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(Officers and staff are listed on Page 2.)

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Start planning now for ACRA's 18th Annual Conference at the Fairmont Olympic Hotel in Seattle, Washington, September 6-9, 2012.

You can't afford to miss it!

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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Awards - Al Tonetti, *ASC Group, Inc.*

Conference - Chad Moffett, *Mead & Hunt, Inc.*

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

ACRA-SHA Publications on Demand Subcommittee - Lucy Wayne, *SouthArc, Inc.*

Best Practices Subcommittee - Robert Heckman, *Statistical Research, Inc.*

Conference Programming Subcommittee - Joan Deming, *Archaeological Consultants, Inc.*

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

Internships Subcommittee - Duane Peter, *Geo-Marine, Inc.*

Toolkits & Workshops Subcommittee - Andrew Weir, *CCRG, Inc. and Coastal Carolina Research*

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

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

Finance - Donald Weir, *CCRG, Inc. and Coastal Carolina Research*

Revenue Generating Task Force - Andrew Weir, *CCRG, Inc. and Coastal Carolina Research*

Government Relations - Jeanne Ward, *Applied Archaeology & History Associates*

Headquarters Oversight - Joe Joseph, *New South Associates, Inc.*

Image and Branding - Ellen Marlatt, *Independent Archaeological Consulting, L.L.C.*

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

Website Subcommittee - Kimberly Redman, *Alpine Archaeological Consultants, Inc.*

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

Membership - Ellen Turco, *Circa, Inc.*

Newsletter - Wade Catts, *John Milner Associates, Inc.*

Nominations - Lucy Wayne, *SouthArc, Inc.*

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

Strategic Planning - Duane Peter, *Geo-Marine, Inc.*

By-Laws and Policy Task Force - Mike Polk, *Sagebrush Consultants, L.L.C.*

THE PRESIDENT'S CORNER

By Teresita Majewski



In early December 2011, your dues notices for 2012 were mailed along with a letter from me that explained the changes in firm-size categories and associated dues that were approved by the Board of Directors the previous month. As I noted in that letter, we believe that these changes will allow ACRA to achieve the

organization's five core goals more effectively. I wrote about these goals in my column in *ACRA Edition* 17-4. As a member, you are a partner in making ACRA a successful organization. If you have not yet paid your dues for 2012, please make doing so a priority. ACRA needs your continued support as we brace ourselves for serious legislative challenges that will impact our industry. I believe that every CRM firm in the country should feel a shared sense of responsibility for keeping our industry vital. This translates into time and money, something that all of you understand only too well. Remember that ACRA is the only trade association for the cultural resource management industry.

Government relations is a top priority for ACRA in 2012, and we are fortunate to be continuing our close working relationship with Cultural Heritage Partners (CHP), LLC in D.C. ACRA's Vice President for Government Relations, Jeanne Ward, works with CHP each month to report ACRA's government advocacy activities in the Monthly Member Update and in the *ACRA Edition* column reserved for this

topic. I hope that many of you can participate in the ACRA CRM Day events that are being planned for May 10 and 11 (the midyear board meeting will also be held in D.C. following CRM Day). It's a great opportunity, not only to learn about what is happening on Capitol Hill that impacts our industry and to meet with our preservation partners, but also to convey our messages personally to our legislators. But if you are not able to attend CRM Day, remember that there will be opportunities for you to learn the most effective ways to reach out to your representatives in your home districts and states. Stay tuned.

Another goal of my presidency is to increase membership in ACRA by engaging firms who are not yet members to convince them that they can't afford not to join. We reached out to prospective members in December in our annual membership promotion, and we developed some strong accompanying materials. As a result of the promotion, some firms will become new members, and others will learn more about ACRA, even if they don't join. However, the best way to recruit new members is through personal contact, and I am inviting you to help. If you know of firms that are not yet members, send me or Membership Committee Chair [Ellen Turco](#) their contact information, and they will be contacted personally. Better yet, you could contact them, especially if you already have a business relationship! Also consider how well you advertise your relationship with ACRA. Is there a link on your company website or a statement saying that your firm is an ACRA member? How about putting it somewhere on your company letterhead? What about integrating it into your presentation and exhibit materials for conferences as well as in your proposals and statements of

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A C R A E D I T I O N



Vice President for Government Relations Jeanne Ward staffing the ACRA table at the SHA conference in Baltimore, January 2012.

qualifications? These are only a few of the ways that you can make others aware that you are proud that your firm is a member of ACRA.

In Monthly Member Updates I have been telling you about ACRA’s partnership with the Society for American Archaeology (SAA) to put on the 2012 ACRA-SAA CRM Expo at the SAA’s 77th Annual Meeting in Memphis, Tennessee, on Saturday, April 21, from 1 to 4 p.m. I am pleased to report that 23 of 25 available tables have been filled, and ACRA firms will be extremely well represented! I’d like to offer my personal thanks to the firms that stepped up to help make this event a success by signing up for a table. I had also mentioned that we will unveil ACRA’s new display at the event, and the display redesign is well underway by Image and Branding Committee Chair Ellen Marlatt (Independent Archaeological Consulting, L.L.C), who also heads the committee’s Marketing Materials Subcommittee. Recently, an opportunity came up for ACRA to partner with Digital Antiquity to sponsor free Wi-Fi access for personal phones, laptops, etc. in the main meeting area (this doesn’t replace internet access for exhibitors in the exhibit hall). We will be acknowledged in the SAA meeting program along with

Digital Antiquity, and there will be signage with the same information as in the program. The funding for ACRA’s portion of this sponsorship did not come from the ACRA budget, but was provided by Tom Motsinger of PaleoWest Archaeology and an anonymous donor. Thank you Tom for your generosity and for being willing to let ACRA have the limelight. I feel very strongly that this exposure will be invaluable for ACRA.

Another important ACRA “partnership” is one we are establishing with the Society for Historical Archaeology (SHA). Just recently we have established a “booth-swap” agreement, and ACRA was an exhibitor (at no cost to us) at the SHA’s 45th Annual Conference on Historical and Underwater Archaeology in Baltimore, Maryland, from January 4 through 8. I would like to thank Ellen Marlatt for setting up our booth and for organizing ACRA members to “staff” it. Thanks also to the many ACRA folks who took time to work at the table while they were involved in many of the other conference activities. The D.C. SHPO even stopped by our booth and asked to learn more about ACRA! Over 1,300 people attended the conference, and ACRA member firms and their employees had a strong presence – as presenters, sponsors, and exhibitors and in SHA governance. At the SHA we debuted a special ACRA sticker that will be available to employees of ACRA-member firms to put on their name tags at conferences where ACRA has a presence. Wear these proudly along with your ACRA pins. These stickers will be available at ACRA-member firm booths in the exhibit hall at SAAs and at ACRA’s table at the CRM Expo.

