree. Virtually every graduate student in that department was supported by either CRM-generated work or teaching assistantships. Dan Roberts was one of these beneficiaries. He took advantage of all opportunities available, beginning with fieldwork in the lava fields and barren terrain in and around the Mount Bennett hills of southwestern Idaho and then in the cool, high plateau of Island Park, just west of Yellowstone National Park.

An amazing number of archaeologists emerged as professionals from this small program, many of whom are either in private CRM practice or in federal or state

employment. I believe that the program did much to stimulate Dan's thoughts about archaeology, professional ethics and the general field of CRM, debates and thought processes that were going on around the country at this time.

In 1976, Dan left ISU with a newly-minted MA degree and headed back east where he may have found life more comfortable, perhaps even more exciting. It was during the next 10 to 15 years that Dan worked in CRM having begun work with John Milner Associates, Inc. (JMA) in Pennsylvania and began to develop his thoughts and philosophy of the field.

I left ISU in 1975, worked for the BLM and then completed my Master's degree at Michigan State in 1979. I didn't have contact nor even see Dan until at least a decade later, possibly at the SHA meeting in Sacramento in 1986. It wasn't until the early 1990s that we began to once again see each other regularly at SHA and SAA meetings around the country. And it wasn't until 1995 that I truly realized how much Dan had internalized and developed a cogent thought process about the field of CRM. It certainly wasn't that I agreed with all that he believed, but for each subject that was broached in our conversations, Dan had logical and well thought out reasoning for his side of the discussion.

In January 1995, both Dan and I attended the SHA meetings in Washington, D.C. As many of you may remember that was the largest SHA meeting to date with more than 1,200 attendees. It was also the year that began Newt Gingrich's legislative assaults on many cherished preservation laws and regulations. I happened to be talking with Dan on a landing in the Marriott Hotel during that meeting and he asked if I would be interested in attending a meeting in an adjacent room where some guy from Georgia was going to talk about establishing a



Graduate student Dan Roberts serving as a north arrow at Camas Creek, Idaho.

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“trade association” for CRM companies. I didn’t have much else to do at that point, so I said “ok.” I went to the meeting and met Tom Wheaton (founder of ACRA later that year) who was a bit leery of this archaeologist from Utah. Tom seemed to have a core group set up to work on this new venture and he wasn’t sure that I would even fit in, I suppose. Since Dan told him that I was ok, “alright, you are in.” I didn’t know at the time that they had known each other for some time and even worked together at times.

That was the beginning of my more regular association with Dan and, in subsequent years, it became clear that he was a thoughtful, methodical man, who was an excellent candidate for many tasks where rules, regulations and debate were involved. And I don’t say that lightly. Few archaeologists are willing and able to study and sort out issues in the field and come up with compromises and take stands when professional ethics demand it. One additional aspect of Dan which is often sorely lacking in some professionals who may be the best thinkers in the field: Service. There is no one, hands down, who has been willing to serve his profession, without compensation, more than Dan Roberts. In SHA, in SAA, in ACRA, in RPA, in his statewide organization, Dan has been there and served, often in jobs and at levels unknown to most.

During the 1990s, Dan was regularly involved with budget planning for the SAA and actively served on several committees with the SHA. He was elected to the SHA board in 2002 and, together with Julia King and me, we sought out, identified and obtained the services of an



Dan Roberts, Don Weir, and Andrew Weir enjoy the networking opportunities at the conference.

executive director for the organization. For the next year, Dan was instrumental in following up on contractual issues with this company. In 1995, Dan became a part of the original ACRA board and was responsible for developing the ethics statement adopted by the organization. He also helped lead ACRA through its formative years.

And it’s not as if Dan is a one-dimensional person. He buys and sells books, collects art, and loves to golf. I have found Dan to be a good friend and colleague, one who has had definitive impacts in the growth and maturity of CRM and represents one of a few individuals who, I would say, have a commanding understanding of virtually all aspects of CRM.

FICTION
THE CORPSE WORE BLACK:
THE STRANGE CASE OF DAN ROBERTS

By J. W. Joseph, New South Associates

Author's Introduction

I had the pleasure of working with John Milner Associates, Inc. (JMA) in 1984 and was assigned a desk in a large closet off of Dan Robert's office at JMA's then location in a historic house on West Matlack Street, West Chester, PA. While I was about as low in the JMA totem pole as possible, and Dan the head of the Cultural Resource Program, we quickly became friends, and I learned much about the business of CRM from conversations we would have after the work day was done, when Dan would take the time to explain contracts, clients, proposals, and the business to a youngster. That friendship continued even after I left JMA to join Garrow & Associates in Atlanta, and would reappear when Tom Wheaton, Mary Beth Reed, and I formed New South Associates with the financial and administrative support of JMA at Dan's insistence. The practices Dan emphasized doing quality work, making contributions to research, supporting the professional associations of our field, being honest and open in all communication, and making the public the true client of CRM all influenced the work of New South Associates and myself. I consider myself extremely fortunate to call Dan Roberts a friend and colleague.

In addition to his love of historic preservation, Dan is also an avid aficionado of pulp fiction, particularly hard-boiled detective novels. The following fictional account of Dan Robert's career was prepared for a session honoring Dan at the SHA 2007 conference in Williamsburg, when he had recently been named JMA's President, and is presented here in recognition of Dan's achievements and receipt of the ACRA Director's Award.

The Story

It was a late Wednesday afternoon in Philly, a nip in the air that spoke of winter coming, as I sat in an empty office with empty file cabinets and little hope of clients, revenue, and the warmth they provided. I went to the nearest file cabinet and pulled open the bottom drawer, marked "Receipts," and picked out of it my last bottle of Old Early. There were six fingers left, and I poured three in my coffee mug and decided that the mug was half empty and the bottle nearly gone – no sugar coating the hard truth. I knocked back the whiskey, chased it with a deep sigh, and was thinking about killing the bottle when the door opened.

