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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

## ACRA OFFICERS AND STAFF

### President

Teresita Majewski, *Statistical Research, Inc.*

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Lucy B. Wayne, *SouthArc, Inc.*

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CJ Summers, *ACRA Headquarters*

### Association Manager

Allyson Lancaster, *ACRA Headquarters*

### Government Affairs Consultants

*Cultural Heritage Partners, LLC*

## 2012 COMMITTEE, SUBCOMMITTEE, AND TASK FORCE CHAIRS

**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*

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**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** - Donn R. Grenda, *Statistical Research, Inc.*

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

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

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

## THE PRESIDENT'S CORNER

*By Teresita Majewski*



After reading this issue, I hope you will agree that you simply can't afford to miss ACRA's annual conference in Seattle, September 6–9. The program that is being developed is top notch, with presentations of interest to all sizes of firms and CRM specialties. Program information, including session descriptions, speaker bios, workshop details, and a schedule for social and networking activities, is easily accessible on the [ACRA website](#), and there is lots of information elsewhere in this issue about the conference. 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. If you haven't made up your mind yet about whether or not you will attend, ask yourself these questions: Where else can I find out about the most up-to-date information of interest and concern to the CRM industry, presented to me by business and agency leaders? Where else can industry leaders join forces outside of the "cone of competition" that we continuously operate under to work together on issues of serious concern to all of us? Where else can I have direct input into determining which government advocacy issues ACRA will focus on now and in the upcoming year?

As I watch the growing number of registrants for the upcoming conference, I recognize familiar names from past conferences. Attendee retention is critical and reflects to me that people keep attending the ACRA conference because each year it is a valuable experience. But I am also very excited to see new

names and companies represented on the list. I believe that this mix of the old and the new is what is necessary to keep ACRA strong and relevant.

Later this fall, I'll be heading cross-country to D.C. twice to represent you as ACRA president. The first trip is for a meeting of a small working group that will be focusing on curation and collections-related challenges. Mark Warner (Society for Historical Archaeology [SHA] board member and historical archaeologist at the University of Idaho) has been working for some time to bring SHA, the Society for American Archaeology (SAA), and ACRA together to work on this topic, along with some key federal players. Deborah Hull-Walski (chair of the SHA Curation Committee) has agreed to host a meeting at the Smithsonian on September 17–18 to lay the groundwork for this partnership. The overarching goal of the working group is to develop a unified voice for collections-related issues that are relevant to all three groups and their constituents and prepare a common platform for action.

Joining me at this meeting will be the chair of the newly established ACRA Task Force on Collections Management and Curation, Ralph Bailey of Brockington and Associates, Inc. Ralph believes, as do I, that the CRM industry is reaching a critical point regarding collections and curation. Decisions being made (or not made) by federal and state agencies and employees are placing serious ethical and financial stresses on our industry. Collections can be liabilities that directly impact a company's bottom line. Ensuring appropriate long-term "preservation" of artifacts and associated records that we accumulate falls squarely within the realm of best practices. Aspects of these issues relate to all five of ACRA's strategic planning goals. Ralph is committed to establishing and

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maintaining ACRA's position at the forefront of this issue in order that we can work decisively toward solution of the problems. He rightly points out that CRM practitioners have some industry-specific challenges when it comes to curation, in addition to those we share with other groups such as SHA and SAA. Ralph's task force will identify and prioritize the key concerns of the ACRA membership to make sure that our concerns are expressed clearly, concisely, and appropriately. I am counting on you to respond promptly to any information requests that he makes. He is also looking for a small number of people to join the task force. If you are interested, don't hesitate to contact either [Ralph](#) or [me](#).

I will return to D.C. on October 18–19 for the conference by CLE International on Section 106 and Historic Preservation Incentives. ACRA Secretary and Chair of the Education Committee Cinder Miller (Gray & Pape, Inc.) and Board Member Jon Berkin (Natural Resource Group, LLC) worked with Marion Werkheiser (of Cultural Heritage Partners, LLP, ACRA's government affairs consultants) to organize the program. ACRA will be a co-sponsor of this event, which will give our association some great exposure (see information on this upcoming conference elsewhere in this issue).

It hardly seems possible that I am already thinking about next year's SAA annual meeting to be held in Honolulu, April 3–7, 2013, but SAA Executive Director Tobi Brimsek and I have been discussing the possibilities for ACRA's participation for several months now. I queried the membership early in July to see if people from member firms were planning on attending the meeting, and if so, would they be interested in participating in a joint ACRA-SAA CRM Expo. After digesting the responses I received, the most prudent decision is to put the expo on hiatus for 2013 but bring it back in full force at the 2014 SAA annual meeting in

Austin, Texas. The 2012 CRM Expo at the Memphis SAAs was a great success, but participants felt that the distance to Honolulu and the expense of shipping displays and other materials for an expo would be too much. Alternate suggestions for official ACRA participation at the SAA meeting include having an ACRA-sponsored session or panel on CRM and/or some sort of presence at the Student Day event scheduled for the Saturday of the conference. I will keep you posted on how these initiatives are progressing.

In the May 2012 issue of *The SAA Archaeological Record*, the SAA announced that they are looking for a founding editor for a new, online-only, peer-reviewed quarterly journal: *Advances in Archaeological Practice*, which goes online next summer. The new journal will provide a forum to discuss and share information about issues, policy, methods, and techniques in the practice of archaeology. If you want more information on this SAA initiative, check out the May issue of *The SAA Archaeological Record* or contact [Bill Doelle](#) of Desert Archaeology.