ACRA will be represented at several other meetings this spring in addition to SAAs. Again this year, we will have a table at the Society for California Archaeology meetings in San Diego (March 29–April 1). ACRA was also asked by William Moss (Ville de Québec) and Ronald Williamson (Archaeological Services Inc.) to participate in a session on archaeological management plans at the Canadian Archaeological Association (CAA) meetings in Montreal (May 16–20). Representatives from Statistical

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A C R A E D I T I O N

Research, Inc., and Sagebrush Consultants, L.L.C. will be presenting a paper in the session, and I will be part of a panel that will discuss the papers. Several years ago, ACRA was represented at the CAA meetings in Calgary, and all felt it was beneficial for raising international awareness of our organization (another goal stated in ACRA's strategic plan).

Other committees have been busy, especially the Image and Branding Committee's Website Subcommittee, chaired by Kim Redman of (Alpine Archaeological Consultants, Inc.). Kim has been working closely with her subcommittee, ACRA Headquarters, and Affiniscape to move this initiative forward (see her update later in this issue). The Liaison Committee, chaired by Kay Simpson (Cultural Resource Analysts, Inc.), is continuing to build relationships with like-minded organizations. The National Association of Environmental Professionals (NAEP) offers webinars that ACRA members have been participating in at a special rate offered to ACRA member firms. Their 2011 webinars received excellent evaluations, and several ACRA members took advantage of a recent webinar "Native American Consultation for Environmental Professionals."

If you take a close look at the listing of 2012 committee, subcommittee, and task force chairs on page 2 of this issue, you'll see some new names and other changes. ACRA's Immediate Past President Lucy Wayne (SouthArc, Inc.) has taken over for President Elect Wade Catts (John Milner Associates, Inc.) as chair of the ACRA-SHA Publications on Demand Subcommittee. ACRA received a small royalty as a result of this program late in 2011, and we hope that SHA and ACRA can continue to work together to ramp up this initiative. The NCHPO/THPO Task Force, previously chaired by Jon Berkin (Natural Resource Group, LLC), was originally created to establish a relationship between ACRA and NCSHPO, which we succeeded in doing. We will now sunset the task force, and maintenance of this relationship will fall under the direct purview of the Government Relations Committee.

I am also grateful to Duane Peter (Geo-Marine, Inc.), who has agreed to chair the Strategic Planning Committee and move forward its important charge of monitoring ACRA's progress toward meeting the goals of implementing the plan, which ACRA adopted in 2010. Nurit Finn (Wapsi Valley Archaeology, Inc.) has agreed to continue to chair the Salary Survey/CRM Survey Committee until we can find someone to take over the responsibilities of that committee. Watch for another installment of the CRM (state of the economy) survey in March as well as the important Salary Survey, which the board voted should be undertaken again in 2012. We realize that the Salary Survey takes concerted effort to complete, but the results are invaluable for many reasons. When you are asked to participate, please take the required time to do so. Finally, based on the discussions I have had over the past year with Jim Pritchard of Brockington and Associates, Inc., I am establishing a task force on collections management/curation issues. The task force will make recommendations on how ACRA firms can most effectively address these issues. The task force will be headed by Ralph Bailey of Brockington, and I have asked him to work with the Education Committee's Best Practices Subcommittee to develop a charge and with the Strategic Planning Committee to determine where concerns in this area can most effectively be addressed.

I also ask you to pay close attention to the announcement about upcoming 2012 ACRA elections elsewhere in this issue and to the information on the call for nominations for this year's ACRA awards that came out in the February Monthly Member Update. The deadline for the receipt of nominations is Friday, June 8, 2012. For more information, please contact ACRA Awards Committee Chair [Al Tonetti](#) (ASC Group, Inc.).

In closing, I'd like to remind you that if you have questions about any of ACRA's initiatives or have ideas you would like me to hear about, please don't hesitate to [contact me](#).

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Happy New Year from ACRA Headquarters!

By CJ Summers, Executive Director



At ACRA HQ, we have been busy with membership dues, the partnership program, a membership drive, and planning for CRM Day in Washington, D.C. Here is a quick update on some of our recent activities:

Membership Dues

Thank you to over 65 members who renewed their membership with ACRA by January 16. Renewal notices for 2012 were mailed from ACRA Headquarters in mid-December. If you have not done so already, please send your 2012 renewal form and dues payment at your earliest convenience. Please contact Ally Lancaster at (410) 931-8100 if you have not received your invoice or if you have questions.

Membership Drive

ACRA continued its successful membership campaign. A new postcard was emailed out to prospective members encouraging them to join ACRA and explaining the benefits of the association. The card was also distributed at the recent Society for Historical Archaeology meeting in Baltimore. All brand new companies who join ACRA in 2012 will receive 50% off their membership dues for the first year! This is still a great opportunity for you to encourage your peers to join ACRA.

ACRA Partnership Program

2012 looks to be an exciting year for ACRA and the CRM industry. A few major events on the calendar

include an ACRA website redesign, a new tool for communication, and increased government relations activities. So please consider setting aside something to become an ACRA Partner in 2012. We are excited to announce a new Copper Level of Partnership as well.

The exclusive Partnership Program is designed for organizations to increase their image and profile within the association and overall industry. It is an opportunity to gain outstanding exposure and at the same time show your support for ACRA. By becoming an ACRA Partner, your company will be recognized as a major supporter of ACRA and our industry.

The ACRA Board of Directors thanks you personally for your past support and participation and looks forward to continuation of our mutual relationship in 2012. ACRA has bold plans and an optimistic view of the future. Be a part of it. Keep your eyes open for partnership details to be released shortly.

If you are interested in becoming a partner, upgrading your current partnership, or if you have any questions, please contact CJ Summers at ACRA Headquarters.

IRS Mileage Rate for 2012

The Internal Revenue Service (IRS) announced the 2012 optional standard mileage rates used to calculate the deductible costs of using a vehicle for business, charitable, medical, or moving purposes.

Effective January 1, the standard mileage rates are 55.5 cents per mile for business use, 23 cents per

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mile for medical or moving purposes, and 14 cents per mile in service of charities. The rate for business miles is unchanged from a mid-year adjustment that became effective on July 1, 2011. The medical and moving rate has been reduced by 0.5 cents per mile.

The standard mileage rate for business is based on an annual study of the fixed and variable costs of operating a car. The IRS reminds taxpayers that they always have the option of calculating the actual costs of using their vehicle rather than using the standard mileage rates.

National Labor Relations Board (NLRB) Postpones Posting Effective Date

On December 19, the D.C. Federal Court heard oral arguments in the combined cases challenging the NLRB's rule requiring the posting of a "Notice of Employee Rights under the National Labor Relations Act." The deadline for posting that notice was already postponed one time, to January 31, 2012. At the December hearing, the judge asked a number of questions of the attorneys who argued the case, some questions directed to the claim that the NLRB lacked the statutory authority to impose the rule, and others directed to the opposing counsel relating to the board's proposed penalties for failing to post the notice.

The judge also asked the board to further postpone the effective date of the posting so that she would have more time to issue her opinion and leave sufficient time for expected appeals of that decision. The board acted in response to her request and postponed the effective date for posting the notice to April 30, 2012.

