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Jackson, Michigan

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(Officers and staff are listed on Page 2.)

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Mark Your Calendar
for
ACRA's 18th Annual Conference

Fairmont Olympic Hotel
Seattle, Washington
September 6-9, 2012



The University of Washington building in 1909, before it became the present day Fairmont Olympic Hotel.
University of Washington Libraries, Special Collections, UW 957

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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Allyson Lancaster, *ACRA Headquarters*

Government Affairs Consultants

Cultural Heritage Partners, LLC

2012 COMMITTEE, SUBCOMMITTEE, AND TASK FORCE CHAIRS

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

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

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

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

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Nominations - Lucy Wayne, *SouthArc, Inc.*

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Collections Management and Curation Task Force - Ralph Bailey, *Brockington and Associates, Inc.*

THE PRESIDENT'S CORNER

By Teresita Majewski

Since I last reported on ACRA's activities in Volume 18, Number 1 of *ACRA Edition*, your trade association has been working hard for you, its members. In ACRA's Monthly Member Updates (released on the 15th of each month), you have a chance to review what's going on in the organization in a smaller "window," so here I'll only focus on the highlights of the past several months. If you are not receiving your regularly monthly updates, please contact [Ally](#) at ACRA HQ, and she will ensure that you do receive them.



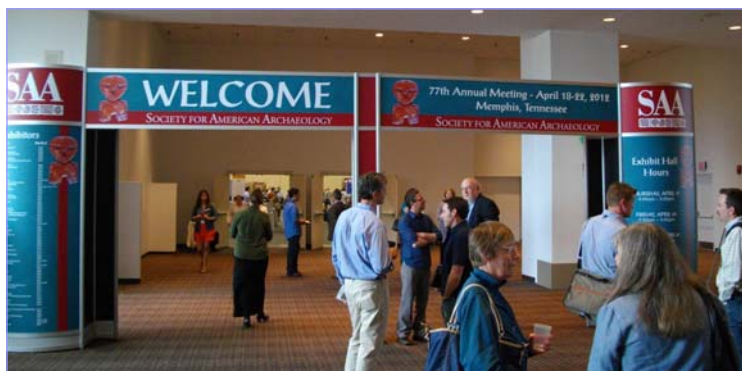
On May 10 and 11, ACRA held its extremely successful CRM Day event in Washington, D.C. (see elsewhere in this issue for more information). Communicating with our legislators is one of ACRA's primary missions, and our recent visit to the Hill, with almost two dozen ACRA firm representatives in attendance, was well planned and effective. Participants had the opportunity to be briefed in advance for their Hill visits through an excellent webinar prepared by Marion Werkheiser of Cultural Heritage Partners, LLC (CHP). I extend my personal thanks to all who were involved in planning CRM Day, particularly Marion and her

colleagues at CHP and ACRA Vice President for Government Relations Jeanne Ward; and to all those who participated, including our Executive Director CJ Summers. This year's spring board meeting, on May 12, focused on assessing where the organization stands vis-à-vis our approved strategic plan and 2012 budget, checking in on the progress of initiatives planned for the year, and readjusting priorities as needed. The board approved the 2012 election slate (see the results elsewhere in this issue), supported funding of *ACRA Edition* for the remainder of 2012, discussed plans for the 2012 conference in Seattle, and had a presentation on imminent changes to the website. ACRA Treasurer Don Weir reported that our organization is financially sound, and I can say that I believe we are meeting our goals for 2012 as of midyear and that I am committed to ensuring that we keep up the same pace throughout the remainder of the year.

I attended three meetings as ACRA's representative this spring. In the last issue of the newsletter, I reported on the Society for California Archaeology meeting in San Diego (March 29 to April 1). ACRA had a formidable presence at the 77th Annual Meeting of the Society for American Archaeology (SAA) in Memphis, Tennessee, April 18–22. The ACRA-SAA CRM Expo on April 21 was a great success. Located just inside the entrance to the convention center, hundreds of visitors passed through the Expo display area, which featured 24 exhibitors (most of which were ACRA-



Michael Heilen and Terry Majewski of SRI in Washington, D.C., teamed up to make CRM Day visits to the Hill.



Entrance to the SAA meeting.

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A C R A E D I T I O N



First time CRM Expo Participant Anne Bader (Corn Island Archaeology, LLC).



New ACRA display at CRM Expo.



The Alpine Archaeological Consultants, Inc., display at the CRM Expo: Shanna Diederichs (Crow Canyon Archaeological Center) and Kim Redman (Alpine).



Kevin Schwarz of ASC Group, Inc., at the CRM Expo.

member firms). ACRA unveiled its new display (see later in this issue), and we were pleased to have ACRA Executive Director CJ Summers in attendance to help us make contact with current and potential ACRA members and partners. We'll be contacting ACRA members and all past Expo participants soon to ask for feedback to help us plan for ACRA's participation in the 2013 SAA meeting in Honolulu. Another highlight of the 2012 SAA meeting was ACRA's partnership with Digital Antiquity to sponsor Wi-Fi access for meeting attendees. I represented ACRA at the annual president's breakfast and welcomed the opportunity to talk about ACRA and our mission to the leaders of the major worldwide archaeological organizations. At the annual SAA business meeting, the results of their 2012 elections were announced. For the first time in the history of SAA, the SAA welcomed a new president-elect who has spent virtually his entire career in CRM, Jeff Altschul of Statistical Research, Inc. (SRI). Sarah Herr of Desert Archaeology, Inc., was elected to the SAA Board of Directors. Both Jeff and Sarah have been active in ACRA governance and are Registered Professional Archaeologists. Congratulations to both Jeff and Sarah!



Executive Director Tobi Brimsek and SAA President-Elect Jeff Altschul at the SAA meeting.