Finally, I want to mention a new on-demand publication series co-sponsored by ACRA and SHA, Reports from the Past: Cultural Resources Clearinghouse (<http://www.lulu.com/spotlight/ACRALulu>). The series co-editors are former ACRA Board Member Steve Dasovich and ACRA Immediate Past President Lucy Wayne (see additional information elsewhere in this issue). Kudos to Lucy, Steve, and ACRA Board Member and SHA Journal Editor Joe Joseph for getting this important initiative off the ground.

I hope to see many of you at the ACRA conference in Seattle, and I trust that you are all having a productive, busy summer. 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*

At ACRA HQ, we have been busy with launching the new website, processing membership dues, supporting the partnership program, and of course preparing for the 18th Annual Conference in Seattle, Washington.

Here is a quick update on some of our recent activities:



### **18th Annual Conference**

HQ has been working with the Conference Committee as we prepare for the upcoming conference (less than a month away). This year we will be heading to the Pacific Northwest to the historic Fairmont Olympic hotel in Seattle, Washington, from September 6 to 9, 2012. Please check out ACRA's newly redesigned [website](#) for all the schedule details. Your conference committee has put great effort and commitment into planning various educational sessions, two preconference workshops, and entertaining social events – take a look at the article in this newsletter for details. The ACRA website is your best source for information on hotel accommodations, workshop details, and speaker information. The conference [event page](#) is where you can access the online registration form, or the printable version for your convenience. Please bookmark the page and check back regularly for the latest information.

Regular registration is now available for members at the price rate of \$450 for first registrants and \$425 for all subsequent registrants. This will include all program sessions, breaks, continental breakfasts, welcome reception, and the awards dinner.

We also have an exciting dinner cruise and visit to the historic Tillacum Village on Saturday night. Additional registration of \$39.95 is required for this outstanding escape, which is an \$80 value. For more information, please visit Tillacum Village's website at: <http://www.tillicumvillage.com/index.php>.

ACRA negotiated a special room rate of \$179.00 per night; however all rooms must be booked by August 4, 2012, to receive this discount. We encourage you to enroll in the Fairmont Presidents Club prior to your stay at the Fairmont Seattle Olympic Hotel in September. As a member, you receive complimentary in-room Internet, health club access, shoeshine, and other benefits and privileges. Membership is free! The ACRA Annual Conference is where the industry will gather in September 2012. You will want to be there! Registration is already open.

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

### **ACRA Board of Directors Meeting**

The next ACRA Board of Directors meeting will be held on Thursday, September 6, 2012, in Seattle, Washington, just prior to the start of the Annual Conference. If there are any issues, concerns, or agenda items that you have for the board, please contact President [Terry Majewski](#) or headquarters no later than August 15, so that your item can be placed on the agenda and discussed at the board meeting. Remember, the ACRA Board works for ACRA and its members.

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### Membership Dues

Thank you to the 135 members who renewed or started their membership with ACRA for 2012. We extend a special welcome to ACRA's 13 new members. We are so glad to have you as a part of our association. Please remember that all new companies who join ACRA in 2012 will receive 50% off their membership dues for the first year! This is a great opportunity for you to encourage your peers to join ACRA. If you have any friends or firms that should be members of ACRA, this is the year to [join!](#)

### ACRA Partnership Program

Thank you to the 24 ACRA Partners for the 2012–2013 partnership year. This year's major activities include redesign of the ACRA website, introduction of a new tool for communication, and increased government relations activities. When you begin your annual budget reviews later this year, please consider setting aside something to become an ACRA Partner. We are excited to announce a new Copper Level of Partnership. [Click here to become an ACRA Partner!](#)

Or [for a printable copy of the registration form, click here.](#) 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 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 HQ. This update is for *you*, the ACRA member.

We are *your* ACRA Headquarters. If we can be of any assistance to you throughout the year, please contact Association Manager Allyson Lancaster at (410) 931-8100, or via email, [ally@acra-crm.org](mailto:ally@acra-crm.org). Or you can contact me directly at [cj@acra-crm.org](mailto: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), an 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>.



## YOU NEED TO GO! ACRA'S 18TH ANNUAL CONFERENCE

*By Chad Moffett, Mead & Hunt, Conference Committee Chair, and Lynn Compas and Kenda Salisbury, Historical Research Associates, Conference Program Co-Chairs*



ACRA's 18th Annual Conference in Seattle, Washington, is fast approaching on September 6–9 and packed with great sessions. Consistently, ACRA conference attendees say that the annual conference is the most important gathering place for networking and learning opportunities the CRM industry has to offer. Your attendance can only make it better! The conference planning committee has worked hard again this year to provide a great program and fun with colleagues. Below is a summary of the conference highlights.

**Workshops:** The ACRA tradition of providing relevant training on the business of CRM continues this year. On September 6, the conference offers two half-day workshops. The first one is **What Wins & Why? The Art & Science of Winning Proposals**. CRM firms spend significant time and resources submitting proposals to clients in an effort to get shortlisted and selected for a project. Despite their best efforts, on average firms lose two out of three proposals. Why?

