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## ACRA Members Only: ACRA Locates Special Discount Rates for Value-Added Network (VAN)

The normal VAN (Value Added Network) set up is meant for selling thousands of widgets everyday, not for complex service contracts. As you know, most ACRA members do not bid on 10 or 20 federal contracts a day, and may actually bid on only a few dozen a year. Our projects also nearly always require multipage proposals, sometimes with illustrations, and EDI (Electronic Data Interchange) is not set up to handle more than a few lines of comments along with your bid amount. Also EDI does not include CBD (Commerce and Business Daily) announcements, and that for the foreseeable future, some agencies are announcing exclusively in only one or the other.

We, the CRM community, need a way to find out about the few cultural resource RFPs (Requests for Proposals) published every month so we can get a copy of the RFP and then submit our bids.

ACRA has located a VAN service that charges \$100 to set up fee and \$10 per month to provide EDI project leads. This figure compares to the approximate \$1,500 and \$100 for most other VANs. (CBD announcements cost an additional \$75 per month. If you are already signed up for a CBD fax service, it probably would not be cost effective to switch.) The cost of

this ACRA group rate comes closer to reflecting the real costs of such a service, and provides us only with what we need; a project, a contact person, an address, and a phone number.

For this cost members receive their choice of faxed or e-mailed messages notifying them of an RFP or RFQ (Requests for Quotations) which they can then respond to by fax through the VAN or, as is the case with most CRM RFPs, by the old fashioned phone call or letter to the appropriate agency.

Each time a request is faxed for a specific RFP or submit a bid is submitted via the VAN, there is a \$5 charge. This is not normally the case with services like CRM, where one will personally contact the agency and submit their bid directly, just like with CBD announcements.

ACRA has arranged for its members to obtain a 10 percent discount on the \$100 set up charge. Anyone interested in subscribing to this service, please contact Tom Wheaton, and he will provide you with the service's phone number. He will also notify them that you are going to call. Since ACRA views this as a benefit of membership, please do not pass the number around to non-members.

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## **Impending Changes to USGS Topographic Maps: Changes Will Affect The CRM Community**

The U.S. Geological Survey (USGS) is in the process of drastically changing the form and content of 7.5-minute quadrangle topographic maps. The traditional paper topographic maps have the most detailed topographic map coverage anywhere in the world, and for many years, they have been the recognized standard of excellence. The proposed changes will degrade the quality of these maps and have a negative impact on the majority of individuals who use them.

For decades, the USGS has compiled and printed topographic maps for U.S. citizens. Recently, however, the increasing demand for digital map data has prompted the USGS to reevaluate the types of information that will be maintained on topographic maps and how this information will be made available to the public. The proposed changes that will degrade the quality of the paper maps include, but are not limited to, the following:

1. Topographic contours will no longer be revised, except in cases specially requested and funded by individual states. The possibility of completely omitting contours from the printed maps has also been discussed.
2. Woodland areas, shown in green overprint, will not be revised.
3. Buildings will no longer be classified as to type; no distinction will be made between houses, barns, schools, etc.
4. Urban areas will be indicated by a gray tint, and most individual buildings and landmarks will not be identified.
5. The level of content, particularly for features requiring field verification, will be reduced.
6. The quality of print produced from digital maps is generally poor, and the maps are difficult to read.

The USGS is proposing that digital data for hydrography (streams and lakes), transportation (roads), boundaries (state and county lines), public land surveys, and

elevation (digital elevation models, not contours) be revised and maintained in electronic format. The remaining map information (e.g., contours, vegetation, man-made features) would not be maintained.

Maintenance and updating of features remaining on the maps will be accomplished independently by State agencies or in conjunction with the USGS. The USGS will develop suggested standards for others to follow, but they will no longer be able to ensure that national standards of content or accuracy are met.

Printed copies of accurate, detailed topographic maps are extremely valuable to many users. Printed topographic maps provide vital information for design and construction of buildings and highways, economic development planning, education, emergency response to natural disasters, mineral resource exploration, and many other uses.