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A C R A E D I T I O N

Almost immediately after ACRA's spring board meeting, I headed to the Canadian Archaeological Association (CAA) meetings in Montreal. ACRA representatives had been invited to participate in a session entitled "Informing and Implementing Archaeological Management Plans: Case Studies from Canada." My SRI colleague Michael Heilen joined me and presented a paper in the session on Cultural Resource Management Plans from a U.S. Perspective: Challenges and Opportunities. Michael's paper was coauthored with Jeff Altschul and Robby Heckman from SRI and with Mike Polk from Sagebrush Consultants. After the papers had been presented, I was part of a round table that commented on and discussed the papers in the sessions, and the organizers urged me to speak about ACRA and our many programs that encourage education about best practices. The papers and commentary from that session are being considered for publication. The meeting was very productive and informative, and we appreciate the hospitality of our Canadian hosts, especially William Moss, principal archaeologist for the City of Québec, and Ronald Williamson, chief archaeologist and managing partner of Archaeological Services, Inc., Toronto. The Canadian preservation community is extremely concerned about impending "draconian" cuts by their government to Parks Canada. I was asked to meet with CAA president (now past president) Eldon Yellowhorn to discuss ideas for harnessing the membership of the CAA in an advocacy effort to address the Parks Canada issue. I also attended their annual business meeting, where the issue was further discussed. If you would like to know more, go to the CAA website, <http://canadianarchaeology.com/caa/draconian-cuts-parks-canada>. I will likely write a letter on behalf of ACRA, as we do have member firms that work in Canada. While that is reason enough for ACRA to weigh in on this issue, our support also shows solidarity with our Canadian colleagues that we would welcome if similar threats surfaced on this side of the border.

On May 4, ACRA was represented by Jo Balicki of John Milner Associates, Inc., at the meeting hosted by National Geographic TV and the National Geographic Society in Washington, D.C., on archaeological preservation, avocational metal detecting, and the ethics of archaeology. Framing questions for the meeting were: (1) What are the ethical parameters for archaeological partnerships with avocationalists?, (2) How can the [National Geographic] channel develop programming with general appeal that reflects the interests of archaeological preservation and are

consistent with ethical archaeological guidelines?, and (3) What are the currencies for setting the value of the past – monetary, information, excitement – and is there a way to reconcile these different currencies? The final topic of discussion centered on how the National Geographic Channel could incorporate the guidance of avocational metal detectorists, collaborative models between professional and avocational archaeologists, and concepts of valuing the past into a revamped *Diggers* program (or other programming) and associated on-line materials. Watch for more information on the outcomes of this meeting.

Since the beginning of the year, ACRA members have had the opportunity to participate in several informative webinars presented by the National Association of Environmental Professionals (NAEP) at a reduced rate. Topics have included "Native American Consultation for Environmental Professionals" (January), "Using Avoidance Strategies to Facilitate review of Renewable Energy Development Projects on Public Lands" (March), "CEQ Guidance on NEPA Review and Streamlining" (April), and "NEPA Legal and Policy Update" (June). Watch for information on upcoming NAEP webinars. This is an opportunity for continuing education training for you and your staff. The very reasonable fee of \$99 for a 90-minute webinar covers multiple participants in the same office.

I have been participating in the monthly planning calls for ACRA's annual conference, and I can assure you that the meeting in Seattle this September is one you simply can't afford to miss. Note the conference information provided in this issue and in your Monthly Member Updates. Watch for updates on the conference as they develop and please encourage as many people as possible to attend, even clients! I look forward to seeing as many of you as possible at the conference. Updates are posted regularly on the conference portion of the website, and the program that is being developed is top notch, with presentations of interest to all sizes of firms and CRM specialties.

The redesigned ACRA website was launched on June 25, thanks to the creativity and persistence of Kim Redman (Alpine Archaeological Consultants, Inc.), chair of the Image and Branding Committee's Website Subcommittee, her subcommittee, and Executive Director CJ Summers. Check it out. It will really impress you!

As always, don't hesitate to [contact me](#) if you have any ideas or questions about your organization.

A MESSAGE FROM THE EXECUTIVE DIRECTOR

By CJ Summers, Executive Director

Do you know the role ACRA plays as part of a vast and diverse community that has a significant, positive impact on society? Associations matter! Here are a few interesting facts:



- The number of trade and professional associations and charitable organizations has increased 3.4 percent since 2001.
- Membership organizations employed more than 1.2 million persons in 2009.
- Membership organizations generated a payroll of nearly \$47 billion in 2010.
- Associations represent a major piece of the meetings and conventions industry in the United States. The meetings industry supports 1.7 million jobs and accounts for \$263 billion in spending.

Of the 63 million people who volunteered in the United States between September 2009 and September 2010, more than 18 million volunteered through a membership organization.

A report was just released by ASAE entitled *Associations Matter: Associations by the Numbers*. It explains the economic and social significance of associations. *Associations Matter* relies primarily on U.S. government statistics and tax-exempt returns (Form 990s) to measure the economic and social benefits derived from association activities. These statistics focus primarily on employment, wages, revenues, and assets. The report also documents the many contributions associations make to improve social conditions and Americans' collective quality of life.

Thank you to the 133 current ACRA members (renewing or new members) as of June 15, 2012! We appreciate you!

All companies who join ACRA for the first time in 2012 will receive 50 percent off their membership dues for the first year! This is still a great opportunity for you to encourage your peers to join ACRA.

My Trip to the SAA Annual Meeting

On April 20 and 21, I had the pleasure of heading to Memphis, Tennessee, to the Society for American Archaeology (SAA) Annual Meeting. I was excited to meet members face-to-face and see what the archaeological contingent of the ACRA membership really does. I also took some time to meet many of ACRA's suppliers, booksellers, and publishers. I introduced our association to many of them. As an added benefit, I talked with many of them about our partnership program. The interest level was high, and I'm excited to see the benefits of those discussions. I loved being a part of the ACRA CRM Expo. It was an awesome, well-attended event. Our new display is wonderful, and there were a lot of people talking about ACRA.



CJ Summers attended the SAA meeting this year to meet members and partners face-to-face.

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A C R A E D I T I O N



Ann Polk (Sagebrush Consultants) at her firm's booth at Expo.



Ann Scott, CJ Summers, and Marion Werkheiser at ACRA's new display, unveiled at the CRM Expo.



CRM Expo at the SAA Annual Meeting.

ACRA Partnership Program

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

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.

ACRA 18th Annual Conference

Mark your calendars for September 6–9, 2012! ACRA is pleased to announce the 18th Annual Conference in Seattle, Washington.

The Conference Committee is hard at work planning an outstanding program and fun networking opportunities to help you bring your business to the next level. This year's conference will be held at the historic Fairmont Olympic Hotel located in downtown Seattle. Close to the Pike Place Market, Historic Underground Seattle, and the Space Needle, this is the conference you won't want to miss.

ACRA staff has been updating the website with all pertinent meeting information. The ACRA website is your best source for information on hotel accommodations,

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transportation, and up-to-date news about the meeting. The webpage also has your registration forms. Bookmark the page and check back regularly for the latest information. ACRA negotiated a favorable room rate of \$179 per night at the historic Fairmont Olympic Hotel.