The gentleman whose head peered in was somewhere to the left of tall. He had dark black hair and a mustache and could have passed for an organ

grinder, a Congressman, or something in between – not that I think there is much social distance between the two. He looked slightly confused, which was not surprising, since he had shown up at my office. He paused for a second, stepped through the door, stared at my inquisitively, and asked:

"Are you Shamus O'Shea?"

"I might be," I answered. "Depends on who you are and why you're asking. Let's talk a moment, and if I prove not to be O'Shea, I'll let you know where to find him."

He hesitated for a moment, then proceeded to the

chair in front of my desk and sat down. “My name is Allan Steenhusen. I’m the President of John Milner Associates.” He paused for a second to let that sink in and spark some recognition, but the name John Milner meant nothing to me – could have been one firm or two and even a dozen. It wasn’t like he’d said Louis Berger.

“John Milner Associates is one of the oldest historic preservation firms in the country. We offer historic architecture services as well as archaeological and historical consulting. I’ve been the President since John Milner himself left the firm in the late 1980s, but I’ve reached a point in my career where I’m ready to step down as President. There’s grass to cut and hedges to trim.” He made that pronouncement like it was supposed to resonate, but since I lived in an apartment, the words fell flat. “Our Board of Directors has discussed my succession, and we are all in agreement that Dan Roberts should be the next President of JMA.” I like the way firms with names work – as soon as you know the name, they switch to initials. Always keep you guessing.

“Dan has been with JMA since 1976. First as an Archaeologist, then as Assistant Director of the Cultural Resources Department, then Director, and most recently as a Vice President. He is very well respected in the industry.” He made this statement as though I was going to offer Roberts a position, but the dirt I dig doesn’t need a trowel and screen.

“After we made our decision, I went down to Dan’s office to tell him the good news. As I came into his office he was on the phone. I heard him say ‘The corpse wore black’ and then he hung up the phone. What do you think about that?” Steenhusen asked.

“What do you mean” I replied, “‘what do I think’? He didn’t say goodbye, toodles, have a nice day? Sounds like a busy man to me. It’s not a federal case.”

“No” replied Steenhusen, “What do you think

he meant when he said ‘the corpse wore black’? Whose corpse, why was it wearing black, and how did Dan know what the corpse was wearing?”

“Those are all good questions,” I answered, “but I don’t see where they matter. How did Dan Roberts respond to the offer of JMA’s Presidency?”

“I didn’t offer it” Steenhusen responded. “How could I without knowing about the corpse? What if we named Dan the President of JMA and then found out he was a murderer? Think what that would mean to our business.”

“It might have some benefits when the New Jersey DOT Auditors were in to look at your books” I answered. From the look on Steenhusen’s face, I thought I’d lost him and the case - there were visions of dead auditors dancing in his eyes. Then he shook his head.

“No, we have to know the answer before we proceed. That’s what I need you to find out – what did Dan Roberts mean when he said ‘the corpse wore black.’”

“Well,” I answered, “that shouldn’t be too hard of a case. I can drive out to your office and ask Dan in person. Or I can call him on the phone. If I’m driving out there, you pay my mileage and meals.”

Steenhusen was busily shaking his head again, in denial, and I was worried that his head might come loose it shook so much. “I can’t have Dan know we suspect him of murder,” he said. “How is that going to look? No, I need you to find out what Dan meant but we can’t have him or anyone else know he’s being investigated. This all has to be kept quiet.”

“So you’re asking me to investigate Dan Roberts, but I can’t tell anyone I’m investigating him? You do realize that I charge by the hour, and that you’ve just taken a fairly simple job and made it incredibly complicated and time consuming?” Steenhusen was nodding his head again, this time in acceptance. “Oh yeah,” I said, “You’re a consultant. Of course you know.”

Allan Steenhusen stood up from his chair and handed me a manila envelope that I hadn’t noticed

before – if it had been a .38, I'd be dead. "Here's Dan's resume," he said. "Use it to figure out what corpse Dan was talking about. Oh, and I need your answer in three days, because that's when we're having our next Board meeting and we've announced we'll be naming our new President." He turned and walked out the door and I thought to myself that I had an impossible case with an impractical schedule - or maybe it was the other way around - but at least I had a job.

I pulled Robert's resume out of the envelope. At 26 pages it was the length of a small novella. I flipped through, saw that Dan Roberts had tons of public service to a series of acronyms, including ACRA (the American Cultural Resources Association), where he'd been a Vice President and member of the Board, the Society for Historical Archaeology (Board again, as well as an Associate Editor and member of various committees), the Society for American Archaeology (more committees, including two terms on the Executive Director Search Committee [how hard could it be to direct a bunch of archaeologists, I wondered]), the Pennsylvania Archaeological Council (Secretary/Treasurer, Vice President, and President) and the Society for Pennsylvania Archaeology (more time as an editor). He was the winner of several awards, including Presidential Recognition from the SAA and the Forrester Downing award from the Society of Architectural Historians for a book he had co-authored, entitled "The Buried Past." Dozens and dozens of projects, reports and publications. Nothing that said murderer, but then again, most killers don't advertise.

I went to my computer and googled Daniel G. Roberts, Archaeologist. I got 595,000 hits. I scrolled through the links, looking for "Murderers for Hire" or "Corpse Confessions" or something like that, to no avail. I noticed a link to the website for something called the Advisory Council for Historic Preservation and the National Task Force on Archaeology. It was a recent link, a Dr. Julia King was listed as the Task Force Chair, and the website had a phone number. I

picked up my phone and dialed – literally, since I've yet to make the leap to touch tone.