The USGS evaluated the needs of map users in a questionnaire distributed to approximately 18,500 professional users. However, 60 percent of the responses used in the evaluation were submitted by individuals primarily from the geographic-information-system (GIS) user community (USGS, Open-File Report 95-201). The needs of the majority of individuals, agencies, and companies who depend on paper copies for map information have not been adequately evaluated. Unfortunately, most of these users are not even aware of the impending changes.

For more information, contact Donald C. Haney, Chairman, Association of American State Geologists' Subcommittee on Topographic Mapping at 606-257-5500; FAX 606-257-1147; e-mail [haney@kgs.mm.uky.edu](mailto:haney@kgs.mm.uky.edu).

Taken from a flyer distributed by Donald C. Haney.

## History News

*Contributing Editor*

*Carol Mehls*

Happy 1997. By now many of you will have received Tom Wheaton's letter requesting prompt payment of 1997 dues. I encourage you to pay your dues as quickly as possible to insure that ACRA continues in 1997 and beyond.

This seems like a good time to look at the issue of professional organizations and their value. During the holidays we ate, drank, and talked with a number of historians and archaeologists. As often happens, the subject of ACRA came up. Many colleagues and friends were not members of ACRA. When asked "why not," the responses invariably centered on three issues. First, ACRA has done little for the historic preservation/history community. The second issue was that ACRA considers itself a spokesperson (although Tom Wheaton used the term "spokesman" in his December Memorandum) for the cultural resources industry, and invariably the issues were anthropological in orientation, not historical. The third issue related to the pricing structure of ACRA membership.

While these comments provided much conversation fodder, the issues remain. What is the value of belonging to ACRA? Professional organizations generally provide three benefits to members: information, collegiality, and a forum for discussion. The internet and advances in communication are changing professional organizations in that information is no longer available only to "members." Within hours (or perhaps, minutes), information on cultural resources issues, particularly in Congress, is available on the internet. ACRA serves an important role in providing timely information for those involved in the cultural resources community. On the issue of collegiality: is it impossible for historians, architects, anthropologists, and others to engage in civilized conversation? Hopefully not. One of the advantages of ACRA is that

dialogue does take place, and from those conversations a higher level of understanding may emerge. Anyone who reads, even briefly, ACRA-L knows that discussion is underway! The discussions on ACRA-L are frequently barbed, nevertheless, the conversations clearly resonate with the opinions of those that participate. Try it - you may like it.

For historians, ACRA is an opportunity to have a voice in the broader issues of cultural resources management. Clearly we still have a long way to go until anthropologists cease writing "historical overviews and contexts," and evaluating historic resources, but dialogue is an important first step. The information available through ACRA-L provides up-to-date information on congressional activities, and other subjects of importance. If you are concerned about pricing structure for ACRA dues, voice that concern, or propose an alternative scale. Become an ACRA Board Member and speak out!

Many historians tend to focus, appropriately, on the past. However, the survival of the business of cultural resources history requires focusing on the future. That future requires an understanding of the changing legislative arena as well as current business practices. ACRA presents a significant resource for historians to access this information and engage in meaningful dialogue with others.

Happy New Year. May 1997 be prosperous and healthy for you all.

**Make ACRA part of your New Year's resolutions.**

**Pay your dues.**

**Join ACRA.**

**Become involved.**

### Get The CBD On-line For Free!

A relatively new web site entitled "Govcon" offers the Commerce Business Daily in its entirety for free on a daily basis. The site is managed by Khera Communications, Inc., and is accessed at the following address: <http://www.govcon.com/>. The announcements are listed by category and title, which makes searching easier, and a limited search engine is provided. For a monthly fee (\$129), you can get someone at Khera Communications to do a keyword search for you and email or fax you the results on a daily basis. Other services offered at this site, once you've completed a registration form and gotten a password, include access to various federal regulations, opportunities to advertise your company, and a setup for finding teaming opportunities on upcoming contracts.