Early Bird registration for members is only \$415 for first registrants and \$395 for all subsequent registrants. This will include program sessions, breaks, continental breakfast, a welcome reception, and an awards dinner on Friday. There will also be a fabulous dinner event at Tillicum Village on Saturday evening for a small additional fee. (See the article on the conference elsewhere in this issue.)

If you have any questions or thoughts about the event, please contact Conference Committee Chair, [Chad Moffett](#) or 2012 Conference Co-Chairs and Planners [Lynn Compas](#), [Kenda Salisbury](#), or [Brent Hicks](#) by email or at (206) 343-0226.

The 2012 schedule is packed with business, education, and fun. The ACRA Annual Meeting is where the industry will gather in September. You will want to be there! Registration opened May 2012. Take advantage of Early Bird Registration, which extends through July 10.

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 us, Association Manager Ally Paul at (410) 931-8100 or ally@acra-crm.org, or Executive Director CJ Summers at cj@acra-crm.org.

GRANTS FOR DIGITAL ARCHIVING

Digital Antiquity solicits proposals to support the archiving of digital archaeological data and documents in **tDAR** (the Digital Archaeological Record), a international digital repository. Reports and data shared through tDAR are made accessible on the web and their long-term preservation is ensured.

Public agencies, CRM firms, individuals, universities, colleges, and other organizations are invited to submit brief proposals explaining the value of the information to be contributed. A wide array of projects will be considered, such as individual projects, regional archives, and thematic research. Grants up to **\$7,000** will be awarded. Rapid review of proposals began **May 15, 2012**, and will continue until funds are committed.

Details at <http://digitalantiquity.org/grants>.



SAVE THE DATE! ACRA ANNOUNCES 18TH ANNUAL CONFERENCE

By Lynn Compas and Kenda Salisbury, Conference Program Co-Chairs



[Tillicum Village on Blake Island in Puget Sound.](#)

Mark your calendars for September 6–9, 2012! ACRA is pleased to announce the 18th Annual Conference in the coffee capital of the west—Seattle, Washington.

Come to the conference to see and hear what ACRA does for you!! The Conference Committee is hard at work planning an outstanding program and fun networking opportunities to help you bring your business to the next level.

Keynote by Chairman of the Advisory Council on Historic Preservation

The conference will feature a keynote by Chairman of the Advisory Council on Historic Preservation (ACHP), Milford Wayne Donaldson. In June 2010, Mr. Donaldson was appointed by President Barack Obama as Chairman of the Advisory Council on Historic Preservation. Mr. Donaldson, FAIA, LEED AP, currently serves as the State Historic Preservation Officer (SHPO) for the state of California. Before his appointment in 2004 by Governor Arnold Schwarzenegger, he had a successful 26-year practice as a preservation architect and contractor in California, Arizona, and Nevada. He is a member of the California State Historic

Capitol Commission, a former chair of the State Historical Building Safety Board, a past member of the State Historical Resources Commission, and past president of the California Preservation Foundation. Donaldson is a board member of the National Conference of State Historic Preservation Officers and US/ICOMOS.

Mr. Donaldson will present the conference keynote, “Historic Preservation in the Decade Ahead,” on Friday evening, September 7, 2012. The keynote will answer the question “What are some of the top issues that will be facing the American preservation movement over the next 10 years?”

Mr. Donaldson will draw on his multiple perspectives to highlight what he believes are both challenges and



[Wayne Donaldson, Chairman of the Advisory Council for Historic Preservation, will be the keynote speaker at the annual conference.](#)

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opportunities, with particular attention to large renewable projects and Traditional Cultural Landscapes. He will also look ahead at the role of the ACHP in coordinating its responsibilities under which federal agencies take into account the effects of their construction projects on historic properties in consultation with State Historic Preservation Offices, consulting parties, and the ACHP.

ACRA’s Government Relations Consultant to Discuss Legislative Opportunities on the Hill

On Friday morning, the plenary session will feature a discussion about making ACRA’s voice heard in Washington, D.C. Marion F. Werkheiser, an attorney with Cultural Heritage Partners, LLC, ACRA’s government affairs consulting firm, will provide an overview and interactive discussion on legislative opportunities and how they affect ACRA members and the cultural resources industry. We are happy to have Ms. Werkheiser return. Her presentation at last year’s conference in St. Charles was ranked as one of the most successful and highest-rated sessions!

Marion F. Werkheiser serves as a trusted strategic advisor to public, private, and nonprofit sector clients throughout the cultural heritage preservation community. She increases their impact through improved business practices, public policy advocacy, structured partnerships, and diversified revenue streams. Her clients navigate complex legal, business, and political challenges informed by her experience and creative, entrepreneurial approach to problem solving. Marion earned her J.D. from Harvard Law School and is licensed to practice law in Virginia and the District of Columbia. She is a



Marion Werkheiser of Cultural Heritage Partners, LLC, will deliver the plenary address.

Phi Beta Kappa graduate of Indiana University, where she was a Wells Scholar and earned her B.A. degree in political science and classical civilization with an emphasis in classical art and archaeology.

Saturday Evening Dinner Cruise to Historic Tillicum Village

The Seattle area is known for our many Native cultures, including the Suquamish and Duwamish Indian Tribes. This year, the ACRA Program Committee is proud to announce that the Saturday evening dinner will be a 4-hour excursion to Tillicum Village. Yes, a boat tour! Make sure to bring your floaties.

We will begin our escape with a narrated cruise from downtown Seattle to Blake Island State Park. Blake Island is located 8 miles from Seattle's Central Waterfront and accessible only by private or charter boat, via Argosy Cruises. The island was named after Captain George Blake, commander of the U.S. Coast Survey vessel in 1837. The Island was a summer camp of the Suquamish and Duwamish Indian Tribes and is believed to be the birthplace of Chief Seattle.



At Tillicum Village, conference attendees will enjoy a traditional Northwest Coast salmon bake.

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Coast Salish tribes will relate their history through dance and storytelling .

The Tillicum Village experience includes a sampling of Northwest delights, including clams and salmon prepared with traditional flourish. You will have a final opportunity to catch up with your fellow ACRA members as dinner is prepared around you. Last, but definitely not least, you will be treated to Native American dance and storytelling in an outstanding display of all the Olympic Peninsula has to offer.

Registration is required if you'd like to experience this outstanding evening. The cost to attend is only \$39.95 per person. Why the added cost this year? This event is a considerable financial commitment for ACRA. Many register to attend and don't show. With the registration fee, we are looking for your assurance that you will be there this year. For more information, please visit Tillacum Village's website at: <http://www.tillicumvillage.com/index.php>

Don't be a Gilligan! Make your reservation today.