"This is Julie" was what I got on the other end. "Dr. King?" I asked. "That's me" she replied.

I went into my spiel. "This is Bob Bellman with the *Beloit College Bee*, the campus paper. We're doing an article on famous alumni, where are they now, and I wanted to talk with you about Dan Roberts, who, as you probably know, graduated from Beloit in 1969 with a BA in Anthropology."

"Of course I know Dan," answered Dr. King. "And I think its very fitting that Beloit recognize him as a famous alum. As you probably know, Dan was selected to the Advisory Council on Historic Preservation's National Task Force on Archaeology as the representative for four national societies: ACRA, the SHA, the SAA and the Register of Professional Archaeologists. You can't get much more recognition as an Archaeologist than that – to be chosen by the four national societies as their sole representative."

"No," I replied, "I'm sure you can't. Our readers are going to want to know just what this task force does, however. Could you explain?"

"Certainly" said Dr. King. "The Task Force was composed by the Advisory Council's Chair, John Nau, and is intended to identify archaeological issues that should receive priority consideration and action by the ACHP. In addition to me and Dan, the Task Force includes the Secretary of Agriculture, the Secretary of the Interior, the Secretary of Defense, the Secretary of Transportation, the National Conference of State Historic Preservation Officers, and Gerald Jemison, a Native American member of the ACHP."

"Wow," was my response. "This sounds like a Cabinet level organization."

"Well, the Secretary's are represented by staff at the meetings, but it is very important, and Dan is a critical

member of the Task Force.”

“I don’t suppose,” I rambled, “that in its discussions on archaeology that Dan or anyone else talks about dead folks do they?”

“Of course we do,” replied Dr. King. “The first initiative we completed was a revision of the 1988 Policy Statement Regarding the Treatment of Human Remains.”

“The Advisory Council has a Policy Statement on the Treatment of Human Remains?” I asked, slightly befuddled. “You mean corpses?”

“Yes,” said Dr. King, “Corpses and their coffins and associated grave goods. All of that.”

“Even the corpses’ clothes?” I asked.

“If they are still intact, of course the clothes” answered Dr. King.

“Was Dan involved in those discussions?” I asked.

“Dan’s experience and perspectives were crucial to our work,” answered Dr. King. “I can’t think of another archaeologist who’s been involved in as many critical studies of the archaeology of the dead as Dan. From the First African Baptist Church in Philadelphia to the African Burial Ground in New York, Dan has directed the key studies that have defined how we treat the dead.”

“In talking about dead folks, did Dan ever say anything about a corpse that wore black?” I asked.

“Not that I can recall” replied Dr. King. “Of course, most of the cemeteries Dan worked with were African American, so the corpses were black, if that’s what you mean.”

I thanked Dr. King for her time and hung up the phone. My case was getting more confusing, not less. Dan Roberts was known for having a thing for corpses, none of the corpses were known for wearing black, but

they were mostly black corpses. I poured the last of the Old Early into my mug and pondered my next move, a trip to the liquor store.

I decided to move back with my next step in the investigation of Dan Roberts. Looking through his resume, I saw that Dan had earned his MA from Idaho State University in 1976. Homicidal tendencies are developed during the formative years, or so I had heard on CSI, so I called Bob Butler who had been on Dan’s committee at ISU’s Anthropology Department. The connection was poor, with a lot of static on the line, but at least I’d gotten through.

“Dr. Butler” I introduced myself, “I’m Bill Beeman, Publicist with the Advisory Council on Historic Preservation. I’m preparing a biographical introduction to the members of the ACHP’s Archaeology Task Force, and I’m hoping you can assist me with some information about Dan Roberts, who was your student at ISU.”

“Dan Roberts” Dr. Butler replied. “I haven’t thought of him in years. I’m not sure that I can tell you much about him anymore, he’s a long way from Pocatello, but I’ll give it a try.”

“Tell me about Dan as a student.”

“Well, he was very much into experimental archaeology, lithics and Paleoindian studies in those days. In fact, he was the first person to find a Folsom Point in association with mammoth bones, which occurred at the Owl Cave on the Wasden site in the Snake River Plain in the summer of 1976. That was a major find, the earliest dated Folsom site in North America with mammoth bones. Dan not only studied stone tools, he made them and used them for butchering and other tasks, to see how they worked and their wear patterns. He and his classmate, Mark Sant, shared these interests and if you’d asked me at the time, I’d have predicted that Dan would have become a well known figure in lithic and Paleoindian studies.”

“So you were confident about Dan’s career track.”

"I wasn't the only one who was confident, Dan was confident. Dan knew where he was going."

"And where was that," I asked.

"Further west" Dr. Butler responded. "Westward and onward as a prehistoric archaeologist."

"But that's not where he ended up," I responded.

"Nope. He went east and became a historical archaeologist. I never was much good at predicting the future. If I had been, I'd have bought Apple stock instead of RCA, but that's water under the bridge."

"Was Dan interested in dead people when he was at ISU?"

"No. As I recall, the ones he went out with were all pretty lively. I think his interest in dead folks came from the move east, along with his interest in historic." There was a long sigh and I thanked Dr. Butler and left him to nostalgia and dreams of Apple at a nickel a share.

So Dan's interest in corpses came after his move east and was more recent. Looking for clues about Dan Roberts in the present, I logged onto JMA's website and scrolled through the listing of Principals. Wade Catts was listed as a Principal, the Associate Director of the Cultural Resources Department, and was based out of JMA's office in the Barclay in West Chester, Pennsylvania, where Dan worked. I called him.

"Mr. Catts," I said when he answered the phone, "this is Beb Billman with Idaho State University."

"Beb Billman?" he answered. "That's an unusual name."