# Michigan State Calls Graduates Back To The Fold

by Mike Polk

A rather unusual, but very encouraging event occurred in late October, 1996. In fact, it was the same week that the ACRA Annual Meetings were held in Sacramento. Anyway, several months earlier, the Anthropology Department of Michigan State University made a rather unusual move. They invited eight of their former graduate students back to the University for a series of meetings with faculty and students and a public panel session, all concerning the cultural resources field and how they, the Department, could change their curriculum and change their program to help their students be more marketable in both the government and private sector. Was this a dream? Was this a hoax? No, I was there along with Marcy Gray (coowner of Gray & Pape, Inc., and ACRA member), Bill Lees (archaeologist with the Oklahoma Historical Society), Mark Essarey (Illinois SHPO archaeologist), Valerie Canouts (National Park Service archaeologist in Washington), Don Weir (owner of Commonwealth Associates and ACRA Board Member), Dean Anderson (archaeologist in Michigan SHPO Office), and Vergil Noble (Park Service archaeologist).

This was, indeed, an unusual gathering, but so encouraging that none of us dared miss the party. Faculty members participating in this gathering included Lynn Goldstein, Anthropology Department Chair, archaeologist and Editor of *American Antiquity*, Bill Lovis (archaeologist), Chuck Cleland (archaeologist), Larry Robbins (African Archaeologist), Dave Dwire (Cultural Anthropologist) and Helen Pollard (Mesoamerican Archaeologist). Also joining us at various times were graduate students in the

program, a very encouraging part of the meetings.

We began with a long meeting with the faculty to begin where many questions were posed about the nature of our work, the type of training involved, and what we believed was valuable about our experience at MSU that allowed us to become successful in CRM in either the government or private sector. Interesting questions that repeatedly cropped up from the faculty was how their program should be changed to help students become more marketable in the CRM field, where most of the jobs are now located. Almost all of the returning graduates overlapped in their time at MSU. I graduated from there with an M.A. 18 years ago! Most were from about the same time period. None of us thought things currently being done (a core program of anthropology courses providing analytical thinking skills, a broad understanding of the field of anthropology and classes to help develop quantitative skills) should be changed at all. Almost to our own surprise all of us felt that the rigorous general training in anthropology was, in many ways, responsible for our success today. Yes, there were many additional courses and types of training that we recommended, but these were in addition to the core work that we found so valuable in our growth in the field. We strongly recommended that the department pursue working with the Business School in getting students offered courses in accounting and business management, we recommended courses in the Parks and Recreation Department, in history, in architec-

ture, and a number of other departments which had not before been considered by the faculty. A very exciting possibility which was also strongly endorsed by all was to bring to the campus archaeologists such as us who have been successful in the field to give short seminars on various topics relevant to the field of CRM.

Perhaps the topic with the most interest to the department and the consultants and government archaeologists were most receptive about was that of partnering. In addition to changing its program for those interested in CRM, the department would like to partner with private firms and government agencies in an internship program. All of us were receptive to the thought and welcomed the idea of helping new graduate students learn what it's really like to work in the field. It would also offer us the opportunity to evaluate and groom future staff members for our firms.

We have not yet seen what changes the visit from us may have worked at Michigan State. Several of us have talked to some of the faculty and understand that much excitement was generated by the meetings among faculty, students, and even the deans. We were also told that major positive changes were to occur soon, including the initiation of an internship program.

While it's doubtful most other departments of anthropology would consider the bold move that MSU did by bringing back former graduate students to help shake up the status quo, it is encouraging that one prominent program did and certainly its changes and anticipated success in the future will be watched and, possibly, emulated by others.

# STRAIGHT FROM THE T-SQUARE

Contributing Editor

Donald M. Durst

## "ISO 9000"

**Fad** (n): a temporary fashion, manner of conduct, especially one followed enthusiastically by a group, that may also be referred to as the latest federal government quality assurance program.

The latest Total Quality Management (TQM) program is ISO 9000. ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies from approximately sixty countries with administrative headquarters in Geneva, Switzerland. ISO attempts to reduce the proliferation of standards worldwide. Each country is represented by its own internal organization. The United States is represented by the American National Standards Institute (ANSI).

ISO 9000 began in 1987 to build confidence between supplier and customer. It is a method, a system, that attempts to unify Quality Assurance, which can be defined as the beginning of a process or project, and Quality Control, which describes the conclusion of the process or project. ISO is a set of business standards which describes various recognized quality management systems. The standards are intended to be generic and flexible and can be applied to any product or service.