Most private sector employers will be

required to post the 11-by-17-inch notice on the new implementation date of April 30. The notice is available at no cost from the NLRB through its website (www.nlr.gov), which has additional information on posting requirements and NLRB jurisdiction.

Next ACRA Board of Directors Meeting Scheduled for May 12, 2012

The next full ACRA board meeting is scheduled for Saturday May 12 at the Hyatt Regency Washington on Capitol Hill. If there are any issues, concerns, or agenda items that you have for the board, please let headquarters or ACRA President [Terry Majewski](#) know prior to the meeting so it can be placed on the agenda and discussed. Remember, the ACRA Board works for ACRA and its members.

Save the Date: 2012 ACRA CRM Day

2012 ACRA CRM Day is set for May 10–11, 2012, at the Hyatt Regency Washington on Capitol Hill. More details to follow soon.

Save the Date: ACRA 18th Annual Conference

ACRA is pleased to announce the 18th Annual Conference at the Fairmont Olympic Hotel in Seattle, Washington, September 6 through September 9, 2012. The Conference Committee has begun planning the program to make this another successful meeting. If you have any questions or thoughts about the event, please contact Conference Committee Chair, [Chad Moffett](#) or 2012 Conference Chair, [Brent Hicks](#).

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ACRA Monthly Member Update

We continue to send out monthly updates on the 15th of each month. This forum provides you with an overview of ACRA's previous month's activities, plans for upcoming events and other information of value to share with fellow cultural resource companies. Please look for this "Monthly Update" in your Inbox on the 15th of every month. If there is anything specific you would like to see in this update, please email Ally at ACRA Headquarters. This update is for **you**, the ACRA member.

ACRA Consultants Database

Please take a moment to look at your Consultants Database listing on the ACRA website to make sure it is updated with the most current information. If you would like to change or add any information, please email Ally.

ACRA Headquarters

We are **your** ACRA Headquarters. If we can be of any assistance to you throughout the year, please contact Association Coordinator Ally Lancaster at (410) 931-8100, or via email at ally@acra-crm.org. Or you can contact me directly, CJ Summers, executive director at cj@acra-crm.org.

WEBSITE GETTING A FACELIFT

By Kimberly Redman, Alpine Archaeological Consultants, Inc.

ACRA officially started redesigning our website in February. Following the Website Subcommittee of the Image and Branding Committee's recommendations, the design firm Affinscape will complete the redesign. This will essentially be design work, with content falling into place after we have a design ACRA is satisfied with.

Based on comments the website committee received, our new design will focus on meeting the needs of our organization and not trying to make everyone happy. Our homepage will retain the red, white, and blue of our ACRA logo, but watch for the following changes:

- The homepage will highlight: our logo, mission/value, member login, Advocacy, a "Find a Consultant" button/area, calendar/events, and partners. A member spotlight area will be a great new addition to this section;
- Navigation will include: About, Membership, Resources (resources for the public and a preview of member benefits), Advocacy, Education, ACRA-I;
- Membership will include "join" advertising, with a list of "products" for members – if logged in, you will be taken there; if not, you will be asked to join;
- "Find a Consultant" will no longer have the map and will hopefully have the ability to submit RFPs to member firms.

The transition from ACRA-I to a new communication tool – Groupsite – will also be happening at the same time. Once the new ACRA webpage is up and running (and we want new people looking at it), we plan to transfer ACRA-I.

GOVERNMENT AFFAIRS UPDATE

By Jeanne A. Ward, Vice President for Government Relations

The Government Relations Committee is excited to have Cultural Heritage Partners, LLC (CHP) work with us again in 2012 to ensure that ACRA's voice is heard in Washington. We will be working with CHP to establish our legislative and regulatory priorities and pursue strategies that use our resources most effectively and efficiently. Marion Werkheiser, a lawyer and lobbyist with more than ten years of experience in political advocacy and cultural resource preservation, is our chief contact at the firm. Marion is looking forward to learning even more about our industry and meeting more of our members while we work to protect our jobs and grow our business. CHP will also help us coordinate our strategy with the broader archaeological and preservation advocacy community in Washington.

We are also pleased to announce that CHP has been contracted as Government Affairs consultants for the Society for Historical Archaeology (SHA) for 2012. As the interests of our two associations often overlap, we look forward to combining forces with SHA with the able guidance of CHP.

As of this writing, the debt reduction Supercommittee has still been unsuccessful in its attempt to suggest ways to balance the budget. We can expect that federal budget belt-tightening will continue throughout 2012.

We had a legislative success when Congress finally passed a FY 2012 budget that included small increases in SHPO and THPO funding, which we had advocated for during our CRM Day last spring.

Congress reconvened in late January, and we will continue to monitor and advocate for issues of concern to the CRM industry.

South Carolina Office of Coastal Resource

Management: In December 2011, ACRA responded to the news that the South Carolina Office of Coastal Resource Management's (OCRM) would no longer require cultural resource identification surveys before issuing permits (<http://www.postandcourier.com/news/2011/dec/11/how-much-is-still-out-there/>). While

resources already listed or determined eligible for the National Register of Historic Places will still be considered, untold number of sites that have yet to be identified and evaluated. South Carolina's coast stands to lose important and irreplaceable evidence of its earliest prehistoric inhabitants, as well as historic plantations, Native American villages, Gullah cultural sites, cemeteries, and military sites. Citing both the loss of heritage that draws tourists as well as the loss of jobs, we asked that OCRM reconsider its policy change. We also recommended that OCRM ensure that currently identified significant sites are protected and that the stipulations of existing Memoranda of Agreements (MOAs) be enforced and completed with all deliverables and public components finalized. The full letter appears following this article.

Though it rarely happens, Carolyn Boltin-Kelly, Deputy Commissioner at DHEC-OCRM, responded to our letter almost immediately with a request to talk about the contents with ACRA President Terry Majewski. Terry and I and principals of several other ACRA firms that work in South Carolina participated in a call with Ms. Boltin-Kelly and continue to work on the issue. Watch for future updates on this topic.

U.S. Army Corps of Engineers Request for

Comments on their Regulations: The U.S. Army Corps of Engineers asked for comments on their regulations in the context of the recent Executive Order on "Improving Regulation and Regulatory Review." ACRA's official comments can be found following this article. In brief, ACRA advised the Corps to abolish Appendix C and adopt the Advisory Council on Historic Preservation's 36 CFR 800. For more information on the Corp's request, go to <http://www.gpo.gov/fdsys/pkg/FR-2012-01-23/pdf/2012-1269.pdf>.