Conference and Hotel Registration

This year's conference will be held at the historic Fairmont Olympic Hotel located in sunny (yes, we do see the sun for a brief period during the summer) downtown Seattle. Close to the Pike Place Market, Historic

Underground Seattle, and the Space Needle, this is the conference you won't want to miss. When you book your hotel room, you will automatically be entered into a raffle to win a Kindle Fire or a Kindle Touch.



Fairmont Hotel in Seattle, site of ACRA's 2012 Annual Meeting.

Early registration extends through July 10, 2012. On or before July 10, early registration for the first attendee is \$415, with subsequent member early registration \$395. After July 10, regular registration is \$450, with subsequent member registration \$425.

To register, visit the ACRA website at <http://acra-crm.org/> and scroll down and click the link under "ACRA Events." Watch for additional details on the ACRA website or contact Ally Lancaster, ACRA headquarters association manager at ally@clemonsmgmt.com.

Questions, Ideas, or Comments?

Give us a shout! Conference Program Co-Chairs Lynn Compas and Kenda Salisbury of Historical Research Associates at (206) 343-0226 or Conference Committee Chair, Chad Moffett of Mead & Hunt at (916) 971-3961.

GOVERNMENT AFFAIRS UPDATE

By Jeanne Ward and Marion Werkheiser

CRM Day: Twenty-two ACRA members took to Capitol Hill on May 10 and 11, visiting nearly 60 Congressional offices to make our voices heard. In addition to meetings with key legislators, on Friday the 11th we met with a number of our preservation partners and agency contacts in Washington, D.C. Participants included:

- **Serena Bellew**, Deputy Federal Preservation Officer, Department of Defense
- **Tom Cassidy**, Vice President of Government Relations and Policy at the National Trust for Historic Preservation
- **John Fowler**, Executive Director of the Advisory Council on Historic Preservation
- **Erik Hein**, President, Preservation Action
- **Nancy Schamu**, Executive Director of the National Conference of State Historic Preservation Officers

In addition to hearing from our preservation partners and sharing ACRA’s priorities, we had a special guest, **Anthony Ruiz**, Assistant District Director–Business Development/8(a), U.S. Small Business Administration, Washington Metropolitan Area District Office, who provided information on SBA’s new size standards and how they may affect the CRM industry as well as on the mentor/protégé program and joint ventures with 8(a) firms. His direct experience in both the government and private sectors informed his remarks to the ACRA membership. Following his talk, he shared a [white paper](#) summarizing some key points on the new industry size standards, which we know has been a subject of interest for many ACRA members.

During CRM Days and in the period that followed, we focused our government relations efforts in three key areas:

- 1. Transportation:** Despite conventional wisdom, it appears that Congress WILL try to pass a long-term transportation bill before the election. The House and Senate are appointing members of a conference committee to hammer out a compromise bill, using the House’s latest 90-day extension bill and the full reauthorization version passed by the Senate earlier this year as starting points for negotiation. Of greatest concern to our community are efforts at “regulatory streamlining.” The earlier House version:



Ellen Turco (Circa, Inc.) and Keith Seramur (Keith C. Seramur, PG, PC) display their badges after meeting with their representative on the floor of the House of Representatives.



From left: Al Tonetti (ASC Group, Inc.), Cinder Miller (Gray & Pape, Inc.), CJ Summers (ACRA HQ), Charissa Durst (Hardlines Design Company), Michael Heilen (Statistical Research, Inc.), and Ralph Bailey (Brockington and Associates, Inc.) tour VCP Lab in Alexandria, Virginia.

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A C R A E D I T I O N

- a. Permits both acquisition and sale of properties without NEPA review;
- b. Categorically exempts railroads from NHPA;
- c. Categorically exempts federal projects in response to emergencies or disasters from Section 106 review; and
- d. Allows Section 106 to be used as a substitute for 4 (f) review.



CRM Day participant Lyle
Torp of the Ottery Group, Inc.

We are working closely with our preservation partners to ensure the conference committee understands the disastrous impacts of these measures.

2. **SHPO Funding:** CRM firms need well-resourced SHPO offices to do their jobs well. We have joined forces with our preservation partners to advocate for SHPO funding levels consistent with the President's budget request.
3. **Veterans Curation Program:** We are currently pursuing a Senate sponsor for the Veterans Curation Program (VCP). Currently H.R. 2370 [Sponsor—Representative Barrow (D-GA)], is pending before the Transportation and Infrastructure Committee. The bill would provide a total of \$35 million over the next five years for the U.S. Army Corps of Engineers (Corps) to continue the VCP, under

which veterans of the Iraq and Afghanistan conflicts, some of them disabled, assist Corps personnel in cleaning, sorting, electronically documenting, cataloging, and preserving archaeological collections from work at prehistoric and historical-period sites managed by the Corps. The program was originally started in 2009 with funding from the stimulus package. In 2010, the ACRA Board of Directors Award went to the Corps and Sonny Trimble for this program's outstanding contributions to addressing the serious issue of proper curation of federal archaeological collections while providing training in sustainable job skills to often disabled veterans who have returned from Iraq and Afghanistan. This bill would allow for the expansion of the program and opening additional facilities across the country. Two ACRA-member firms currently hold VCP contracts.

Recent Actions Affecting National Monuments. ACRA recently signed on to two letters with the National Trust for Historic Preservation concerning federal issues. The first letter expressed our opposition to H.R. 4089, the "Sportsmen's Heritage Act of 2012." This act would overturn or require Congressional approval of recreational shooting restrictions in national monuments, thereby endangering public safety and potentially irreparably harming our irreplaceable cultural and historical resources. An amendment to the bill also passed that would require the Governor and legislature of each state to approve presidential proclamations of national monuments under the Antiquities Act. Unfortunately H.R. 4089 passed the House, and we will continue to follow these issues in the Senate.

SHPO funding is a topic in current budget negotiations, and we are asking Congress to support the President's budget request of \$46.925 million (which represents level funding from FY 2012).

Coming Soon:

For those of you who could not attend CRM Day, do not despair! You will still have an opportunity to meet with your Congressional delegation to advocate for our issues. The Government Relations committee is preparing a training webinar that will prepare us to meet with legislators during their August recess, when they come back to their districts. The webinar is scheduled for July 25, and more details will be sent out soon. We'll give you all the information you need to be an effective advocate for ACRA and our businesses, and we hope all of our members will make an effort to expand our influence in Congress during this important time.