Because clients find that the submittals are nonresponsive, don't address their specific needs, or look and sound the same. How can you make your firm stand out? This workshop will teach you more about: RFQ/RFP criteria and go/no-go decision-making; proposal strategy, preparation, and management; graphic design and production; the shortlist interview; and post-award debriefings.

The second workshop is **Business Development Uncovered: Proven Methods and Tools for Successful Client Development**. Who's your boss? No, it's not the principals in your firm or your immediate supervisor – it's your clients! Without clients there would be no business. Business Development (BD) isn't rocket science, but it is people science. It requires discipline, organization, and the ability to "read" people. Whether your clients are public or private, there are strategies to win business. This class is about hands-on, down-in-the-trenches, business development. The content will provide proven techniques and tools to help you and your staff develop clients and projects for your company. This session will teach you more about the following topics:

- Defining Business Development (BD) - what it means to our industry, ethics, and human interaction/influence
- Strategic BD Program - plan the work, work the plan; BD goals; who should be responsible for BD and how to hold them accountable
- Prospecting - research and applying results to BD; classify targets and where should you spend your time; develop contact strategy and how to start a relationship; the Go/No-Go process and how to protect your hit rate;

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networking and how to build it up; and applications for social media

- Client Relationships - focus your efforts, Marketing 101, Manage Your Relationships, and how and when to “ask” for the project
- Client Relationship Management – databases and surveys, debriefs, how to make Client Relationship Management software an asset for client development rather than an afterthought

**Great Speakers:** A true highlight of the ACRA conference will be our invited experts who will discuss the future of CRM. **Milford Wayne Donaldson, FAIA, Chairman of the Advisory Council on Historic Preservation**, will present the Keynote, “Historic Preservation in the Decade Ahead.” Donaldson’s presentation will draw on his experience and multiple perspectives as a long-time preservation architect and as California State Historic Preservation Officer to highlight what he believes are both challenges and opportunities facing the American preservation movement over the next 10 years.

Back by popular demand, **ACRA’s Government Affairs Consultant Marion F. Werkheiser** will provide need-to-know information from the Hill and facilitate an interactive discussion on how ACRA and ACRA member firms can be positioned to provide feedback and leverage opportunities in legislation affecting the CRM industry.

**Specialists will speak on a range of legal, human resources, marketing, and management topics in sessions tailored for CRM business leaders.** Sessions include the following.

**Legal Issues: Copyright and Intellectual Property**  
We use materials written by others for our work in various forms all the time. Are we violating copyright laws when we photocopy a book, article, or page from a document? Are we violating copyright laws when we use an image from the web in a Power Point

presentation? How should this be done legally? What is intellectual property? What are the laws governing use of intellectual property? These issues and more will be addressed in this session on copyright and intellectual property by Edén Burgess Cultural Heritage Partners, LLC. Edén practices copyright and trademark law in the art and cultural heritage field and will share a wealth of information.

**Worker Safety: New Requirements and OSHA Reporting**

Is your company safe? The combination of higher temperatures, new Personal Protective Equipment (PPE) requirements, OSHA reporting, and pressure to complete projects faster and cheaper is something to be concerned about. In some regions, the temperature and humidity can be over 90 degrees, and crews are required to wear extensive PPE including hardhats and flame-retardant clothing. New standards and impacts to projects and ways to cope with this will be explored in an interactive session starring some of our very own ACRA members. Panel discussion will be led by Keith C. Seramur (Seramur and Associates, PC), chair of ACRA’s Worker Safety Subcommittee, along with representatives from other ACRA member firms.

**Marketing** – these sessions will assist you in leveraging the most from time and contacts.

**Business Development Live! 3, 2, 1 and ... ACTION – are you ready?**

Get a first-hand glimpse into the REAL world of business development! Observe senior marketers/ business development professionals as they meet and interact with a client about potential upcoming projects. Senior marketers represent architecture, engineering, and construction (and, yes, cultural resources). This session is an opportunity to let you

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know exactly what makes an effective client meeting and that doesn't waste time! Hear the client's perspective regarding what works, what doesn't work, what the marketers uncovered, and what they missed. Hear the consultants' perspective on the meeting and their thoughts on the next steps. You'll gain valuable insights on the business development process. There are no retakes here; it's live!

### **It's What You *Don't* Say That Counts – How to Project Your Best Non-Verbal Self**

We've all heard it – it's not what you say, but rather, how you say it that has the greater impact. Yet we spend so much time focusing on the "what" and never enough time on the "how." Our body language speaks volumes about who we are, how we really feel about ourselves and our clients, and what we're capable of delivering. Confidence, passion, trust, and so much more are nonverbally communicated and have everything to do with our ability to influence, convince, and get desired results. Find out what body language looks like and how to consistently project your best non-verbal self. In this session, you will hear and learn about:

- The first things people notice about you before you even begin to speak
- The formula for success in every competitive situation
- The confidence-competence connection and which needs to happen first and why

### **Strategic Teaming**

Who are you going to call? ACRA members explore key ways to identify and develop lasting relationships with other firms. The session will address how to leverage specialties to strengthen and enhance a team; how to communicate to strategic teaming partners; and how to best exploit emerging opportunities. Particularly in the uncertainty of the current economy, strategic teaming partners are an

important part of growing your business.