"Pocatello is an unusual place," I answered. "I'm hoping you can help me. We're preparing a party here at ISU in honor of Dr. Butler, who was Dan's professor when he was a student here. My job is to provide a sort of 'where are they now' look at some of Dr. Butler's students. So I was hoping you could help me by telling me something about Dan Roberts."

"I could tell you he's one floor up from me for a start" Catts retorted. "Why don't I transfer the call and

you can ask him yourself."

"Wait" I shouted back. "You can't transfer me, it's a surprise."

"Butler's party in Pocatello is supposed to be a surprise for Dan? That doesn't make any sense," said Catts.

"I don't want to bother Dan, he's a busy man, what with the presidency and all" was my reply, and I realized that as the words left my mouth the veil of secrecy was slipping away.

"Who did you say you were, again?" asked Catts.

"Bob Berman. And enough questions from you. It's my turn, understand?" I said the last with as much menace as I could muster. "I'm calling about Dan and corpses. What do you know, do you know of any dead folks in Dan's life?"

Catt's was taken aback by my change in tone. "No, not that I can think of. The most recent cemetery project Dan worked on was Upper Dublin, but that was a documentation project, not an excavation."

"What about a corpse that wasn't archaeological," I asked. "Know about any of those?"

"What do you mean?" asked Catts. "A corpse that isn't archaeological? Are you implying that Dan is a murderer? Are you crazy? There's no way that Dan Roberts could ever be a killer and absolutely no way that anyone who knows him could think that. I don't know who you are, but you obviously don't know Dan or you wouldn't be asking these kinds of questions."

I knew Dan Roberts well enough by now to know Catts was right, so I apologized for bothering him and told him that it had all been a mistake. But he wasn't letting me off that easily.

"I want you to know that Dan Roberts is one of the finest archaeologists I've had the pleasure to work with. The man is a credit to the field and a great human being," said Catts. "Dan's always able to see things that aren't easily seen. Just last week, when I was out in the

field on a project, he pointed out something that I'd neglected, and it gave me a completely new look at the project."

His comment caught my attention. "When you were in the field, did you talk to Dan on the phone?" I asked.

"Yes, I spoke to Dan on the phone. He's not much for email. I was doing a survey of a Civil War battlefield site, Port Hudson, in Louisiana. The 1st and 3rd Louisiana Infantry Regiments fought there. And Dan pointed out something about the 1st and 3rd Louisiana that I hadn't known." Catts told me what he had learned from Roberts, and when I hung up, I had the answer and the case was closed.

I waited another day before calling Steenhusen, because I bill by the hour and he'd given me a difficult case and deserved it. When I called him I told him that I had his report, and my bill, and that if he wanted them, he knew where to find me. He showed up a little more than an hour later and looked at me expectantly as he walked into the office. I handed him a legal envelope and he tore it open. He pulled out two sheets of paper from inside. One was my bill, the other my report.

"This is your report?" he asked, astonished. "It's one page. It's not even bound. There aren't any graphics. This is hardly professional, and I don't know that I'm paying for it."

"I was taught that concise is nice. Read it before you make your decision."

Steenhusen picked up my one page report and read out loud. "Dan Roberts is a good man and a well respected archaeologist who will make an excellent president of JMA" was the first line.

"You need to have your hearing checked," was the second and last.

"What is the meaning of this?" he asked, incredulous. "You still haven't told me what Dan meant when he said 'the corpse wore black.'"

"I can't answer that because Dan never said it" was my answer. "That's why I think you need to have your hearing checked. When you walked in, Dan was wrapping up a conversation with Wade Catts. Wade was on a survey in Louisiana, at the Battle of Port Hudson, and had found a camp site associated with the 3rd Regiment Infantry, as well as artifacts from a 1st Regiment site. Wade was having trouble making a decision about something called the National Register eligibility of the site, which I don't get, but Dan pointed out something that Wade didn't know and that influenced his decision." I left a long pause and enjoyed watching as Steenhusen began to squirm. "The 1st and 3rd Regiments were elements of the *Corps de Afrique*, African American Union troops. And the Battle of Port Hudson was their first engagement of the Civil War. That's what Dan was telling Wade. The Corps were black, not corpse."

"So Dan wasn't referring to a corpse he was referring to the Corps and they didn't wear black, they were black," Steenhusen replied, the realization sinking in.

"Yep, he was doing his job, overseeing operations and using his knowledge to help JMA's staff make informed decisions. Sounds like the perfect next President to me."

"I need to find Dan," Steenhusen said, "and tell him the good news. I think he's golfing at Radley Run, so I'm off to the 19th hole." Steenhusen thanked me, wrote out a check, and left the office. I went to the file cabinet, opened a new bottle of Old Early, poured myself a glass, and thought about archaeology and bringing the dead to life.

ACRA 2011 WORKSHOP: ENVIRONMENTAL CONFLICT RESOLUTION SKILLS FOR CULTURAL RESOURCE PROFESSIONALS

By Jon M. Berkin, Natural Resource Group, Inc.

The education committee organized an exciting workshop for the 2011 ACRA Conference in St. Charles, Missouri. The workshop was developed in conjunction with the U.S. Institute for Environmental Conflict Resolution (<http://www.ecr.gov/>) and was taught by Milton Bluehouse, Jr. of the Institute and Deborah Osborne of the Federal Energy Regulatory Commission's Dispute Resolution Service (<http://www.ferc.gov/legal/adr/drs.asp>). This training was intended for cultural resource professionals and others working with Section 106 and the National Historic Preservation Act and focused on conflict resolution and intercultural communications. The workshop was attended by 19 participants and received high marks from those attending.

Environmental Conflict Resolution (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 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.

This highly participatory and interactive workshop helped participants develop an awareness of the many facets of conflict resolution: protocol, communications skills, collaboration, and interest-based negotiation. This training exposed participants to a broad range of concepts and skills to effectively work with others in any context.