Not only was our CRM Day successful, but early May was a beautiful time to be in Washington, D.C.

MONITORING WORKER SAFETY ISSUES

By Keith Seramur, Chair, Worker Safety Subcommittee

Three topics of interest have come to the attention of ACRA's Worker Safety Subcommittee in the OSHA Quick Takes newsletter. The first is an initiative by OSHA to educate workers and their employers about preventing "struck-by" vehicle accidents in the workplace. OSHA defines "struck by" accidents as injuries and fatalities caused by conventional traffic/passenger vehicles, forklifts, and other moving powered industrial equipment such as cranes and yard trucks.

Many of the CRM projects I have worked on are related to DOT road widening and bridge replacement projects. I have commented to DOT archaeologists that our deteriorating infrastructure might keep me busy the rest of my career just working on bridges that are about to fail. These DOT projects put our CRM employees in the "line of fire" for struck by accidents. We can use signage, reflective vests, and hard hats, but that won't protect us from vehicles speeding along the highway with drivers either impatient or distracted by cell phones, iPods, or even changing the station on the radio.

OSHA realizes this hazard and has initiated a program to educate employers and employees of the hazards of struck-by accidents. We are at these locations because there is too much traffic for the existing road, and a road improvement project has been initiated. So typically these are heavily traveled highways that are too small for the present traffic and create dangerous driving conditions.

OSHA Region 7 has developed an

"Informational Guide for Preventing Struck By Accidents." The majority of these accidents involve construction workers, but our employees are out on the front line in these areas and educating them in proper safety precautions is the best strategy to keep our employees safe.

A very recent initiative that OSHA has begun or brought back to the front burner is a summer campaign to prevent heat related illnesses and fatalities among outdoor workers. This campaign focuses on "water, rest, and shade." The rest and shade will initially slow down the productivity of a project, but in the long run keeping our employees healthy and on their feet is our most productive strategy. Visit OSHA's web page for information about keeping our employees healthy and productive in this summer's heat <http://www.osha.gov/SLTC/heatillness/index.html>.

Finally, trench safety continues to be a focus of OSHA compliance and for good reasons including one fatality of a 19-year-old worker in Wisconsin and workers in unsafe excavations in Middleton, Rhode Island, and Perrysburg, Ohio. The OSHA fines to the companies involved were \$137,000, \$117,000, and \$73,000, respectively. We need to stay on our toes and keep our employees educated and be certain that our field directors include excavation safety in their weekly or daily safety meetings.

Have a productive and safe field season this summer.

HOW TO JUMP START YOUR WELLNESS PROGRAM

By Cinder Miller, Gray & Pape, Inc.

Articles in the last two ACRA newsletters have addressed why a wellness program is important to ACRA companies, and I have provided a few tips for how to get management to buy into the concept of a wellness program. This article provides a few very simple activities that you can use to implement a simply wellness program in your work place.

Get rid of unhealthy food at company functions: At Gray & Pape this translated to “no more pizza and donuts at staff meetings.” This was not popular at first, but the healthy wraps that we now provide at lunch meetings have been well received, as are the fruit salads and bagels.

Walk on Wednesdays: Pick a day of the week and have everyone in the office go for a short (1 mile or so) walk in the neighborhood. If you don't want to pick a distance, pick a number of minutes to walk. Increase the time or the distance every week. Encourage teams and foster a little competition among your staff.

Find a charity event and participate as a staff: This encourages health, camaraderie, and keeps you connected to your community. Many employees will feel good about helping others, even if they can't get motivated to help themselves.

Give people time off to go to the doctor for a physical: If you provide insurance to your employees, an annual physical is covered with no copay. Tell your employees that they can use an hour of overhead if they will go to the doctor for a routine physical. The long term pay-off on this action item is huge.

Encourage jumping jacks and pushups: Provide employees with a simple log and encourage them to do simple exercise such as sit ups, pushups, or jumping jacks and log their numbers. Exercising for 5 minutes an hour increases blood flow and results in better productivity over the course of the day.

Go Green one day a week: Encourage employees to walk, ride the bus, or bike to work one day a week. This promotes multiple goals that are linked to overall health and wellness.

Team up with insurance agents or brokers: Use these resources to connect with larger organizations, such as the American Cancer Society, to get free literature about specific topics. Many groups will come in and speak to employees about stress management, simple nutrition, basic exercise, etc. You will be surprised by how much you can find out there for free.

Talk to your insurance provider: Every major insurance provider offers ideas for wellness programs on their web sites. Taking advantage of these free programs may also result in lower insurance costs for your company.

Set a good example and have fun: The success of wellness programs is generally linked to the participation of upper management. If you don't believe in the program, no one will! Get out there and get healthy!



MARKETING 101: THE IMPORTANCE OF CLIENT RETENTION

By Christopher D. Dore

Everyone says that retaining clients is important, but how important is it really? In the last issue, we discussed the differences between sales and marketing. In this issue, we find answers to the questions:

Why is client retention important?

How do I calculate my firm's retention rate?

How much would/should I pay to increase my firm's retention rate by five percent?

Even before we do the math, I'll be just like everyone else and tell you that client retention is important—critically important. Across industries, there are three things that generally happen the longer a client is retained. First, SG&A (Selling, General, and Administrative) expenses for servicing an existing client are far less than acquiring a new clients. So, as you retain a higher percentage of your client base, your overhead decreases and your firm becomes more profitable. Second, revenue increases. This is due primarily to increased trust. From a client's perspective, cultural compliance is high risk due to a large number of variables that need to be defined as well as all of the unanticipated things that can go wrong. No client is going to hire you the first time out with a multi-million dollar job. The risk is just too high. If a firm performs successfully, through time, both the number of jobs received from a client as well as the size of the job will increase. Third, profit margins increase. Two factors are at work here. The first factor is due to the decreasing SG&A expenses already discussed. The second is from an increased value to the client. As you keep a client longer, you learn more about the client's needs and, if you are doing your job well, you tune your services to meet those needs. You become more valuable to your client and can increase your profit for that client to match the level of value you are providing.