**Management** – these tracks will enhance the value, performance, and future of your business.

### **Building Shareholder Value and Ownership Transition Planning**

How is firm value determined? This session will help conference attendees understand the key value drivers, the valuation process, and the relationship to ownership transition planning. In addition, we will uncover the overall financial aspects of ownership transition plans and the various tools that can be implemented to create such a transition. This session will also review the various valuation methods and what impact the economic downturn has on these methods, above and beyond revenue, profits, backlog, and staff size.

### **Key Financial Indicators & Benchmarking Your Firm's Financials**

What does your financial dashboard look like? You wear many hats. When you're busy providing high-level services for your own clients, it can be difficult to attend to the needs of your own firm. Are you doing everything on the finance and accounting end that you can? This session will help you keep your firm on track by learning the basic building blocks for a "dashboard" of key financial indicators and how to benchmark your firm's financial data to industry peers.

### **Effective Leadership**

Does your firm have good leadership – how do you know? Executives and senior managers are, by definition, people who are independent, have leadership positions, and are ambitious. In addition, they have unique styles, personal agendas, and the need for recognition. Their personal and work interactions define corporate culture and firm politics.

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Too often, their energies are directed more toward individual and subgroup recognition than toward full group achievement. How do we put tangible proof into the expression, "The whole is greater than the sum of the parts" when working with executive and senior management teams? This session will help clarify what "leadership" means: to you, to people who look to you for leadership, and to owners who select new firm leaders.

**Strategic Business Planning**

Does your firm have a plan for growth? If not, the unique voices and skills of your staff may not be being utilized to realize successful marketing and compelling communication. In this session, understand what strategic planning is along with a step-by-step process for developing a strategic plan. Also discussed are methods for structuring a successful planning retreat to develop and update planning and executing the strategic plan to translate it into meaningful, "bite-sized" initiatives.

**Case Studies Highlighting Innovative Methods and Best Practices** - Sessions by ACRA members featuring projects and clients include: Innovative & Creative Solutions for Incredible Client Demands, and Creative Mitigation - *Milepost 31 & Alaskan Way Viaduct Replacement Program*, a special presentation by the Washington Department of Transportation.

**What's a conference without a dinner cruise?**

**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 conference planners are proud to announce that the Saturday evening dinner



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

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.

The Tillicum Village experience includes a sampling of Northwest delights, 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.

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## A C R A E D I T I O N

Registration is required for this outstanding escape, and the cost to attend is \$39.95. 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>.

### **Beautiful Seattle and a Great Conference Venue!**

This year's conference will be held at the



The grand staircase at the Fairmont Olympic Hotel in Seattle.

historic Fairmont Olympic Hotel located in sunny downtown Seattle. The Fairmont Olympic Hotel is an elegant hotel and an attraction in and of itself. Built in 1924, and listed in the National Register of Historic Places, it was designed by architects George B. Post & Sons of New York and Bebb & Gould of Seattle. Today the hotel boasts two restaurants, a health club, a pool, and a piano bar and is conveniently located near several local attractions such as Pike Place Market, the Seattle Art Museum, Historic Underground Seattle, and the Space Needle.

### **Conference and Hotel Registration**

To register, visit the ACRA website at <http://acra-crm.org/> and scroll down and click the link under "ACRA Events." Only those staying at the Fairmont Olympic can attend a special presentation and tour of the historic hotel by a local historian."

### **Questions, Ideas, or Comments?**

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



## SEATTLE SIGHTS AND SOUNDS

Your 2012 ACRA Conference Program organizers offer some suggestions for places to tour, eat, and relax while attending the annual conference in “The Emerald City.”

### **The Space Needle**

The Space Needle is a short bus ride from the hotel. You can just visit and go up to the observation deck and look out at the city during the day or night or you can go to the top and eat at the Skycity Restaurant. Reservations at the Skycity are recommended. Window seats are first come, first serve, so it is best to get there early.

For more information: <http://www.spaceneedle.com/>

### **Seattle Center**

Seattle Center is located on the same grounds as the Space Needle, and was the location for the



1962 World’s Fair. There are many things to see for both adults and children, including the Pacific Science Center and the King Tut exhibit. This is the last time the King Tut exhibition will be in America.

For more information: <http://www.pacificsciencecenter.org/> and <http://seattlecenter.com/>

### **Seattle Art Museum**

The Seattle Art Museum is within walking distance of the hotel and boasts many wonderful collections, including the fabulous flying Ford Taurus, a permanent installation.

For more information: <http://www.seattleartmuseum.org/>

### **Woodland Park Zoo**

The Woodland Park Zoo, located north of downtown on Phinney Ridge, is a short bus ride away from the hotel. It is a great place for both adults and children.

For more information: <http://www.zoo.org/?gclid=CKuktPHnnrECFYUaQgodKqr4fw>

### **Seattle Aquarium**

The Seattle Aquarium, located on the waterfront, is also just a short walk from the hotel. They have a wonderful jellyfish exhibit, a petting zoo, and sea otters among other exhibits.

For more information: <http://www.seattleaquarium.org/>

### **Food and Libations**

#### **Fisherman’s**

Fisherman’s is located on the waterfront near the Seattle Aquarium. They have reasonably priced

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BETTINA HANSEN / *The Seattle Times*

lunches and dinner, including excellent clam chowder. The restaurant is located on a pier that includes a video arcade and carousel. They also recently completed a giant ferris wheel that is attached to the pier and has enclosed, air-conditioned carriages. It's a great way to see the Seattle waterfront!