WHY WELLNESS? PROTECTING YOUR CORPORATE GOLD

By Cinder Miller, Gray & Pape, Inc.

This article is the first in a short series that I will offer dealing with wellness programs and insurance in the work place. The articles and material are generally culled from information collected prior to the presentation I made at the ACRA conference in St. Charles. That presentation, along with others from the 2011 Conference, will be posted in the near future on the MembersOnly portion of the ACRA website. These articles provide data that I collected over several months and much of the information presented is based on notes I took at a series of wellness seminars and presentations. If you are curious about any of the facts presented or would like further citation [please ask](#). The goal of the series is to provide ACRA members with information that can help them adapt their existing insurance plans were appropriate and develop wellness programs.

ACRA member firms range in size from one person specialized practices to groups of CRM professionals embedded in multi-thousand person multi-national corporations. Despite differences in scale and corporate philosophies, the basic business model of all ACRA firms is similar. As professional services, organizations bill clients for the labor expended by staff. Our basic unit is a billable hour, and these billable hours are generated by the people working for us. By definition, every ACRA firm has strong **business** incentives to maintain a healthy workforce. Your business will benefit in two key ways; first, a healthy work force generates more billable



Cinder Miller leading Protecting Your Corporate Gold Wellness Session.

hours and is thus more productive; second, your insurance costs will stabilize.

Employee productivity is easily demonstrated. Employees with chronic health conditions have higher rates of absenteeism and are generally less productive. The field of cultural resources management is physically challenging and demands a high level of fitness. Ill or unfit employees are not able to conduct their basic work and therefore not able to generate billable hours. The need to keep them well is apparent. In addition, when employees are sick and are at work, they are generally less productive than when they are at full health.

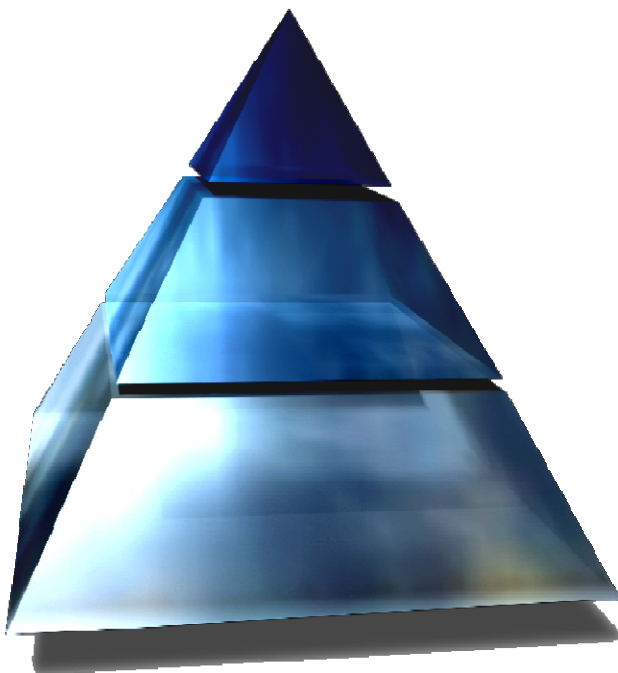
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Keeping employees healthy is achievable using a variety of techniques. Having healthy employees yields a number of business objectives. The most effective benefits packages focus on providing good insurance to employees while keeping them from getting sick in the first place. Health care reform places a strong emphasis on preventative care and wellness, keeping healthy individuals out of the insurance pool all together. The need to keep employees from becoming ill in the first place is demonstrated by the health care costs pyramid.

The top of the pyramid represents 20 percent of employees. This 20 percent spends \$0 per year on health care. The middle portion of the pyramid

represents 70 percent of your employees. This portion of your company spends 10 percent of the health care dollars. The bottom of the pyramid represents 10 percent of your employees. Statistically, these employees spend 90 percent of the health care dollars consumed by your company. Most of the 10 percent have chronic conditions including: obesity, diabetes, high blood pressure, heart conditions, or are smokers and are at significant risk of developing these conditions.

The goal of every wellness program is to keep employees from joining the ranks of the 10 percent. Some of the most effective components of a wellness program are likely provided by your insurance company. Initially, preventative care including routine checkups, immunizations, and mammograms are very effective in keeping employees healthy. As a result of health care reform, many of these benefits are now provided by insurers without any co pays. Many insurance companies, including Anthem, Humana, and United, have excellent links to free wellness programs on their web pages. These free programs normally have an initial health assessment that employees can take online. In some cases, the insurance companies will even offer employees direct rewards for completing the assessment. The assessment includes basic questions regarding overall health and fitness. The data provided by employees is examined by health care professionals at the insurance companies, who in turn contact the employees directly if they find conditions that trigger red flags. For example if an employee notes that he has blood pressure that is routinely high, the



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person reading the assessment will call the employee and recommend that they visit their doctor to have the condition treated. These assessments often provide a body mass index assessment so that employees can figure out target healthy weights. With larger carriers, these services are all free. The larger carriers will also provide a few tips for starting simple wellness programs, many of these tips are simple adaptations to habits in your workplace. It has never been cheaper or easier to find a program that is suitable for you company.