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House Draft Transportation Bill: Finally, during the first two weeks of February, ACRA signed on to two letters spearheaded by one of our preservation partners, the Rail-to-Trails Conservancy, in support of the Petri/Johnson/Lipinski Amendment to the House draft Transportation Bill and of the Cardin/Cochan Amendment in the Senate. The amendment was

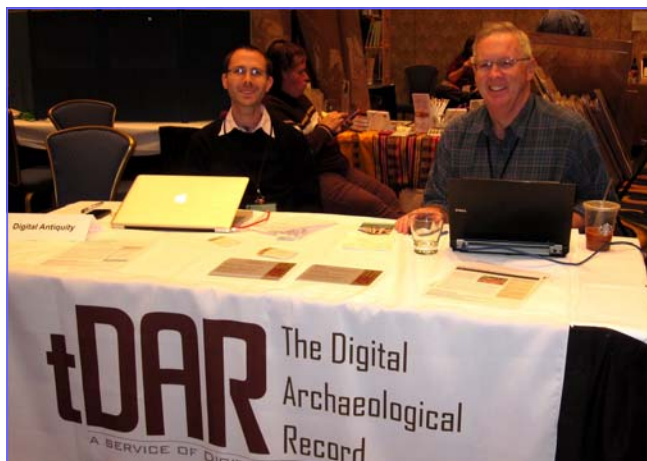
designed to correct many of the wrongs in the bill, specifically the Transportation Enhancements (TE) and Safe Routes to School (SRTS) programs. The final letter in support of the House amendment is at: http://www.railstotrails.org/resources/documents/resource_docs/2012_House_T&I_Letter.pdf. Efforts such as these build our relationships with other advocacy groups and allow us to extend our voice much further.

NEWS FROM DIGITAL ANTIQUITY

By Francis P. McManamon, Executive Director, Digital Antiquity

Digital Antiquity will be running two workshops entitled "Using tDAR (the Digital Archaeological Record) to Improve Your Professional Productivity" at this year's Society for American Archaeology (SAA) Annual Meeting in Memphis. Workshops are scheduled for April 18 (Wednesday) and April 21 (Saturday). Both workshops will run from 1 to 4 p.m. More information about the workshops can be found on pages 10 and 11 of the preliminary program for the meeting. Register and see how using and contributing to tDAR can help in your daily work and increase your organization's exposure. Digital Antiquity will also have a booth at SAA and a number of regional conferences this year. Check out <http://www.digitalantiquity.org/> for more information.

With the first year of the Digital Antiquity Grant program coming to a close, a number of the grants have shown great promise for our ability to ensure long-term preservation of the work of the ACRA community. Stay tuned for more information about submitting proposals for a second year of the Digital Antiquity-tDAR grants program, which we expect to announce in the spring of 2012.



The Digital Antiquity booth at the SHA meeting in Baltimore.

For more information on Digital Antiquity, contact Francis P. McManamon, Ph.D., RPA, Executive Director, P.O. Box 872402, Tempe, AZ 85287-2402, info@digitalantiquity.org.



January 13, 2012

Carolyn Boltin-Kelly, Deputy Commissioner
Rheta Dinovo, Director of Regulatory Programs
DHEC-OCRM
1362 McMillan Avenue
Suite 400
Charleston, SC 29405
Tel: 843-953-0200
Via email and U.S. Mail

Dear Deputy Commissioner Boltin-Kelly and Director Dinovo:

The American Cultural Resources Association (ACRA) is disappointed and dismayed by the South Carolina Office of Coastal Resource Management's (OCRM) decision to no longer require cultural resource identification surveys before issuing permits. OCRM's requirement for the identification and evaluation of significant cultural resources is one of the reasons that South Carolina's coast continues to remain such a historically special place, drawing thousands of heritage tourists annually. While many tourists and citizens enjoy the natural treasures the coast provides, they are also drawn to the area by its strong sense of history and the deep feelings its citizens have for historic preservation. South Carolina still cares about its history.

Without a continued requirement for identification and evaluation, archaeological sites and historical-period buildings and structures will be lost to housing developments, golf courses, and shopping centers. The lowcountry will be no different than any other place in the United States. There will be no character, uniqueness, or "story" making the place special. While we appreciate the effort to protect resources already listed or determined eligible for listing in the National Register of Historic Places, there are an untold number of sites that have yet to be identified and evaluated. The citizens of South Carolina as well as the state's tens of thousands of visitors could lose important and irreplaceable evidence of our earliest prehistoric inhabitants, as well as historical-period plantations, Native American villages, Gullah cultural sites, cemeteries, and military sites.

ACRA is the only national trade association for the cultural resources industry. As a trade association, our focus is on the business end of our industry and on monitoring and voicing our concerns about the regulatory systems that are inseparably linked to our livelihood. ACRA is not just about archaeology, although many of our member firms specialize in that area. We also have members who are historic architects, historians, architectural historians, ethnographers, and specialists such as HABS/HAER photographers. Many of our firms employ staff from all of those areas. Nineteen ACRA member firms undertake work in South Carolina, employing dozens of skilled professionals. These firms complete hundreds of cultural resource management projects a year in the lowcountry, and your decision will affect their ability to derive a livelihood that contributes to the economic vitality of the region.

ACRA believes that not only should OCRM reconsider its policy change, but it should also ensure that currently identified significant sites are being protected. The stipulations of existing Memoranda of Agreements (MOAs) should be enforced and completed with all deliverables and public components finalized.

Thank you for your consideration, and please do not hesitate to contact me if I can provide further information on this issue.

Sincerely,

A handwritten signature in cursive script that reads "Teresita Majewski".

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



January 17, 2012

Headquarters, U.S. Army Corps of Engineers
Directorate of Civil Works
ATTN: CECW-CO-R
441 G Street, N.W.
Washington, DC 20314-1000

VIA EMAIL TO: regulatory.review@usace.army.mil

Subject: Docket Number COE-2011-0028

On behalf of the American Cultural Resources Association (ACRA), I am pleased to take this opportunity to provide the U.S. Army Corps of Engineers (USACE) comments in support of the USACE's retrospective review of the regulations 33 CFR parts 320-332 and 334. We understand that this retrospective review is required under Executive Order 13563, "Improving Regulation and Regulatory Review," issued on January 18, 2011.

ACRA is a non-profit trade association that supports the business needs of the diverse cultural resource management industry. With more than 150 member companies nation-wide, ACRA represents all aspects of the cultural resource industry, including historic preservation, history, archaeology, architectural history, historical architecture, landscape architecture, and specialty subfields such as geoarchaeology, soil science, and ethnobotany.