For more information: <http://www.fishermansrestaurantseattle.com/>

### **Anthony's Bell Street Diner**

Anthony's Bell Street Diner is a long walk or short bus ride/walk from the hotel. The menu includes wonderful seafood choices along with other things such as rice bowls.

For more information: <http://www.anthonys.com/restaurants/detail/anthonys-bell-street-diner/>

### **Long Provincial Vietnamese**

Long Provincial Vietnamese Restaurant offers scrumptious food served in a nice modern Asian atmosphere. The green papaya salad is superb.

For more information: <http://longprovincial.com/>

## GOVERNMENT AFFAIRS UPDATE

*By Jeanne A. Ward, Chair, Government Relations Committee,  
and Marion Werkheiser, Cultural Heritage Partners, LLC*

### **Pennsylvania Combination Conference: Session on Marcellus Shale**

Marion Werkheiser participated in a session organized by Hope Luhman of the Louis Berger Group, Inc., at the Pennsylvania Combination: Byways to the Past Conference in Lancaster, Pennsylvania, on July 16. Marion discussed the impacts of shale gas development on cultural resources and the lack of federal and state regulations in Pennsylvania. The absence of such regulations means that gas companies do not have to consider cultural resources in their project planning. Also participating in the session was Sandra Tosca of the Pennsylvania Department of Transportation, who discussed the dramatic impacts of Marcellus shale development on the state's transportation network. She explained that each well pad requires 10,000 truck loads to service the site; many of these trips take place on rural roads not built to withstand heavy trucking. Her department is working with the industry to upgrade roads and bridges to accommodate the exponential increases in demand on the transportation network, especially in Bradford, Tioga, Lycoming, and Sullivan Counties.

### **Update from our Preservation Partners: We Need Your Section 106 Success Stories**

Marion Werkheiser and Eden Burgess from Cultural Heritage Partners participated on behalf of ACRA in the Preservation Partners meeting in Washington, D.C., on July 9. We discussed the need to begin preparing now for the next transportation bill, which will be up in just two years (the newly passed legislation is only a two-year bill – see below). It is important for us to gather Section 106 success stories and to educate our members of Congress about the value that CRM delivers for the general public. Our

preservation partners, including the National Trust for Historic Preservation and the Advisory Council for Historic Preservation's Foundation, are developing new tools that can be tailored to individual Congressional districts. If you have success stories that illustrate the value of Section 106, please contact Marion.

### **Transportation Bill Passes**

The big news in Washington is that Congress accomplished a major piece of legislation—a two-year transportation bill called Moving Ahead for Progress in the 21st Century, or MAP-21. This transportation bill replaces SAFETEA-LU, which was the law of the land since 2005.

Despite earlier versions of the bill that attacked historic preservation, the final compromise bill does not affect Section 106 and is mostly a win for the preservation community. Our friends at Preservation Action prepared a table summarizing key aspects of the bill from a historic preservation perspective. To see the table, click [here](#).

Of significant concern, however, is that “environmental streamlining” became a chief negotiating point. Ultimately, after months of standoff, the negotiations between Democrats and Republicans broke through when the Democrats agreed to new categorical exclusions of projects from environmental assessments and impact statements under NEPA, and the Republicans dropped demands on the Obama administration to approve permits for Keystone Pipeline. The final bill does not include anything on the Keystone pipeline.

These negotiations – and ensuing media coverage – emphasize how important it is to educate

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our Congressional representatives about the value that Section 106 and the CRM industry provide. We don't want categorical exclusions from Section 106 to be the bargaining chip when the new transportation bill expires in 2014.

It is critical that ACRA members meet with your legislators in your districts during the August Congressional recess. We are encouraging all ACRA members to call their Congressional offices to schedule appointments during the August recess. To prepare you for meetings with your senators and

representatives, Cultural Heritage Partners and the Government Relations Committee prepared and led a webinar on July 25 that explained the how and what of the meetings – how to present yourself as an ACRA member and what to discuss. We hope you were able to participate.

If you have questions about any of ACRA's government relations work, please contact the chair of ACRA's Government Relations Committee, [Jeanne Ward](#).

**REGISTRATION NOW OPEN FOR THE ACRA/CLE INTERNATIONAL  
CULTURAL RESOURCES CONFERENCE!  
OCTOBER 18 AND 19, 2012, WASHINGTON, D.C.**

ACRA is pleased to announce that registration is now open for the ACRA/CLE international conference *Cultural Resources: Section 106, Historic Preservation, and Tribal Consultation*. This event represents the first and only forum to bring you a national faculty of experts who will discuss the complex legal, business, and policy issues in historic preservation compliance and tribal consultation. The conference is intended for attorneys, consultants, archaeologists, federal, state, and local government professionals, tribal officials, planners, developers, real estate professionals, law students, historians, and anyone interested in the field of cultural resources. The conference is being co-sponsored by ACRA and Continuing Legal Education International (CLE), a leading provider of continuing legal education for the legal profession. The conference hotel is the Grand Hyatt Washington, 1000 H Street NW. Please see the [conference website](#) for a full program and more information on the event.

ACRA members are entitled to a \$100 discount on the registration fee. However, to receive the discount you will need to call in, mail, or fax your registration. You will need to indicate "ACRA Discount" on your registration form or note this when you call to register. The ACRA member discount is not available on-line. In addition, the discount cannot be combined with other discounts, i.e., if a firm has multiple registrants, ACRA's \$100 discount cannot be combined with the \$100 multi-registrant discount.