Before retention can be increased, though, it has to be measured. The retention rate is the ratio of the number of clients retained to the number at risk.

$$\text{Retention Rate \%} = \frac{\text{Clients retained}}{\text{Clients at risk}}$$

Retention applies to clients under contract. Here is an example to make this clearer and that you can follow to calculate your firm's retention rate for 2011. In 2010, a firm was under contract with 25 clients (let's assume one job per client). During the year, 15 of the jobs being worked on were completed. These 15 clients are "at risk" clients. They are at risk of not being retained. During 2011, the firm contracted with 8 of these at risk clients for another project. For the year 2011, the firm's retention rate was $8 \div 15 = 0.53$, or 53 percent. What is your firm's rate? How has it changed over the last few years?

Once you have computed your retention rate, let me introduce another important concept and statistic: Customer Lifetime Value (CLV). Unfortunately, no firm retains a client forever, and the length of time they are retained contributes to CLV. Even if a client doesn't spend a lot of money per year, but they are retained for many years, they can have a high CLV. One book I own discusses a famous soft drink brand. The drink sells for only \$1.25, but due to high retention the CLV is over \$6,000!

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So, even one of a firm's small clients can be one of their most valuable if they are retained for a long time. The CLV is the present value of the future cash flows attributed to the customer relationship. Here is the formula for CLV

$$\text{Customer Lifetime Value} = m \left(\frac{r}{1+i-r} \right)$$

where r is the retention rate, m is the profit margin for the period in dollars, and i is the discount rate. You already know how to compute your retention rate (in this example we will use 0.53). Your profit margin is your *realized* margin in dollars from all clients (in this example we will use \$143,000—0.11 percent of annual revenue of \$1.3 million). The discount rate is a little trickier to compute, and I'm not going to explain it in this month's column. It is something you should definitely know for your firm, or even your department/division in a big firm. You can ask your financial officer for this number. For this example, I'm going to use a discount rate of 0.12. So, for our example firm, their CLV for its clients is \$128,700. Why is it lower than expected? Because a retention rate of 53 percent isn't particularly stellar. So, let's assume that the next year the firm invested in improving its client service and increased its overall retention rate to 72 percent. Now, for the same \$143,000 of profit, the CLV is \$257,400! When you start computing CLV for client sectors or even individual clients, you may very well find that your clients with high retention are worth more than the occasional client with a big job or job with a high profit margin.

You can also use CLV as a variable to calculate the Prospect Lifetime Value (PLV). The PLV statistic is useful when making client prospecting decisions.

$$\text{Prospect Lifetime Value} = \text{Acquisition Rate (\%)} \times [\text{Initial Margins (\$)} + \text{CLV (\$)}] - \text{Acquisition Spending (\$)}$$

For example, your firm is considering attending and purchasing booth space at a trade show of potential utility clients. It will cost \$10,000 to attend this show. Is it worth it? The PLV statistic will tell you. First, the trade show organizers are advertising to exhibitors that 400 local utility companies will be at the show. Typically, when your firm attends trade shows, you return with new clients at a rate of 0.5 percent of the attendees. For this show, the cost per prospect is \$10,000 divided by the anticipated 400 attendees which equals \$25. Your firm typically retains utility clients for four years. The first year you make a margin of \$2,000, and it goes up \$1,000 per year. In year four you make a margin of \$5,000. Your firm's discount rate is 12 percent. So, the lifetime value of customers at the show is \$2,000 for the first year plus the discounted future margins of \$10,714 for a total value of \$12,714. To compute the PLV, you take the acquisition rate (0.005) and multiply it by the CLV (\$12,714). This equals \$63.57. You then subtract the cost of acquisition per prospect (\$25) which leaves a PLV of \$38.57. When the PLV is positive, you should proceed with the acquisition spending; when it is negative, you should not. In this case, pack your bags because you are going to attend the show.

You might also want to restructure the equation to solve for the break-even acquisition rate: how many clients do I have to obtain at the trade show to break even?

$$\text{Break – even Acquisition Rate} = \frac{\text{Acquisition Spending (\$)}}{\text{Initial Margin (\$)} + \text{CLV (\$)}}$$

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This would be $\$25 \div \$12,714$ that is equal to 0.002, or 0.2 percent of the 400 represented clients. Your firm would need to acquire at least one new client at the show to make the trip profitable.

Okay, let's put the pieces all together to get an answer to the question: How much would/should your firm spend to raise your retention rate by five percent? Table 1 presents a firm with a 75 percent retention rate. As is normal, revenue from retained clients is high, revenue from new clients is low, and revenue from dropped clients is somewhere in between. The firm has overall sales revenue of \$1.9 million and a gross profit of \$950,000. The firm spends an average of \$2,000 per client on marketing for existing clients, mostly proposal preparation costs. The firm spends \$6,000 per client to acquire new clients. For the year in question, the firm had a net pre-tax profit of \$205,000 or 10.8 percent.

Table 1. Example Firm with 75 Percent Retention

	Retained	Lost	New	Overall
Number of clients	15	5	5	25
Revenue per client	\$ 100,000	\$ 60,000	\$ 20,000	
Sales revenue	\$ 1,500,000	\$ 300,000	\$ 100,000	\$ 1,900,000
Variable cost per client	\$ 50,000	\$ 30,000	\$ 10,000	
Margin per client	\$ 50,000	\$ 30,000	\$ 10,000	
Gross profit	\$ 750,000	\$ 150,000	\$ 50,000	\$ 950,000
Marketing expense per client	\$ 2,000	\$ 2,000	\$ 6,000	
Total marketing expenses	\$ 30,000	\$ 10,000	\$ 30,000	\$ 70,000
Net marketing contribution	\$ 720,000	\$ 140,000	\$ 20,000	\$ 880,000
Operating expenses				\$ 675,000
Net profit before taxes				\$ 205,000
Return on sales				10.79%

For this firm, to raise the retention by five percent, to 80 percent, requires retaining one additional client. Table 2 presents the financial for the firm now with 16 retained clients and 4 lost clients. Revenue has increased by \$20,000, but most importantly, that \$20,000 has flowed through as 100 percent profit. This is because marketing costs have not increased. The firm now has a net pre-tax profit of 11.6 percent or \$225,000. This means that the firm could have increased its marketing expenses by \$20,000, or by \$1,000 per client. Spending any less than that amount would have been an overall net gain for the firm.