The second critical business reason for starting a wellness program is that in the long run it can be a very effective way to help stabilize insurance costs by reducing insurance claims. While in many cases the correlation between claims and premiums is not direct, the indirect relationship is clear. Companies with sick employees who routinely file many claims are subject to constant premium increases every year. Companies with few claims are in an excellent position to negotiate with insurance carriers who continually increase rates. For larger companies, insuring more than 100 employees, it is

possible to gain access to detailed claims data for use in negotiations with your carrier. If you are a smaller company it is much more difficult to control these costs. For the purposes of costing, smaller companies are pooled with other like companies, thus making it difficult for you to control your own costs. However, you can do your small part by helping to keep your segment of the pool as healthy as possible. You can also talk with your broker about ways to be pooled with healthier groups. At Gray & Pape, a year after our wellness program was initiated our premiums actually dropped five percent. Much of this drop was likely due to the time we took educating our workforce about wellness and about how to more knowledgably use the insurance provided. Our experience suggests that you should not give up on trying to control the costs of insurance. Rather, you should be as proactive as possible in finding ways to keep your employees safe and well, and you should work diligently with your providers and make them partners in finding ways to reduce your costs.

The next article in the series will focus on a few easy tips for launching your wellness program.

A SYMPOSIUM TO DISCUSS IMPROVING THE PRACTICE OF ARCHAEOLOGY IN MARYLAND: A REVIEW

By Lyle Torp, The Ottery Group

On October 7, 2011, the Council for Maryland Archaeology (CfMA) sponsored **A Symposium to Discuss Improving the Practice of Archaeology in Maryland** at the University of Maryland at College Park (UMD). The first goal was to elicit the varying perspectives from archaeologists working in academia, CRM, and the public sector on a wide range of topics so we could gauge the state of the profession after several years of poor program funding, furloughs and layoffs, and other ill effects associated with the protracted economic downturn. The day-long symposium was attended by almost 70 archaeologists from academia, public agencies at the federal, state and local levels, and the CRM community, many of whom were representing ACRA-member firms. While the majority of archaeologists attending were based in Maryland, the SHPO from the District of Columbia and several municipal archaeologists from Virginia were in attendance.

Opening remarks were presented by Paul Shackel, Director of the Center for Heritage Resource Studies at the UMD and Paul Kreisa, President of CfMA. The first session, ***Focus on the Fundamental***, started with an overview of the profession from the varying perspectives of Julie King, Professor of Anthropology at St. Mary's College of Maryland, former Director of the Maryland Archaeological Conservation Laboratory (MAC Lab) and former member of the Advisory Council on Historic Preservation; Don Creveling archaeologist with the Prince George's County Parks and Recreation Department, and Tom Barrett of Cultural Resource Analysts (an ACRA-member firm). A lively discussion ensued over the issues of professional qualifications, research and performance standards, and the issue of whether graduate students are adequately prepared for the job market. Interestingly, none of the discussants felt that there was much of a philosophical rift between the

academic, CRM, and public sectors of archaeology. All of the panelists felt that, in Maryland at least, each of these sectors was relatively healthy and sufficiently funded. One topic that received considerable attention was whether the Register of Professional Archaeologists (RPA) had much relevancy to the professional practice of archaeology beyond professional standards and code of ethics. The audience appeared to be quite familiar with RPA but was extremely divided regarding its utility with more acceptance from the CRM portions of the audience.

A question about how to shift the practice of archaeology from something you can make a minimal living doing to something you can make a respectable living doing drew less consensus and seemed to be an area that would benefit from the collection of real data. While most of the attendees seemed to feel that they were making a respectable living as an archaeologist, the attendees were largely comprised of the more senior side of the archaeological spectrum. Several recent doctoral graduates expressed concern that academic positions would not become available for them since universities were able to procure instructors from a large pool of qualified archaeologists working outside of academia. A large number of archaeologists who make their living in CRM or the public sector also teach classes at universities and community colleges.

The one area that seemed to stymie many of the participants was the issue of maintaining a qualified labor force. Academic and public programs tend to use students and volunteers, respectively, as labor for fieldwork. The CRM sector, however, has generally relied on a roaming band of experienced field technicians that are employed for short durations. The pool of field technicians seems to become smaller and smaller, presumably as a

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consequence of the lack of work for these people over the past few years due to the poor economy.

The second session, ***Doing More with Less***, focused broadly on how we do archaeology and included discussions on everything from field methodologies, laboratory methods, analytical techniques, dissemination of data to other professionals, and promoting archaeology to the public. The panelists for this session included Paul Kreisa of Greenhorne & O'Mara, April Fehr of the Maryland State Highway Administration, and Mike Lucas of the Prince George's County Parks and Recreation Department. One major facet of this discussion was a general consensus that Maryland's Standards and Guidelines for archaeology, which were written in 1994, need to be updated. There was some discussion on the role of stakeholders in directing archaeological inquiry. A significant component of the discussion focused on the issue of public support for archaeology and how this "goodwill" can be translated to better funding for archaeology programs.

Charlie Hall, Maryland's State Terrestrial Archaeologist provided the keynote address during lunch. Charlie gave a rather upbeat message about the state of archaeology in Maryland, which he attributed to the broad range of resources within the state that have received attention over the past few years, including the current boost in interest associated with the War of 1812 bicentennial and the commemoration of the Civil War.

While the second session focused on the methods that we use to gather, interpret, and disseminate data, the third session, ***The Never Ending Question of Archaeological Significance***, consisted of a discussion of the various theoretical issues associated with developing more rigorous and well-planned research designs. Panelists for this session were Matt Palus of The Ottery Group (an ACRA-member firm), Jennifer Stabler of the Maryland-National Park and Planning Commission, and Dixie Henry a compliance review archaeologist with the Maryland Historical Trust. The goal for this session was to discuss how we broadly evaluate the significance of archaeological resources, moving beyond treating significance largely in terms of artifact density or site size to improving the qualitative aspects of what we offer in our evaluations. Some other questions addressed included topics associated with evaluating the significance of plow

zone sites and sites with a low-density of artifacts. The contribution of geomorphology to significance evaluations was also addressed.