If you have questions about the conference, contact the conference co-chairs: [Jon Berkin](#), Natural Resource Group or [Marion Werkheiser](#), Cultural Heritage Partners, LLC.



Grand Hyatt Washington, D.C., will be the host hotel for the ACRA/CLE International Conference.

## MARKETING 101: IS YOUR FIRM CLIENT-CENTRIC?

*By Christopher D. Dore*

Over the last few years I have been conducting workshops on marketing for the management and staff of heritage companies. To prepare for the workshops, I take a look at the firms' websites, and I ask participants to send me copies of their sales brochures. What have I learned from looking at these materials? The vast majority of heritage firms are not client-centric.

I hate to be the one to tell you this, but it isn't all about you! As good consulting businesses, we need to focus on our clients. Many of us in the heritage industry are trained as anthropologists. During far too many years in school, we learned how to look at the world through the eyes of others. Yet, as soon as we got out of school and started working as consultants, we seem to have forgotten how to do this. When I look at the websites and sales brochures of firms in our industry, companies are only talking about themselves. There are lists of the services that are provided, usually described at a level of detail and using professional language that clients don't even understand. There are descriptions of how great the staff is, how big the firms are, how many offices there are, and how cool their laboratories and high-tech equipment is. Unfortunately, most clients don't really care about any of this. Our sales materials are written as if we were selling our services to other heritage professionals.

Clients don't want to hear about you. Clients want to hear about themselves. They want to know that you understand their needs, concerns, problems, budgets, schedules, and priorities. They want to know that you can make them more successful. For most clients, they want to be convinced that your firm can get them through the regulatory process quickly, competently, and with their interests in mind. How are you going to convince them of this? I'm still waiting to see a brochure from a heritage company that has a big picture of a gritty construction worker on the front of it

with a quote that says "When we discovered human remains in our trench, Acme Heritage Company was able to quickly remove the remains, sensitively deal with the complex issues, and get construction moving again. I wouldn't think about using any other firm in the future." Yet, I'm still looking at brochures that have pictures of archaeology and architecture on the cover.

It isn't difficult to understand how marketers prepare sales materials in a client-centric way. It is difficult, though, to really put client-centric business practices into effect throughout an organization. First things first, however. Let's take a look at the formula that marketing professionals use for building client-centric materials.

First, you need to know what your clients value. All clients are not the same. Some clients are price-sensitive and place low cost over everything else. Other clients don't care as much about price, but are very concerned about meeting their schedule. Still other clients may care the most about the technical quality of the heritage work itself. One function of market analysis is to break down clients into groups of common concerns. These are called sectors. In the heritage industry, we typically use the term sector to define the different industries we work for, like energy, transportation, government, etc. Marketers don't care as much about industry lines as they do about value lines. Industry sectors and marketing sectors may align, but they may not.

How do you find out what your clients value? Hire an anthropologist (just kidding)! Anthropological methods of interviewing, observing, and surveying are what marketers use. Discover what the world looks like from your client's vantage point. When you talk to clients, and prospective clients, don't push your services, talk to them about what their needs are, what their concerns

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are, what they care about, who were the best and worse firms they ever hired, and most importantly, why. What is it that is going to make them successful? When you really understand what clients value, you can group them into sectors for effective marketing.

Second, you need to look at your firm and how it differs from your competitors. Effectively differentiating heritage firms is the largest strategic challenge we face in our industry. Truth be told, firms aren't very different. As we learned at the 2010 ACRA conference in a presentation on branding by Andy Wallman, if we don't differentiate our firms, we are in a race for the bottom. However, effective differentiation must be along the lines of the things that our clients value. If my firm is different, but isn't different in a way my clients care about, in the eyes of my client there is no difference. Differentiators can be strong or weak. Being the largest firm in the state is weak. Next year another firm may be larger. Being able to conduct underwater archaeology is strong. There is such a high barrier to entry for this service that few other firms can match you. However, if your clients don't care at all about underwater archaeology, this isn't really a differentiator at all.

Third, you need to convert your differentiators into client benefit statements. Your firm might be different in that you have more Ph.D. level scientists than any other firm. Why does your client care about this? They probably don't. In fact, if your client values price above all, having a lot of high-priced Ph.D.s might be a detriment. Your client, though, might care a lot about delays. So, link your differentiators to what your client values. What about something like this? "Our firm has more Ph.D. scientists than any other in the state. The quality of our scientific work is unmatched, and our reports are approved by regulators on the first submittal. Your projects aren't delayed." Suddenly, your client sits up and takes notice because you are now talking about things they value. Plus, your competitors have a difficult time challenging your claim, unless of course, they negate your differentiator by going out and hiring a bunch of Ph.D.s.

It isn't difficult to understand how to prepare

sales materials in a client-centric way. Be the anthropologist that many of you are. See the worldview of your client, understand what they care about, figure out how your firm is different from everyone else, and complete the cycle by linking these differences to client values. Then, focus your sales brochures and web pages on client benefits. Leave out all the cultural resource details that clients don't understand and don't really need to know. They don't really care how you get them to the finish line; they just want to get there so they can be successful in their project. Give your clients a value proposition that is substantive and directly relates to something they care strongly about.