ACRA's comments focus on Part 325 Appendix C - Procedures for the Protection of Historic Properties. ACRA recommends that the USACE remove Appendix C from its regulations because:

1. Appendix C is duplicative regulation. All of the substantive issues raised in Appendix C are covered in 36 CFR 800.
2. Appendix C has not been approved by the ACHP, and the USACE has not recognized ACHP regulations.
3. The ACHP has a long-established set of guidance for interpretation of 36 CFR 800. Generally this guidance is well understood by other federal agencies and applicants. The development of a duplicative set of regulations by the USACE without the commensurate history of guidance and the USACE's unwillingness to seek assistance from the ACHP has resulted in USACE staff offering inconsistent and conflicting interpretations of Section 106 of the National Historic Preservation Act, which has increased workloads and increased the time it takes to complete the process. In addition, each district tends to interpret USACE regulations independently, adding to inconsistency.
4. Many SHPOs and federal agencies have worked out protocols for the implementation of 36 CFR 800. The protocols provide predictability in process and outcome and establish a useful role for the ACHP. Most agencies work in an electronic document environment, which is supported by many SHPOs. USACE protocols do not fully support this environment and, additionally, USACE utilizes its own protocol, adding work in duplicative processes and training.
5. USACE has expressed concerns that acceptance of the Area of Potential Effects (APE) as defined by the ACHP would unduly burden USACE and require it to regulate more than it should. In lieu of APE, USACE has developed the concept of permit area. We do not believe acceptance of the ACHP standard of APE will unduly burden USACE. ACHP regulations are clear that the undertaking and applicability of Section 106 is constrained by: the Agency Official (USACE) determining whether the action is an undertaking (36 CFR 800.3.a); the Agency Official determining the APE (36 CFR 800.4.a.1); and the APE being influenced by the scale and nature of the undertaking (36 CFR 800.16.d). Other federal agencies with apparently open-ended APEs have successfully managed to establish limits, and with the assistance of the ACHP.

ACRA looks forward to the USACE's plan to retrospectively review the regulations implementing Section 106 of the National Historic Preservation Act. Please let me know if ACRA can provide any additional assistance in the preparation of this plan. Thank you for the opportunity to comment.

Sincerely,

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

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

MARKETING 101: MARKETING VS. SALES

By Christopher D. Dore, Ph.D., M.B.A.

Have you ever wondered how firms selling business-to-business services in other industries have proposal success rates in the 60-80 percent range? I have wondered about it and have spent the better part of the last decade investigating how they do it. I have done a lot of reading, innovated and experimented with different techniques on the job, and even went back to school to earn an M.B.A. I now know how our peer industries achieve high sales rates, and I'm going to share this with you.

Welcome to a new column in *ACRA Edition* entitled Marketing 101. This column will address topics about marketing that will allow you and your firm to outperform your competitors, acquire greater market share, and increase the value of your company. My intent is to keep the topics relevant and implementable, and to focus on skills and techniques you can apply tomorrow. To make this column even more applicable to your day-to-day work activities, I ask that you participate by sending me your marketing questions, ideas, and challenges. I won't use the names of individuals or companies sending questions to me. You can reach me at chris@dore.us; please put Marketing 101 in the subject line. (Thank you to a Texas firm that has already sent me a list of questions that I will use in future columns).

So, how do our peer industries achieve high sales rates? They do it by investing in marketing. I can already hear you thinking, "Wait a minute, my firm invests in marketing. In fact, we spend so much on marketing that our overhead is going through the roof!" Hold on. There is a difference in what we consider to be marketing in our industry and the activities that the business world classifies as marketing. In our industry, the activities that we call marketing activities are things that the business world considers to be sales activities: developing client relationships, preparing proposals, setting up a booth at a trade show, etc. Marketing activities are quite distinct. In short, marketing can be thought of as the strategy behind

sales efforts. A marketing department supports the sales force by providing them with data, direction, and leads. It listens to clients, develops or modifies service offerings, and differentiates the firm from competition in the marketplace. A marketing department provides the support needed to make a sales force savvy, efficient, and successful. While I am not typically too fond of Wikipedia, they have a particularly good definition of marketing you can check.

A few firms in our industry do have formalized marketing functions, and there have been two job advertisements I have seen in the past few months from ACRA member firms who are building new marketing departments. Another is reporting they will do so this summer. Developing a formal marketing function within our companies is a part of the continuing maturing and increasing sophistication of our industry. While some are leading the way, most firms, though, continue to put the majority of their efforts into sales with very little emphasis on marketing. Without having the strategy behind sales, why would we expect sales efforts to be successful? I don't think we would and, by business standards, the overall sales efforts of firms within our industry would not typically be considered successful.

There are cases, though, when our individual sales efforts are successful. Generally, these are situations when there is a sales "superstar," someone who has the skills and client relationships to keep work flowing to the firm with little effort. This is great when it happens, but this is no substitute for well-formulated business and marketing plans that incorporate a successful sales model into the core of the business. I know quite a few firms that spend a lot of effort in trying to find the few superstars that are out there. Instead of wasting time and money hiring, trying, and firing people in an attempt to get a few superstars, wouldn't we be better off putting resources into a better, and sustainable, business

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model? The business community says yes we would.

The problem with sales in the absence of marketing is that it is simply not effective. Sales take too much time, waste a lot of money, result in low-margin jobs, and bring in work that may not help the firm reach its strategic goals. In our industry, our sales force is made up of our project managers. This is good and appropriate. Our project managers have the most contact with clients and typically are adept at understanding and formulating solutions to client problems. However, typically, our project managers are experienced technical experts who have never had any training in sales. In addition to our sales expectations for project managers, we also expect them to maintain a relatively high level of billable hours. Without the guidance and support marketing staff provide, our project managers “shotgun.” They spend time trying to get *any* work, not the best work, and the work that they do obtain does not necessarily fit the strategic or financial goals of the firm. They spend time “fishing” and pitching to prospective clients who may not have needs for which the firm is a good fit. This provides low value to the client and decreases the probability of a win in a competitive marketplace. Because the marketing staff is not providing project managers with sales leads that have been screened, our sales force is spending way too much unbillable time finding leads and getting jobs that don’t contribute to increases in profit, market share, or firm value. Since our project managers are not being efficient in their sales efforts, they spend too much time on sales, not enough time on billable work, and overhead goes up.

In other industries, the marketing department develops marketing plans that tier off of the strategic business plans of their firm. They identify client sectors that are valuable, expanding, and to which the traits of their firm will differentiate them from their competition in ways the client sector(s) values. The marketing department identifies the criteria for screening out

prospective clients who don’t meet business goals by the establishment of a “sales funnel.” There are marketing initiatives that drive prospective clients into the funnel where they go through screening processes. Prospective clients who come out the end of the funnel are prospective clients who have a high probability for sales conversion. These are the prospects that are passed on to the sales force.

The marketing department also supports the sales force in a variety of ways. In our industry where our sales force is made up of project managers, sales training and consistent talking points focused on client benefit for different types of clients are typical support tasks. In other industries, the marketing department also sets prices, groups services, and coordinates promotions to help the sales force close deals; these will eventually percolate into our industry as well. With a well-developed marketing function, a sales force selling business-to-business services can convert at rates in the 60 -80 percent range. This can be true for companies within our industry too. When we have well-developed marketing functions in our companies, our project managers can minimize the unbillable time they spend on sales and yet provide their firms with jobs in the sectors and at the size and profit margins required to allow them to reach their overall strategic and financial goals.

I hope this issue’s column helps you to understand the difference between sales and marketing: marketing is the strategy behind sales. I would encourage you to differentiate between the words sales and marketing when discussing these business functions within your firm and our industry. If your firm is like most in our industry, you are heavy on sales and light on marketing. This column will present some of the fundamentals of marketing so you can strengthen the marketing function in your firm and improve your sales. Having a strong marketing function will make your sales efforts easy and effective; it will also allow you to land and retain the most profitable clients, create customer value, increase your firm’s value, increase your competitiveness, grow market share, and increase customer satisfaction. Best of all, when done correctly, marketing always returns more than it costs.