The fourth session, ***Making Use of New Technologies***, explored the broad range of technologies that have been used to enhance fieldwork or data evaluation, their appropriate uses and limitations, and a look at new developments that are on the horizon. Panelists included Maureen Kavanagh Chief Archaeologist with the Maryland Historical Trust, Jim Gibb of Gibb Archaeological Consulting, Ed Chaney of the MAC Lab, and Matt McKnight Research Archaeologist with the Maryland Historical Trust. The session looked at things that we have added to our toolkit beyond the shovel and trowel: GIS, GPR, LiDAR, analytical software, and other technological advances that intersect with the day-to-day practice of archaeology. Issues associated with uniform adoption of technology as well as cost barriers were addressed.

The final session, ***Playing Nice***, served as a follow-up to the first session and focused on a discussion of how the academic, CRM, and public sectors can work together more effectively to strengthen the practice and public image of archaeology in Maryland. Tom Bodor of The Ottery Group, Mark Leone Professor of Anthropology at the UMD, and Julie Schablitsky of the Maryland State Highway Administration served as panelists. The session served as a nice close to a long and exhausting day of discussion on the professional practice of archaeology within Maryland.

While no major issues were resolved, the seminar certainly succeeded in bringing a broad spectrum of practicing archaeologists together for a day of lively discussion about the state of the profession. Given the assault on cultural resource legislation over the past few years and the increasing use of archaeology as an example of why environmental and cultural resource regulations should be scrapped, it is imperative that the professional community consider ways to increase the level of shared commitment to the future of the professional practice of archaeology and strengthen the public appreciation of archaeology to ensure future funding and support. Perhaps more importantly, it ensures that the professional community will be sensitive to the need to engage each other for the benefit of the broader profession.

EUROPEAN ASSOCIATION OF ARCHAEOLOGISTS MEETING, OSLO, NORWAY, 2011, AND DISCOVERING THE ARCHAEOLOGISTS OF EUROPE: A JOINT ACRA/RPA REPORT

By Ian Burrow, RPA President, and Teresita Majewski, ACRA President

The EAA

Between September 14 and 18, 2011, approximately 800 archaeologists, including 22 from the United States, met at the European Association of Archaeologists (EAA) meeting for four days of papers, sessions, excursions, and other events in the orderly port city of Oslo. Among the U.S. contingent were ACRA President Terry Majewski and Register of Professional Archaeologists (RPA) President Ian Burrow. The EAA provides a forum for archaeologists all over Europe to communicate on archaeological issues and topics of all kinds. Fortunately for Anglophones, the official language of EAA meetings is English, and so communication is, by and large, not a problem.

ACRA and RPA presidents have attended EAA meetings in the past, so both organizations are steadily developing links and a presence in Europe. This report provides some impressions of the status of archaeological professionalism in Europe, and describes a European initiative that ACRA and RPA now hope to bring across the Atlantic.

RPA President Ian Burrow was invited to contribute to a Roundtable Session organized by the EAA's Committee on Professional Associations in Archaeology, chaired by Kenneth Aitchison from the United Kingdom. There were five papers in the session, all broadly on the topic of professionalism in archaeology. His contribution, on behalf of the Register, was "Licensing, Self-Regulation, Incentives or the "Invisible Hand"? Prospects for Professional Archaeology in the United States." The presentation summarized where RPA is and where it might go, and

outlined what are seen as some of RPA's successes and failures in establishing archaeology as a profession in the United States.



Presentation on RPA to EAA Session on Professional Associations.

Professionalism and CRM in Europe

As far as continental Europe is concerned, there is at this point apparently no equivalent to the Register, or to the American Cultural Resources Association, or to the United Kingdom's Institute for Archaeology (IFA). This is true both at the nation-state level and in a pan-European sense.

This is unfortunate, since papers from several archaeologists articulated deep concerns about the status of archaeology and of archaeological heritage protection in their countries. Strong professional organizations could be useful in addressing some of the problems we heard about.

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A recent attempt to set up something similar to RPA in the Netherlands by the Dutch Society of Archaeologists has been abandoned after disagreements over its structure and role. The Society has effectively given the task of defining who is a professional archaeologist back to the national government.

In Spain, no consensus exists on a definition of a professional archaeologist, and the devolution of most powers over the cultural heritage to the Spanish Autonomous Regions has led to wide variations in standards, organization, regulation, and practice, with apparently inadequate oversight of the archaeology required under the Valetta Convention.

Recent political changes and frequent policy reversals in Hungary have led to the weakening of archaeological organizations and institutions at every level there.

In Slovakia, despite the existence of a well-defined structure for securing the protection of archaeological sites, several “horror stories” of poor decision-making were presented.

From Norway we heard about the poor working conditions and lack of professional advancement experienced by temporarily employed field archaeologists (far from a unique situation).

In Poland, treasure hunting using metal detectors is a major threat to the archaeological heritage that is not being adequately addressed.

Of course it was not all doom and gloom. There were very positive papers on archaeological initiatives and programs in Sweden, Finland, and Bavaria, and there were probably more in other sessions we did not get to. There was a keen interest, expressed in several papers, in creating wider social benefit from archaeological work than is often now the case.

The closest organization to both RPA and ACRA remains the IFA in the United Kingdom. IFA is a robust organization that has taken on some of the roles of both of the U.S.-based organizations. IFA has taken a very active role in public policy discussions, and is in regular contact with the national government on heritage issues. A proposed radical change in UK government policy is threatening to open up huge areas of previously protected land for commercial development, evidently without adequate safeguards for the historic environment, and IFA is working prominently with other heritage organizations to reverse or modify this. IFA is currently considering whether to seek Royal Charter status. This would have the effect of setting out specific criteria defining who is or is not an archaeologist. IFA’s Registered Organizations program permits bodies, such as CRM companies and research entities that agree to adhere to IFA standards and practices, to be placed on a list of approved organizations on much the same basis as individual members of IFA. Registered Organizations are subject to a grievance process and can be expelled from the program.