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Table 2. Example Firm with 80 Percent Retention

	Retained	Lost	New	Overall
Number of clients	16	4	5	25
Revenue per client	\$ 100,000	\$ 60,000	\$ 20,000	
Sales revenue	\$ 1,600,000	\$ 240,000	\$ 100,000	\$ 1,940,000
Variable cost per client	\$ 50,000	\$ 30,000	\$ 10,000	
Margin per client	\$ 50,000	\$ 30,000	\$ 10,000	
Gross profit	\$ 800,000	\$ 120,000	\$ 50,000	\$ 970,000
Marketing expense per client	\$ 2,000	\$ 2,000	\$ 6,000	
Total marketing expenses	\$ 32,000	\$ 8,000	\$ 30,000	\$ 70,000
Net marketing contribution	\$ 768,000	\$ 112,000	\$ 20,000	\$ 900,000
Operating expenses				\$ 675,000
Net profit before taxes				\$ 225,000
Return on sales				11.60%

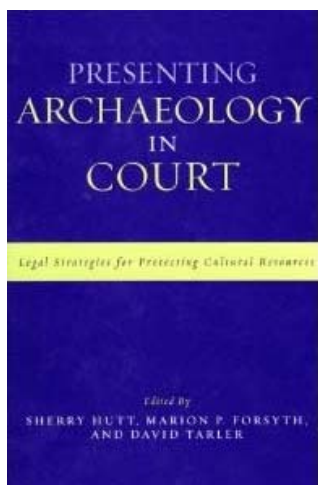
The point here is that, in most cases, spending some additional money on improving client relationships leading to higher retention provides a return on the investment. Treat your clients as investments! This means that you have to spend a little more time and money on them, but your bottom line will benefit. My experience in our industry has been that too much emphasis is placed on acquiring new clients in contrast to retaining, cross-selling, and up-selling existing clients. Improving and deepening relationships between project managers and clients is a great first place to start, but firms should also consider formal programs. Reward programs have a proven track record of success to increasing retention and spending (e.g., spend \$100,000 with us this year and receive...). Bundling services is a great way to up-sell and introduce new services (e.g., think of Amazon's book-selling methods: if you buy this second book in addition to the first one you were going to buy, you get them both at a discounted price). Special deals on social media sites can drive sales on "secondary" or expanded services, increase loyalty, and provide a mechanism for the collection of valuable data on clients (e.g., for our firm's Facebook friends only, receive a free GPR survey through 2012 if you contract with us for a data recovery project). Retention is important! When you have a strong, loyal, client base, your new clients will come naturally through referrals.

Have a question about marketing heritage services? Send an e-mail to chris@dore.us with Marketing 101 in the subject line. I won't disclose your name or firm, but I might use your question in a future column.

BOOK CORNER

This column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. In this issue, we review two books edited by Marion Forsyth (now Marion Werkheiser), who is a member of Cultural Heritage Partners, LLC, ACRA’s government relations consultants. The ACRA Edition editor thanks Richard Ciolek-Torello of Statistical Research, Inc., for providing the contribution for this issue’s Book Corner. The book publisher generously allowed us to reproduce the book covers.

Presenting Archaeology in Court: Legal Strategies for Protecting Cultural Resources



edited by Sherry Hutt, Marion P. Forsyth, and David Tarler, Altamira Press, 2006

\$34.95 (paper)

ISBN 0-7591-0909-5.

Order through www.altamirapress.com.

In this issue, we spotlight two books on archaeology

and law. The first book focuses on using the Archaeological Resources Protection Act (ARPA) to protect cultural objects against looting. As the cover states “This volume provides practical help to those who wish to use the provisions of ARPA—archaeologists, government land managers, preservation groups, and attorneys—to maximize its protective net.” This book is an invaluable guide for daily practice for cultural resource professionals and attorneys working under ARPA’s provisions. The editors and authors are a distinguished group of veterans of ARPA enforcement efforts. Sherry Hutt is the program manager for the National NAGPRA

Program, a retired Superior Court judge, and a former Assistant U.S. Attorney assigned to prosecute ARPA cases. Marion P. Forsyth is an attorney in private practice specializing in cultural heritage matters, and David Tarler is an attorney and archaeologist working as a contractor for the National Park Service Archaeology Program.

In 1979, Congress responded to the looting of archaeological sites on public and Indian lands and the need to preserve and protect cultural resources by passing ARPA. At the time, the scale of looting was increasing, with looters armed with backhoes and metal detectors “leaving vast scars on the archaeological record.” At the same time, the deterrent effect of the Antiquities Act of 1906 had been diminished; in fact, the law was declared invalid in some areas. Since the passage of ARPA, a growing number of land managers, archaeologists, law enforcement agents, and lawyers have used the law to protect sites, punish looters, vandals, and illegal traffickers.

In the introduction to this volume, Don Fowler and Barbara Malinky discuss the origins of ARPA. As past president of the Society for American Archaeology (SAA), Fowler was chair of the SAA Government Affairs committee at the time ARPA was making its way through congressional committees and was personally involved in its development. They begin with a brief history of the passage of the original Antiquities Act in 1906 and other early federal laws designed to protect cultural resources threatened by federally funded and constructed dams, as well as attempts by professional archaeologists to create a partnership between archaeologists

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and federal agencies. Fowler and Malinky point out that it was the reversal of the guilty verdict in the Ben Diaz looting case of 1974 that led Department of Interior and Department of Justice lawyers to begin discussing how to “cure the defects” of the Antiquities Act.

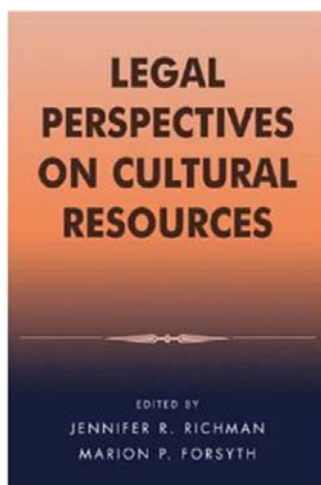
The remainder of the volume is divided into three parts. Part I—titled “Tales of ARPA Warriors”—consists of four chapters that chronicle early ARPA cases. Tim Canaday and Todd Swain discuss the “quintessential” ARPA case in “Operation Indian Rocks,” in which a park ranger at Death Valley National Park caught two looters carrying off metates from a Native American site. This initial arrest led to the formation of an interagency task force that resulted in the arrest and conviction of seven individuals and a corporation for looting 22 prehistoric sites and causing over \$570,000 in damages. Sarah Marous and J. Michael Marous report on “ARPA in the International Context” and the case of an Ohio professor, who purloined pages from historical manuscripts in the Vatican Library. ARPA was applicable in this case, because the pages were considered “archaeological resources” taken from the owner without permission, and trafficking in stolen property is a violation of Ohio state law. The federal courts were given jurisdiction, because the items had crossed state lines. Larry Mackey discusses the case of Art Gerber, an Ohio resident, who amassed a huge collection of Hopewell artifacts. Gerber became the first looter turned government witness as he recounted the identities and activities of other looters and traffickers. In the final chapter of this section, George Smith, Guy LaChine, Peter Schula, and John Bundy discuss the unusual case of an individual who had buried money on an archaeological site in a national park.