There are two subsets of business standards within ISO 9000. These are ISO 9001 and 9002. ISO 9001 is intended to be utilized by service providers such architectural and engineering firms. ISO 9002 is tailored toward the construction industry. Four USACE districts--

Kansas City, Louisville, Portland, and Savannah--are evaluating ISO 9001 to see if it meets or exceeds current quality assurance programs. Louisville and Savannah Districts are testing ISO 9002. A report on the program is scheduled to be published in early 1997 and distributed to other USACE districts.

At first glance, it is easy to dismiss this as an engineering company issue and not really a CRM topic. Not true. CRM projects are often contracted directly by a federal agency such as the USACE or subcontracted by an engineering firm that has a direct contract with the government.

There are five basic areas of ISO 9001 that can be incorporated by a CRM firm.

1. Defining the process for providing CRM services.
2. Training the participants in the process.
3. Documenting the service delivery process.
4. Conducting an internal audit by an external auditor.
5. Modifying the process for continuous improvement.

Obviously there is much more to this than meets the eye. ISO is a large and bureaucratic organization. There are twenty sections outlined in the ISO 9001 document, most of which must be addressed by the CRM company wishing to become "ISO-certified." It is extremely expensive to become "ISO-certified" because the firm wishing to be certified has to be reviewed by a third

party. The cost to become certified can be **over \$100,000.00.**

The American Institute of Architects' (AIA) position is to focus on understanding ISO 9001 so that the AIA can explain and interpret it to its members rather than trying to change the standards. At present the AIA believes ISO 9001 will benefit most architectural firms through lower insurance premiums and the ability to better compete at the international level.

For those who wish information specific to their firm's situation, two USACE points of contacts are Mr. Ed East, Chief (202-761-1114) and Mr. Terry Wilford (202-761-8651). How ISO 9000 will ultimately affect ACRA and its membership remains to be seen. It certainly will be a burden to the smaller CRM companies, but larger firms may wish to start exploring this issue just in case ISO goes from being the latest fad to a federal mandate.

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## An ACRA Sponsored Workshop The Business of Cultural Resource Consulting

*By W. Kevin Pape*

In October 1996, ACRA and the Ohio Historic Preservation Office (OHPO) sponsored a pilot workshop on the business of cultural resource and archaeological consulting. The purpose of the workshop was to initiate a dialogue among professional cultural resource consultants, OHPO staff, federal and state agency personnel, and others working in the CRM consulting environment in Ohio. Workshop organizers were David Snyder (OHPO) and W. Kevin Pape (ACRA).

The need for the workshop grew out of questions frequently asked of OHPO by agency staff and project owners about appropriate scopes of work and costs involved with the Section 106 review process. OHPO staff felt that they needed to have a better understanding of how consultants operate their businesses and formulate their bids in order to give clear, responsible answers to these questions. The OHPO contacted ACRA to solicit our help in finding answers to some of their questions. The two groups quickly established common ground in their agreement that good cultural resource management and good business practices can go hand-in-hand. From this agreement came the idea for a forum in which consultants could talk about the business of CRM with the full range of participants

in the Section 106 review process.

The forum was structured as a workshop in which the goals were to improve communication among the participating groups, provide insight into the business aspects and concerns of consultants, and improve the quality of work products and professional services delivered to the private and public sectors. The workshop was divided into two general sessions: the morning session was devoted to presentations from qualified authorities on business concerns in the CRM field; the afternoon session was organized as a roundtable discussion of factors which affect the cost and quality of CRM consulting.

To establish a basis for understanding the business of CRM, the morning sessions included three presentations: "Developing Appropriate Cost Proposals" (Patrick O'Bannon, Kise Franks & Straw); "Developing Appropriate Scopes of Work" (Janet Friedman, Dames & Moore); and "A Perspective on Contracting with the Federal Government" (Jan Ferguson and Carol Young, Wright-Patterson Air Force Base). The presentations first established how consultants calculate their base labor, overhead, and profit (which are reflected as "loaded rates" in service rate structures), and how

these costs are combined with other direct costs to come up with an estimate of project costs. From there, the workshop participants considered the importance of clear and appropriate scopes of work to define expected services, schedules, and work products and the necessity for a close fit between the goals of the project and the client's request for proposal (RFP). Finally, the perspective on contracting with the federal government provided an excellent foil to the development of appropriate cost proposals and scopes of work. Participants were given an insight into the sometimes arcane world of government contracting and benefitted from agency perspectives on issues of proposal evaluation, the quality of work, and expectations for professional services.