MUSEUM QUALITY IMAGES EVERY TIME

“It’s so easy an archaeologist can do it”

By David Knoerlein, Forensic Digital Imaging, Inc.

For the record, let me start by saying that I am not an archaeologist, nor do I play one on TV, but over the past seven years I have had the privilege to work within this unique discipline. I revere archaeologists’ commitment to the interpretation and preservation of times long past. My experiences have allowed me to step back and identify significant parallels within my own field of expertise. Although our ultimate goals may vary, as a crime-scene forensics guy I too am responsible for documenting a moment in time. It has become quite clear to me, given my various opportunities, that archiving complemented with forensic technologies can impel the benefits of archaeology into the mainstream.

My odyssey began in 2003 while I was into my 20th year working as a forensic photographer and imaging analyst for a large police agency. I received a phone call from Dr. Michael K. “Sonny” Trimble; the director of U.S. Army Corp of Engineers Mandatory Center of Expertise for the Curation and Management of Archaeological Collections. Sonny asked if I could manage a photographic lab in Iraq that would document mass graves investigations and all of the human remains and artifacts collected from each grave site. He told me that the majority of his team would be archaeologists, physical anthropologists, records managers, paralegals, and evidence technicians. He further explained that while most had some photography experience, they lacked professional training in digital imaging and the management of the large and complex filing systems needed to secure evidence photos. The objective would be for me to set up and manage the imaging system and to train the other subject-matter experts using a standardized set of imaging tools. The training would take place on-site

at a temporary facility on a U.S. military base in Iraq. I accepted – but with a caveat – *all* the photography was to be digitally captured and maintained within an image database. I was allowed 10 minutes to convince the Judge Advocate General’s lead prosecutor of this, but I only needed 5. With the go-ahead, I began researching camera equipment for field- and lab work, lighting equipment, workspace specifications, electrical requirements, backup and digital storage solutions (software, computers, and database options), etc. With the equipment ordered, I deployed with the team to the deserts of Iraq and undertook the designed set-up in the designated tent.

Task one was to set up, configure, and test all equipment, computers, software, and miscellaneous items necessary for an imaging lab. Lesson one came when half of the equipment was lost or stolen from a convoy before it reached the military base. This is where I began to appreciate the gumption of archaeologists, who more often than not have to make do with whatever equipment is on hand to accomplish a task. I immediately reordered the lost equipment and commandeered personal cameras. Light stands were made out of broom sticks, and a makeshift database was created to manage the captured images. Equipment specifications taken for granted in the United States turned out to present major challenges in this unforgiving environment. For example, while I was plugging a USB cable into an external hard drive, I received an electric shock that sent me first to the floor and then to the camp medic. Next lesson, take a closer look at how to better manage an unstable power supply.

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Eventually, all the equipment arrived, and I was able to set it up according to the original plan. With the equipment in place, the next task was to develop and enforce standard operational procedures for each photographic process, and there were many. The procedures had to be detailed, yet simple enough so that people possessing only basic photographic skills (mostly anthropologists) could follow them and capture high-quality images consistently, with minimal training and supervision. Regardless of the daily obstacles, I can earnestly state that the high-quality images captured on day one remained consistent with the images captured on day 912, two-and-a-half years later. The resulting 100,000 plus images captured by multiple team members over this period of time are indistinguishable from those taken by one professional photographer using high-end photographic studio equipment.

In 2009, Sonny once again challenged me to set up an image capture lab. For this project the users would not be archaeologists, but rather disabled veterans. The mission of the Veterans Curation Project (VCP) is to provide veterans with job training through the rehabilitation and preservation of archaeological collections. These collections are owned or administered by the U.S. Army Corps of Engineers and are an important part of our nation's patrimony. Most of these collections were excavated during the construction of reservoirs and other associated water-control programs from 1947 to 1985. The goal of the VCP is to provide vocational training and temporary employment to disabled veterans, while simultaneously providing the Corps with a viable means of rehabilitating its archaeological collections in accordance with established federal standards. There were a number of

challenges associated with this exciting program. Technical equipment needed to be configured so that veterans with physical disabilities would still be able to operate it with ease. Under the direction of the Corps of Engineers and management by Brockington and Associates, Inc. and John Milner Associates, Inc. (JMA) there are three VCP laboratories. They are located in Augusta, Georgia, St. Louis, Missouri, and Alexandria, Virginia.

The success of my work with these programs along with my years of experience led me to establish my company Forensic Digital Imaging, Inc. (FDI) which specializes in creating customized imaging systems to meet specific user needs. One such specific requirement caused us to develop our signature photographic technique, perfected in Iraq, called drop-out lighting. This method presents artifacts that appear



Jewelry from mass grave site.

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to be floating completely without shadows. I have fine tuned a system that incorporates this technique in conjunction with state-of-the-art digital-imaging equipment. The key is to integrate customized procedures demonstrated through hands-on training. This process results in museum-quality images each and every time no matter the level of photographic expertise. FDI has installed and manages digital-imaging systems in each of the three VCP labs. In these labs, veterans are hired as lab technicians and rotate through the program every six months. Part of their job requirement is to process and photograph artifacts along with the scanning of documents. Each lab technician receives individual hands-on training from FDI staff on every aspect of the digital-imaging system and must pass a proficiency test. FDI also supplies simplified procedural guides to assist them while using the equipment.

The camera and lighting system is designed to support the drop-out lighting technique discussed earlier and utilizes a plexiglas surface illuminated table along with diffused light sources. The camera is mounted on a counter-weighted mono stand and tethered directly to a computer, which operates all of the controls. A secondary monitor is mounted directly behind the illuminated table, providing the photographers with a real time view of the artifact as they compose the image beneath the camera lens. Artifacts are elevated from the plexiglas surface using clay, tacky wax, or erasers to ensure that no surface scratches or dust appear in the final image. This is primarily what distinguishes this method from other floating-image techniques. The table setup is capable of capturing images of artifacts up to about 16 inches in size. An imaging system design can further



Projectile point (VCP Lab).



Fishing weights (VCP lab).

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Image capture station (VCP Lab).

incorporate equipment and procedures for photographing larger artifacts. For archives, documents, maps, photographs, and film negatives, two scanners are included in the system; one capable of scanning large-format documents and maps, and

another with the capability of scanning film negatives and slides.

Once the museum-quality images are captured, what do we do with them? The answer to this question is determined by the intended end user. In the case of the VCP, the specific requirements of the end-user, including image resolution, file sizes, storage, retrieval, sharing, and backup along with any compatibility issues with existing databases, is all customized for the needs of the repository that will be managing the collections.