Part II consists of four chapters that examine the process by which archaeological resources are valued in

forensic and judicial contexts. Martin McAllister discusses the development of SAA’s standards for damage assessments to determine the three monetary values—“archaeological value,” “commercial value,” and “cost of restoration and repair” as the measures of loss prescribed by ARPA. Guy Prentice explains how to prepare an archaeological damage assessment report from its organization to the inclusion of a description of the archaeological resource, damage identification and assessment procedures, and value and cost determinations. Cheryl Huckerby follows with a discussion of a limitation of ARPA, namely that ARPA does not enable the government to recoup the costs of restoration and repair, as penalties are remitted to the general government treasury. Gwen Yeaman completes this section with cautions concerning the determination of commercial value as a measure of damages.

The third and final section is directed at attorneys that work on ARPA cases. Forsyth and Tarler discuss the implications for jury instructions of recent ARPA cases dealing with intent, and they offer a model of jury instruction for ARPA prosecutions involving damage to a resource. Hutt takes a close look at the relevancy, credibility, and reliability of evidence regarding archaeological damages admitted in court. Robert Lester points out the role of civil penalties in ARPA enforcement, whereas Stefan Cassella details ways to use forfeiture as a legal tool to protect archaeological resources. As in the case of the Ohio professor, Jane Levine continues on the subject of trafficking archaeological resources in and out of the United States. Patty Gerstenblith completes the section by recounting recent international cases and their impact on site protection and heritage preservation. The volume is completed with an appendix that presents the provisions of ARPA.

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Legal Perspectives on Cultural Resources

edited by Jennifer R. Richman and Marion P. Forsyth, Altamira Press, 2004

\$33.95 (paper)

ISBN 0-7591-0448-4.

Order through
www.altamirapress.com.

The second volume was born at a session hosted by the Government Affairs Committee of the SAA at that

organization's annual meeting in Denver, 2002, where participants discussed current issues in international protection, repatriation, and domestic law enforcement. The volume that resulted from this session begins with a foreword by Don Fowler, a preface by the editors, and a brief introduction by Colin Renfrew. Renfrew takes a historical approach to the development of the concept of "cultural property" and highlight two current "conflicts" regarding cultural properties. One relates to the conflict between scientific interest in archaeological remains and Native American claims, and the other relates to conflicts between the collection of works of ancient art by museums and the recognition of international cultural patrimony laws. The remainder of this volume is also divided into three parts.

Part I—entitled Enforcement and Preservation—includes chapters on federal laws and regulations concerning archeology by Lynne Sebastian, a comparison of different perspectives on cultural property law and different theories relating to the ownership of cultural properties by Sherry Hutt, a review of historic English and American court cases concerning landowner's title to artifacts vs. treasure

hunters by Richard Cunningham, and developing sentencing guidelines for cultural heritage resource crimes by Paula Desio. Part II consists of four chapters on international issues relating to the protection of cultural resources. Neil Brodie critiques the proposition that looting of sites would diminish if source countries deregulated the export of illicit antiquities and allowed a legal flow of these antiquities onto the international market. Patty Gerstenblith discusses how the *McClain* doctrine has been used to protect archaeological sites from looting and destruction. This doctrine established requirements for prosecution and derived from a court case in the 1970s in which several dealers were prosecuted for dealing in antiquities stolen from Mexico. Marilyn Phelan and Forsyth discuss international and U.S. laws protecting underwater archaeological resources, while David Bederman discusses problems with the UNESCO Convention on Underwater Cultural Heritage and the limitations it places on cultural resource managers in managing underwater resources.

The third and final section consists of five chapters that discuss repatriation and NAGPRA—the Native American Graves Protection and Repatriation Act. William Lovis, Keith Kintigh, Vincas Steponaitis, and Lynne Goldstein discuss the role of the SAA in the passage of the act, its underlying principles, legislative history, and issues such as the determination of cultural affiliation, the possibility for scientific study, and the treatment of culturally unidentifiable human remains. Robert McLaughlin delves into these issues in more detail discussing how NAGPRA is put into practice, how museums can forge new and productive relationships with native groups, the relative lack of compliance by federal agencies holding collections of human remains, the disposition of culturally unidentifiable remains, and the use and protection of sacred sites. Alan Schneider addresses the famous Kennewick Man case with a focus on government waste and irresponsibility in the treatment of the burial site.

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Richman takes a different perspective on NAGPRA, questioning its constitutional legitimacy as it gives rights not only to federally recognized tribes through legitimate government to government relationships, but also to lineal descendants and Native Hawaiian organizations who may not be affiliated with any federally recognized tribe. In doing so NAGPRA violates equal protection by creating special rights for a special group of people. In the final chapter, Christopher Amato relates a case in which the State of New York and two Indian nations sought to apply NAGPRA's provisions to remains recovered from private land.

This important volume concludes with five appendixes. These include a sentencing table for different levels of offenses, guidelines for sentencing, a list of federal statutes used to prosecute cultural heritage resource offenses, definitions of cultural heritage resources, a list of repatriation bills introduced in Congress between 1986 and 1990, and a statement by the SAA concerning the treatment of human remains. Together, these two books are indispensable resources for CRM managers, archaeologists, cultural property attorneys, native tribes, museums, and other parties interested in the preservation of our cultural heritage.

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.

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2012 ACRA ELECTION RESULTS

By Lucy Wayne, ACRA Past President and ACRA Nominations Committee Chair

Congratulations to our new and/or reelected board and officers. They will officially take their positions during the business meeting at the annual conference in Seattle in September.

Vice President, Government Relations

Ian Burrow (Hunter Research, Inc.)

Small Firm Board Members

Joe Trnka (J Trnka Consulting, LLC) and Keith Seramur (Keith C. Seramur, PG, PC)

Medium Firm Board Member

Tom Motsinger (PaleoWest Archaeology, LLC)

Large Firm Board Members

Al Tonetti (ASC Group, Inc.) and Andrew Weir (CCRG, Inc. and Coastal Carolina Research)

Thanks to all of you who voted (39% of our membership). Although it was not a contested election, your vote shows your support for the board's choices and your interest in ACRA.

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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