In the afternoon participants worked in small groups to consider questions about how to improve the quality of work products while keeping control of costs. The workshop then reconvened for a moderated roundtable discussion which involved responses to the small group session and included an exploration of ethical issues such as competition, low bids, work standards, and unfair labor practices.

From every measure, the workshop was a success. A positive



dialogue was established among the participants, everyone gained the benefit of new insights into the business of CRM, and participants gave the workshop a very good review. As a pilot program the workshop was an unqualified success and demonstrated that ACRA could play an important role in educating its members, as well as agency representatives and clients, about the important relationship between good business practices and high quality professional services.

ACRA's Board of Directors was impressed with the results of the pilot workshop and has asked Kevin Pape and Patrick O'Bannon to put together a recommendation to the Board on how to take this model to other states or regions. The president appointed Kevin Pape as Chairperson of the new Business Workshop Committee.

## News From ACRA-L

### Memorandum to: Illinois Archaeologists and Archaeological Contractors

From: Mark Esarey, Chief Archaeologist  
Date: December 18, 1996

RE: Survey and Reporting Requirements Addendum (effective all field work after 1 January 1997)

1. Limit the site location data revealed in maps and reports to the specific project boundaries. Site location data is exempt from requests for disclosure under the Freedom of Information Act, this FOIA exemption exists in both state and federal law. In discussing nearby sites in the previous work section of the ASSR form or other report, refer to approximate locations, do not give specific location data for sites outside the project area. You may NOT provide information about sites outside of project areas by written description or by map to anyone.

2. It has come to our attention that several of you have started to do pedestrian field survey at survey intervals higher than 5 meters. This is not acceptable quality field work. For field work conducted after January 1, 1997, any report showing pedestrian survey conducted at greater intervals will be rejected due to inadequate field work. The reject letter will be sent to the hiring agency or firm and copied to you.

In areas of less than 25% surface visibility, you must supplement your pedestrian survey with screened shovel probing in low visibility areas. When surface visibility is less than 10%, you must switch to screened shovel probing on not greater than 15 meter grid interval.

(3 is about maps, 4 is about copies of reports, 5 reporting burials, 6 including historic maps, 7 checking for buried deposits are nothing unusual.)

8. Stopping Phase II field work after locating a single cultural feature is not acceptable, your report will be rejected. Phase II should always determine density and distribution of artifacts and density and distribution of features across ENTIRE site, as well as occupation age(s) and probable function(s) of site. A site total of only a few features may not necessarily be eligible for the National Register. You should always excavate a sample of several features at Phase II, but not any feature that is likely to be a burial. Phase II report recommending NR eligibility MUST state WHAT DATA site is likely to yield.

Mechanical checking for features after gridded surface collection (not greater 10m by 10m units) is almost always acceptable on plowed sites. We recommend stripping about 100 sq. meters in at least 4 spatially separated blocks for sites less than 2000 sq. meters (1/2 acre) in size, 200 sq. meters in not less than 6 spatially separated blocks for sites less than 8000 sq. meters (2 acres), and about 2% of site for larger sites. You should always place one block at either highest density area or location of diagnostics commonly associated with features. Short Testing forms are only acceptable when a site is recommended as not eligible. Sketch maps are not acceptable as site base maps at Phase II or Phase III.

9. Photographs of buildings should be full frame and must be cross referenced to map data accompanying ASSR or other report. No Photocopies of photos in original copy to SHPO. Any building eligibility evaluations must be done by persons meeting 36 CFR part 61, Appendix A as a historian or Architectural Historian.

### Advertising Space Available

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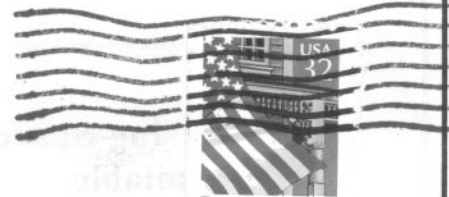
This publication's purpose is to provide members with the latest information on the association's activities and to provide up-to-date information on federal and state legislative activities. All comments are welcome. Please address comments to:

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