So what exactly is the FDI imaging system? It is a combination of equipment and procedures developed into a seamless package that provides a complete imaging and cataloging solution tailored to meet specific needs. Simply acquiring the equipment without developing procedures is like having all of the ingredients of a gourmet meal but no recipe. Alternatively, having a recipe and poor-quality ingredients will also produce a less-than-desirable result. The ultimate recipe for the success of the imaging training implemented for both the VCP and Iraq missions is that we took a well-designed imaging system that is effectively managed and consistently enforced using standard operational procedures that can be understood and performed by individuals at a variety of skill levels. We at FDI help you envision what your digital imaging system can do for you, and then we can design it – so that it's so easy an archaeologist can do it.

For more information contact David Knoerlein by email at david@fdiflorida.com or (352) 596-1392.

HOW TO LAUNCH YOUR WELLNESS PROGRAM

By Cinder Miller, Gray & Pape, Inc.

In the last newsletter, I provided a series of reasons for starting corporate wellness programs. A wellness program is a great long-term investment in your employees, and the program, if successful, will very likely help to reduce your insurance costs in the long run. This article provides a few easy tips for launching your program. The ideas provided here all come from the Wellness Council of America, and they are specifically geared to smaller businesses.

1. **Get Public Support from Top Management:**

Communicate, via email, or a meeting, the notion that the wellness program is a new initiative launched and supported by top management. A statement from THE top office is essential, as your wellness plan is not likely to succeed if you do not lead from the top. If the employees do not see management engaged in the program, it will fail.

- At Gray & Pape, the program was introduced by the president of the company at a mandatory staff meeting. Follow up emails provided program details.

2. **Assign a Cheerleader!:** The leader of the program must be able to work with all corporate departments and must have the full approval and support of top management if the program is to succeed.

- At Gray & Pape, the vice-president of operations is the program leader, with the human resources manager handling the day to day tasks. The president and vice-president attend all of the programs and participate fully and publicly in the program.



3. **Survey Employees to Assess Their Interests:**

The wellness program your company chooses must suit your corporate culture and must appeal to the interests of your employees. Surveying the employees engages them in the program directly and allows you to design a program that fits their needs and interests.

- Gray & Pape has many walkers and runners. Our exercise-oriented programs are geared to these activities, but our wellness consultant has helped each employee create a personal

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program geared to specific individual needs, abilities, and goals.

4. **Conduct a Health Test:** A meaningful health test or assessment is essential to identifying individual baselines and to helping keep your program safe. This activity will require you to hire an outside consultant to administer the test. Follow-up tests are strongly encouraged.

- Gray & Pape hired an outside consultant to administer our fitness and health test. The basic assessment consisted of height, weight, waist size, and then a short fitness assessment that included push ups, a flexibility test, sit ups, and a simple stair-climbing activity. After the first test, the wellness coordinator created a specific diet and exercise plan with each participant and set goals. The test is re-administered every 6 months to assess progress to goals. In one year, the 15 people participating in all of the assessments at Gray & Pape cumulatively lost 127 pounds and 30 inches at the waist. In essence, we reduced weight by a whole person!

5. **Have a Physical-Activity Campaign:** The key to the program is to get your employees more active. While many of us have jobs that require us to get out in the field often, it is important to have everyone in the workforce moving. Physical-activity campaigns give the whole company a goal or deadline to work to and they build great team spirit. Campaigns can create challenges, and if you want them to be successful you should offer incentives and rewards. You should begin with something easy, such as company-sponsored participation in a local 5K, 10K, or marathon. You can get company shirts or gear or even help to sponsor the event. This will get your company name out and will make your work force see that you are serious.

- Gray & Pape sponsored a relay team in the Flying Pig Marathon. Four employees, including the vice-president, ran a leg of the race. While we did not “win,” we all achieved our timed goals, and we had a great time.

6. **Organize Educational Seminars:** Wellness programs should be diverse and not focus strictly on physical fitness. Having seminars on nutrition, stress management, exercise you can do at your desk, mental health, healthy eating, etc. are great ways to introduce employees to a host of topics they may not be exposed to on a daily basis. To be successful, you will need to hire outside speakers for these events. Another great idea is to conduct cooking and eating seminars that employees can participate in. A good local chef in the seminar can educate employees on how to prepare healthy food to fit any budget.

- At Gray & Pape we have one seminar every other month at lunch. Our wellness consultant set up the series, and we vary the topics. We have had great participation. We have had many guest speakers, and they often bring healthy foods with them!

7. **Establish a Library at the Office:** Having access to information about good health is a first step to achieving success. Most CRM companies have libraries on-site, so adding a few good books on wellness and fitness will result in a few employees picking up some good ideas.

8. **Have a Monthly Newsletter:** Knowledge is power. Most of us spend a lot of time in front of our computers. A monthly newsletter with a few tips is a

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great way to reach employees. If you already have a monthly newsletter at your business, add a column on wellness! Making a quality newsletter does require an investment in time. It may be wise to consider hiring an outside consultant to do this for you. A local hospital or your insurance company may have a free one on their web site that you can distribute.

- Gray & Pape has a wellness coordinator who produces and distributes our newsletter. This service costs \$150 a year for the whole series, and every month a few tips on exercise and diet are provided. It is a fantastic value for our organization.

9. **Change Your Corporate Culture to Promote**

Better Health: For your plan to be successful, you will have to promote it at the office. Management must be willing to make changes that can promote healthier lifestyles by making sure the work places are safe and healthy.

- At Gray & Pape, we abolished serving pizza at lunch when we had staff meetings. We now have healthier lunches. In addition, we provide healthy snack options, paid for by the company. These options include fruit, granola bars, raisins, and nuts.

10. **Promote Community Events and Health Fairs:**

Promoting an event in the community will engage your whole work force, and it will demonstrate that you are serious about the program. Community health fairs and educational round tables about health and wellness can be opened up to a broad office. This also provides a means for your staff to interact with the local community. You can encourage employees to participate by offering prizes and having family entertainment.

- Gray & Pape is hosting a health fair in the fall of 2012. We are working with our wellness coordinator, our insurance broker, and the local chamber of commerce to organize and market the event.

Following these ideas can help jump start the wellness programs of any small business, and lead to a healthier and more productive workforce.

The first step of any new wellness plan is the first step. When will you take it?

Stay tuned in the next newsletter for a few specific ideas for events for your wellness plan. Questions or comments? Contact Cinder Miller at cmiller@graypape.com.

DATES TO REMEMBER

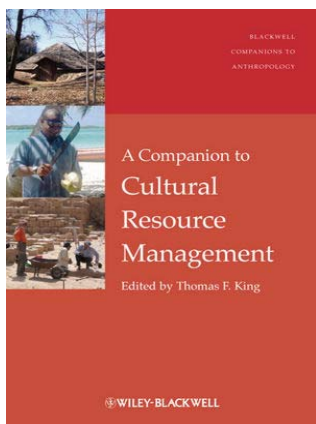
May 10-11, 2012: ACRA CRM Day, Hyatt Regency Hotel, Washington, D.C.