One of my favorite quotes is by Lorenzo Zambrano, who was the CEO of Cemex, a global giant in the cement industry. Zambrano stated that "We understand that our real business is helping our customers complete their construction projects. At the end of the day, no one wants to buy cement; they want to build a house or a bridge or a road." Kind of sounds like heritage consulting, no? Zambrano took Cemex from a one-plant company in Mexico to the third largest supplier of cement in the world in a period of 10 years. He did it by being client-centric.

*Have a question about marketing heritage services? Send an e-mail to [chris@dore.us](mailto: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.*

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## THE SRI FOUNDATION AND UNIVERSITY OF MARYLAND'S 2012 SUMMER INSTITUTE IN CULTURAL RESOURCE MANAGEMENT

*By Terry H. Klein, Executive Director, SRI Foundation*

The SRI Foundation, in partnership with the Department of Anthropology, University of Maryland (UMD), held the second Summer Institute in Cultural Resource Management, beginning on June 18, 2012. As we noted in our article last year (*ACRA Edition 17-3*), the goals of the Summer Institute are to draw students into careers in CRM and to ensure they have the skills and knowledge to effectively carry out their work within the CRM profession.

The Summer Institute has two components. The first, just completed at the end of June, is a six-day class held on the UMD campus in College Park, Maryland. The classroom component is an intensive introduction to the knowledge base, skills, and abilities needed for a career in CRM. Upon completing the classroom component of the Summer Institute, students are expected to be able to:

- identify and apply the federal laws mandating consideration and protection of cultural resources as well as the basic requirements and processes for compliance with these laws
- evaluate the pros and cons of the different career paths in CRM relative to their academic interests and personal career goals
- identify and apply the key public policy principles of CRM
- articulate the importance of cultural resources to communities, individuals, and descendant populations

This year, we had nine (9) students, and they were as intelligent and energetic as last years' class. One of the most engaging aspects of this year's class was our panel of seasoned and young CRM professionals. Our

outstanding panel included Cindy Auman, Senior Cultural Resource Manager, A.D. Marble & Company; Serena Bellew, Deputy Federal Preservation Officer, Department of Defense; Wade Catts, Associate Director, John Milner Associates, Inc. (JMA); David Clarke, Archaeologist, Delaware Department of Transportation; Mary Jachetti, Laboratory and Field Technician, URS Corporation (and an alumnus of last year's Summer Institute); and MaryAnn Naber, Federal Preservation Officer, Federal Highway Administration. The panel described their career paths and answered the students' questions about advancing their own careers in CRM.

Eight of the students are now in the early days of their six-week internship. This year's internship sponsors include the National Park Service, the Arizona State Historic Preservation Office, the Charlotte-Mecklenburg Historic Commission in North Carolina, Jefferson-Patterson Park and Museum in Maryland, the Washington, D.C., State Historic Preservation Office, and two ACRA-member firms: Gray and Pape, Inc., and Hartgen Archaeological Associates.

As noted above, one of our 2011 Summer Institute alumni joined the panel to talk about her career path, leading to her current position at URS Corporation. Almost all of our 2011 alumni have jobs in CRM or a related field, are enrolled in an advance degree program and working toward a career in CRM, or are in an internship program. One of our alumni currently works for the Historic St. Mary's City Museum in Maryland; a second is working for the Fairfax County Park Authority in Virginia as a historic preservation specialist and lab technician; and a third is the education director at the Los Alamos Historical Society

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A C R A E D I T I O N

in Los Alamos, New Mexico. Another alumnus is working at the Dominguez Rancho Adobe Museum in Compton, California, and is involved in collections management, while another student is interning with Indiana Landmarks in Indianapolis. One student is currently involved in the excavation of an archaeological site in Jordan, while another student has a paid internship with the National Park Service, and will begin her Master's degree program in historic preservation this fall, in a joint program offered by Clemson University and the College of Charleston. We are very proud of our 2011 Summer Institute alumni! They and our 2012 class are the future of CRM!

Funding for the 2012 Summer Institute in CRM was provided by the SRI Foundation and the University of Maryland, with additional contributions from the following ACRA member firms:

The 2012 Summer Institute would not have been possible without the generous assistance of these ACRA firms, and we would like to thank them yet again for their help.

We plan to offer the Summer Institute in CRM again in 2013. If you have any questions about this program or think you might be interested in mentoring one of next year's interns or would like to make a contribution and see YOUR logo on all of next year's Summer Institute materials, contact Terry Klein at [tklein@srifoundation.org](mailto:tklein@srifoundation.org) or at (505) 892-5587.



## ANNOUNCING A NEW PUBLICATION SERIES REPORTS FROM THE PAST: CULTURAL RESOURCES CLEARINGHOUSE

ACRA and The Society for Historical Archaeology (SHA) are pleased to announce the creation of a print-on-demand bookstore for cultural resource reports, which will be cosponsored by the two organizations.

The Reports from the Past: Cultural Resources Clearinghouse bookstore (<http://www.lulu.com/spotlight/ACRALulu>) will offer historical reports, archaeological studies, historical architectural reports, oral histories, landscape studies, and other documents that illustrate the full range and impact of cultural resource management in the United States. Through the collaborative efforts of ACRA and SHA, quality cultural resource management documents will be identified, making those reports more widely available for dissemination, and highlighting new trends, important data recoveries, and the application of new technologies in the industry. The Clearinghouse offers a solution to the issue of “gray literature” by making available technical reports and documents produced through the National Historic Preservation Act, as well as other state and federal regulations.