Discovering the Archaeologists of Europe

Awareness of the very different circumstances under which professional archaeologists find themselves across Europe has led to the creation of the **Discovering the Archaeologists of Europe** initiative (DAE). This began in 2008 with a pilot study to survey archaeologists in 12 EU countries. The kind of information gathered was as follows:

- The estimated numbers of archaeologists working in the country
- Age, gender, nationality, and disability status
- Estimated numbers working in different parts of the archaeology sector
- Geographical differences
- Range of jobs

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- Salaries
- Staff qualifications
- Identification of training needs
- Potential skills shortages
- Potential skills gaps
- Employers' commitment to qualifications and training
- Employment in rescue (salvage/public) archaeology in the country

The EAA is now planning, under the leadership of Kenneth Aitchison, to expand this project into many other countries in Europe and to adjacent regions. In July 2011, a major planning meeting was held in Prague to move this forward. This was attended by Terry Majewski, who was financially supported by three RPA sponsoring organizations (SAA, SHA, and AAA) to do so. Terry wrote a helpful and concise summary of that meeting and of the DAE project on pages 33-36 of the Summer 2011 issue of *ACRA Edition* (Volume 17-3, available at www.acra-crm.org).

Terry and Ian, as well as former RPA President Jeff Altschul (who strongly urged that the United States be represented at the Prague meeting) feel strongly that something similar would be very worthwhile not only in the United States but in the Americas as a whole. We met with IFA chairman (and transplanted Yank) Gerry Wait (yes, it was over a beer) to discuss this and other areas of common interest.

Discovering the Archaeologists of the Americas?

Given the enthusiastic material support given by the three societies for Terry's participation in the Prague meeting, and their long-standing sponsorship of RPA, we feel that the time is now right to seriously explore how "DAA" (Discovering the Archaeologists of the Americas) might be implemented.

There are many reasons why we feel such an initiative is timely, but maybe it's enough at this point to



RPA President Ian Burrow with IFA Chair Gerry Wait (Center) and ACRA President Terry Majewski (right).

note the difficulties currently faced by anyone trying to answer one simple question: "How many archaeologists are there in the United States?" These difficulties are well presented in Jeff Altschul and Thomas Patterson's recently published study, "Trends in Employment and Training in American Archaeology" in *Voices in American Archaeology*, edited by Wendy Ashmore and published by the Society for American Archaeology in 2010.

On October 28 and 29, the Board of the Register of Professional Archaeologists held a strategic planning meeting in Albuquerque. As part of that meeting, Terry met with the RPA Board to discuss the initiative in more detail. The hoped-for outcome of the meeting will be the creation of a working group charged to develop a viable proposal and methodology for the "Discovering" project. We will report to the archaeological and CRM communities on the outcome of the meeting as soon as possible.

This document is adapted from a report to the Register of Professional Archaeologists, available at www.rpanet.org.

NEW ONLINE RESEARCH TOOL AND SPECIAL OFFER

A growing number of professionals involved in cultural resource management archaeology, historical archaeology, and related fields have discovered a valuable online tool to support their efforts in identifying and dating transfer-printed patterns and marks on ceramic sherds discovered in archaeological sites. The Transferware Collectors Club's (TCC's) *Pattern and Source Print Database* is the first online research tool of its kind designed to support the identification and study of transfer-printed patterns and the source prints and original Chinese porcelain patterns that inspired them. The database, soon to approach a landmark 8,000 recorded patterns, has become a valuable research tool for professional archaeologists. To view examples of the database pattern records on the club's site, go to:

http://transferwarecollectorsclub.org/database_preview/index.php

Here's what some TCC archaeologist members are saying about the online database:

The TCC Pattern Database is a wonderful resource to have at your fingertips. My company routinely excavates nineteenth-century sites, and we frequently recover small ceramic sherds with transferware prints. The TCC database allows me to quickly search for pattern matches using pattern names, maker's marks, and--most importantly --key features of the subjects depicted in the patterns. Once identified, the database provides lots of great information about the age of the pattern, the maker, and other historical tidbits that help us enrich our interpretations of the past. Given the importance of securely dating the archaeological sites, we find the TCC database helps us insure that we are not overlooking important cultural resources."

Jarrod Burks, Director of Archaeological Geophysics, Ohio Valley Archaeology, Inc., and President, Ohio Archaeological Council.

Special Offer for ACRA Members:

The club is offering a special \$10, 24-hour trial membership strictly for access to the database to enable prospective members to explore and assess the value the database can deliver. *This one-day membership fee will be applied to full membership for those who wish to join for the full year.* Full membership in the Transferware Collectors Club is \$50 per year for US and \$60 for International Members. Full membership can be purchased online at:

<http://transferwarecollectorsclub.org>

To take advantage of the special one-day database offer, go to: https://transferware.secsites.net/MemberProgram/signup.php?price_group=-1



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ACRA'S MEMBERS-ONLY LISTSERVER

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

ANNOUNCEMENTS

WEBPAGE REDESIGN IN THE WORKS

ACRA is redesigning its webpage to better meet the needs of our members, both in advertising to potential clients and providing useful, easy to locate information for our members. If you would like to donate funds to assist ACRA in improving its digital profile, please contact [CJ Summers](mailto:CJ.Summers) at ACRA headquarters.

MARKETING COLUMN LOOKING FOR MEMBERS INPUT

ACRA Edition will be starting a marketing column in the next edition of the newsletter. The column will be powered by questions our members ask, so it will only be as useful and applicable as ACRA members make it. If you have specific marketing questions, please submit them to the Chris Dore (chris@dore.us) or the newsletter editor, Wade Catts (wcatts@johnmilnerassociates.com).

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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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