September 6-9, 2012: 18th Annual ACRA Conference, Fairmont Olympic Hotel, Seattle, Washington

BOOK CORNER

This column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. The ACRA Edition editor thanks Sarah Herr of Desert Archaeology, Inc., for providing the contribution for this issue's Book Corner. The book publisher generously allowed us to reproduce the book cover.

A Companion to Cultural Resource Management



edited by Thomas F. King, Wiley-Blackwell, 2011 \$199.95 (cloth)
ISBN: 978-1-4051-9873-8.
Order through [Wiley-Blackwell](http://www.wiley-blackwell.com).

In the opening pages of *A Companion to Cultural Resource Management*,

the editor, Tom King, explains the rationale of the book, making the point that the words “cultural resources” can mean many things to many people. Even with the fields of archaeology , architects, and preservationists there is a wide range of meanings and practices that can be called cultural resource management.

Thirty-two private sector, government, and university (based) authors have written 30 chapters. All but one author is from the United States, but many chapters provide international examples. The book is organized in four parts,

and the contributions of ACRA-related authors to each are noted.

Part I: General Classes of Cultural Resources.

This section showcases the variety of expected and unexpected cultural resources that can be “managed.” Chapters are structured to describe the different types of resources, and the means of defining and identifying them, evaluating their significance, assessing impacts, documenting findings, and making management recommendations. In Chapter 3, by Michael J. Moratto (Applied Earthworks, Inc.) the cultural resource is the archaeology of the “distant past” (the sometimes problematically titled “prehistoric”). William M. Hunter (Heberling Associates), in Chapter 5, critically evaluates the concept of landscape and its management. The many layers that make up a landscape are best evaluated by eliciting the economic and social *processes* that created them, rather than the simple documentation of the individual places that are the *products* of labor. Hunter’s examples come primarily from historical-period contexts. In Chapter 9, Sheri Murray Ellis (SWCA Environmental Consultants) writes about “intangible” cultural resources. These resources might include (according to the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage) arts, rituals, and events, or, abstractions such as food

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preferences, weather and landscape terms, and a range of cultural values that are central to the persistence of a way of life.

Part II: Special Types of Cultural Resources. In this section, Nancy Farrell (Cultural Resource Management Specialists) (Chapter 17) describes the research methods, preservation laws, and challenges of identify and managing historic battlefield sites. In describing the particular complications of battlefield sites and landscapes, she notes the multiple interests of stakeholders who include the federal government, the winners and losers of the battle, those who seek to memorialize the place, the tourism industry, and development interests. In Chapter 19, Charles W. Wheeler (Western Cultural Resource Management, Inc. [WCRM]) discusses prehistoric and historical-period linear resources and the means by which their importance might be evaluated, including: scale, their redundancy or uniqueness, representativeness, association, and integrity. He also speaks about linear projects, specifically the sampling issues that arise when a narrow right-of-way impacts parts of sites and the management complexities of large multijurisdictional projects.

Part III: Perspectives on Cultural Resource Management. This section provides two perspectives from peoples and communities that are subject to the processes of CRM, although neither is an ACRA member. The first is by Reba Fuller, who discusses consultation and cultural resource management from her personal point of view as a member of the Tuolumne Band of Me-Wuk Indians in California, and

as one of 370 million indigenous people worldwide. She speaks to both cultural resource managers and indigenous groups in noting that communication, compromise, and cooperation are the keys to good consultation. The second chapter in this section is by David Nickell, a member of the Between the River people of far western Kentucky and Tennessee. This group was removed from their land by a series of federal dam projects managed by the Tennessee Valley Authority. Due to this action their identity has been subject to a range of interpretations by historians and heritage managers.

Part IV: Legal, Administrative, and Practical Contexts. In the final section of the book, authors provide examples of a variety of legal, regulatory and planning contexts in which CRM is practiced. In Chapter 27, Tom Lennon (WCRM) provides a thoughtful perspective on a more than three-decade career in private-sector CRM. He speaks of the responsibilities of companies and academia for preparing students for a career in CRM, realistic job training and expectations, and his concerns about the state of the profession. The closing pages of the chapter consider the necessary balance of archaeological and business ethics in the professionalization of CRM and his hopes for the future of the industry. Michael K Trimble and Susan Malin-Boyce (U.S. Army Corps of Engineers) discuss the ways CRM specialization in the service of military missions can foster understanding of archaeological and anthropological skill sets, at least under extreme circumstances. In Chapter 29, Trimble and Malin-

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Boyce provide a series of case studies related to the investigation of mass graves for the Regime Crimes Liaison Office, Mass Graves Investigation Team that assisted the Iraqi High Tribunal between 2004 and 2006.

Tom King (independent consultant) is editor of the volume, writing about historical [Wade: something missing here] in Part 1 and the laws of the United States at the opening of Part IV. He closes the book with a view to the future of CRM.

While expensive for the average personal library, the *Companion* is a good resource for an office library, as it is filled with clearly written, well-documented, and authoritative chapters with many penned by ACRA members.

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

Please consider submitting information on your new publication for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum size 300 dpi) and not be embedded in the text file.

NEXT STOP: SEATTLE

ACRA’s 18th Annual Conference will be held at the Fairmont Olympic Hotel in Seattle, Washington, September 6 through September 9, 2012. The Fairmont Olympic Hotel is located in downtown Seattle near several local attractions such as Pike Place Market, the Seattle Art Museum, and the Space Needle. It is also close to many restaurants and shopping all within walking distance. This elegant hotel is an attraction in and of itself. It was built in 1924, and is listed on the National Register of Historic Places. It boasts 450 guest rooms, two restaurants, a health club, pool and a piano bar. ACRA’s Conference Committee is planning a great program for our membership. Look for more details in your monthly member update and in future newsletter editions. If you have any questions about the conference, please contact Conference Committee Chair, [Chad Moffett](#) or 2012 Conference Chair, [Brent Hicks](#).



The grand staircase at the Fairmont Olympic Hotel in Seattle.

5024 - R CAMPBELL BOULEVARD, BALTIMORE, MD 21236

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

2012 ACRA ELECTIONS

ACRA elections for 2012 will be coming up this spring. If you have ever considered serving on the board or as an officer, this is the opportunity. Being a board member or officer is the best way to learn all about what ACRA does for its members and to have a voice in those decisions. This year we will be electing a new Vice President for Government Relations. This is one of ACRA's most important positions. As a result, it requires someone who can be very active throughout their term — including being able to get to Washington, D.C. quickly (and sometimes frequently) if necessary. Watch for an announcement by next month as to which other positions are open this year. Please contact either ACRA Past President and Chair of the Nominations Committee [Lucy Wayne](#) or our president, [Terry Majewski](#), if you are interested.

2012 ACRA EDITION SCHEDULE

ISSUE	DEADLINE	RELEASE
Winter	January 16	February
Spring	April 16	May
Summer	July 16	August
Fall	October 15	November

ACRA Edition is a quarterly publication of the American Cultural Resources Association. This publication's purpose is to provide members with the latest information on the association's activities and to provide up-to-date information on business issues and federal and state legislative activities. All comments are welcome.

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