ACRA is dedicated to promoting the professional, ethical, and business practices of the cultural resources consulting industry. ACRA members represent 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.

SHA is a professional association dedicated to the research and management of archaeological sites of the historical period. The SHA publishes a quarterly journal, *Historical Archaeology*, of peer-reviewed articles, as well as Special Publications.

Authors interested in submitting CRM reports are urged to contact series Co-Editors [Steve Dasovich](#) of Lindenwood University and [Lucy Wayne](#) of SouthArc, Inc. Data recovery volumes are especially welcomed.

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## SPONSORSHIP OPPORTUNITIES AVAILABLE FOR ACRA'S 18TH ANNUAL CONFERENCE IN SEATTLE, WASHINGTON

[Sponsorship Form](#)

ACRA has created another sponsorship opportunity in addition to our Partnership Program for the 18th Annual Conference in Seattle, Washington September 6–9, 2012. There are three levels as part of this conference sponsorship. If you are interested, please click the Sponsorship form for more information.

The three levels include:

**Conference Sponsor: \$350**

A Conference Sponsor will have their name displayed in the conference section of the ACRA website and at the conference registration table, in the conference printed program, and will receive a name badge sponsor ribbon at the conference.

**Conference Supporter: \$250**

A Conference Supporter will have their name displayed at the conference registration table as well as in the printed program, and will receive a name badge sponsor ribbon at the meetings.

**Conference Donor: \$150**

A Conference Donor will have their name in the program and a name badge sponsor ribbon at the meetings.

[Click here to register for the Annual Conference!](#)

The 2012 ACRA Annual Conference is where the industry will gather in September. You will want to be there! If you would like to be an ACRA Partner, [click here](#) for more information.



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# ACRA Partnership PROGRAM

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- ▶ Four registrations to 2012 Annual Conference
- ▶ Recognition in 2012 Annual Conference program
- ▶ Enhanced Sponsorship from May 2012 – April 2013
- ▶ Exclusive Sponsorship of one event at 2012 Annual Conference
- ▶ 2 Exhibitor Tables at 2012 Annual Conference - *if wanted*
- ▶ Recognition at sponsored events
- ▶ Top Billing Acknowledgment & Corporate Link on ACRA website home page
- ▶ A Full Page Advertisement in *ACRA Edition* (quarterly newsletter)
- ▶ Company logo/brand on all ACRA member communications

## Gold | \$5,000

- ▶ Three registrations to 2012 Annual Conference
- ▶ Recognition in 2012 Annual Conference program
- ▶ Sponsorship of one event at 2012 Annual Conference
- ▶ 1 Exhibitor Table at 2012 Annual Conference - *if wanted*
- ▶ Recognition at sponsored events
- ▶ Acknowledgment on ACRA website home page
- ▶ A Quarter Page Advertisement in *ACRA Edition* (quarterly newsletter)
- ▶ Company logo/brand on selected ACRA member communications

## Silver | \$2,500

- ▶ Two registrations to 2012 Annual Conference
- ▶ Recognition in 2012 Annual Conference program
- ▶ Sponsorship of one event at 2012 Annual Conference
- ▶ 1 Exhibitor Table at 2012 Annual Conference - *if wanted*
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- ▶ Acknowledgment on ACRA website
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## Bronze | \$1,500

- ▶ One registration to 2012 Annual Conference
- ▶ Recognition in 2012 Annual Conference program
- ▶ Cooperative Sponsorship of one event at 2012 Annual Conference
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## Copper | \$500

- ▶ Recognition in 2012 Annual Conference program
- ▶ Acknowledgment on ACRA website
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- 2012 Annual Conference  
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- Enhanced sponsorship  
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- ACRA News Releases
- 2012 Annual Conference  
program recognition

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- 2012 Annual Conference  
3 registrations  
*(up to a \$1,505 value)*
- ACRA News Releases
- 2012 Annual Conference  
program recognition

**Silver | \$2,500**

- 2012 Annual Conference  
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*(up to a \$1,010 value)*
- ACRA News Releases
- 2012 Annual Conference  
program recognition

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**Copper | \$500**

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**AMERICAN AIRLINES DISCOUNT FOR THE  
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ACRA has partnered with American Airlines to provide our attendees a 5% discount off ANY published airfare on [www.aa.com](http://www.aa.com) for the ACRA 18th Annual Conference in Seattle, Washington. The valid travel dates for this discount are September 1 through 12, 2012. You can easily access American's fares and apply this discount by going to [www.aa.com](http://www.aa.com) to book your flight. Place the Promotion Code noted below in the promotion code box, and your discount will be calculated automatically. This special discount is valid off any applicable published fares listed for American Airlines, American Eagle, and American Connection. International originating guests will need to contact your local reservation number and refer to the Promotion Code.

You may also call 1-800-433-1790 to book your flights; please refer to the Authorization Number below when you call. Please note there is a reservation service charge for all tickets issued by phone. Please use our preferred partner, American Airlines, when you can because of the benefits provided to you as a traveler and to our organization for extended partner value.

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**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.

Please address comments to:

Wade Catts

Editor, ACRA President Elect

[wcatts@johnmilnerassociates.com](mailto:wcatts@johnmilnerassociates.com)

or

Jeanne Harris,

Coordinator, *ACRA Edition*

[ejharris@aol.com](mailto:ejharris@aol.com)