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Summary of the Board of Directors Annual Meeting Savannah, Georgia OCTOBER 24 AND 27, 2002

*By Ann Emmons, ACRA Secretary
Historical Research Associates, Inc.*

The following is a summary of those board discussions considered to be of most interest to the membership or that require comment or action. The full and approved minutes will be posted on the ACRA web site following the 2003 mid-year board meeting (by April 1). Please note that the importance of increased membership participation ran as a common thread through the entire two days of meetings: members are encouraged to run for board positions; contribute to the newsletter; serve on committees; participate in membership drives. Please contact ACRA president Loretta Lautzenheiser, Coastal Carolina Research, at llautccr@aol.com, if you would like to become more involved. Please note also that the Board of Directors meetings are open to all ACRA members; the board welcomes your attendance and participation. Finally, please contact Executive Director Tom Wheaton one month prior to the mid-year or annual board meeting if you would like an item added to the agenda.

Financial Report, 2002

Treasurer Don Weir: Interest earned is down considerably, given the poor economy and lower returns. Revenues are flat. Dues have been steady, workshop income is minor, conference income fluctuates yet our expenses continue to increase. We are quickly losing the cushion between revenue and expenses.

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ACRA's Members-Only Listserv

ACRA now has an online discussion group just for members. "MembersOnly" is a listserv that operates much the same way as ACRA-L, with the exception that it is only available to ACRA members. Its purpose is to offer the board, members, and the executive director a venue to share the latest news from ACRA; promote dialogue between members on current issues; and enable members to post announcements or inquiries.

To subscribe to the list, a member must contact ACRA's Executive Director, Tom Wheaton. Once you have supplied Tom with your e-mail address, he will subscribe you to this list. Contact Tom at 770-498-5159 or e-mail: tomwheaton@newsouthassoc.com.

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Our staff archaeologists and historians excel in the recording and analysis of industrial sites and structures. Our project experience ranges from the excavation of nineteenth century brick factories to the documentation of NASA rocket test facilities. We can support your projects with industrial expertise in iron working, mill sites, factories, worker housing, dams, bridges, locks, and machinery.



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Budget, 2003

With increases in the management and legislative update contracts, the 2003 budget could be balanced only with a 10% dues increase or a reduction in services. The board determined to eliminate the Awards and Display Travel budgets and to delay the discussion of dues increases until the spring board meeting.

Conference Reports (2002-2003)

Conference host Tom Wheaton, New South Associates, reported record enrollment at the Savannah conference and attributed that attendance to three factors: 1) location (“We’ve picked locations in the past where there’s someone to put it on. We might need to look at picking the place”); 2) bulk-registration discounts; and 3) marketing.

The board established that program content is also critical and established a Program Committee, a subcommittee of the Conference Committee. Possible standard conference topics include workshops led by ACRA members and economic forecasts – all to respect and address the multi-disciplinary nature of CRM and to maintain ACRA’s core focus on business issues. The board seeks volunteers for the Program Committee. Please contact committee chair Shaune Skinner, at sskinner@ascgroup.net, or Duane Peter, at dpeter@geo-marine.com, if you are interested in serving on the committee or if you have suggestions for the 2003 conference program.

The 2003 ACRA Conference, hosted by GeoMarine, will be held at the Stoneleigh Hotel in uptown Dallas. Redlands, California, has been

proposed for the 2004 conference (hosted by Statistical Research, Inc.), with ACRA’s 10th Anniversary Conference, 2005, proposed for Washington, D.C.

Membership and Member Benefits

Membership Committee chair Marion Almy reported that membership is stagnant and has been for a number of years. Lengthy subsequent discussion focused on those means by which ACRA can both better serve its members and also more effectively reach a larger audience. Current member benefits were identified, in no order of priority, as the Annual Conference; Networking and Exposure; Legislative Updates and Actions; Workshops; and the Newsletter.

Accordingly, the board committed to take great care to develop a conference program focused on the Business of CRM, and to create greater opportunities for member firms to advertise their services and demonstrate their experience.

The ACRA board is currently considering additional workshops, focused on business issues, to be offered at the ACRA conferences, at national and regional professional conferences, and to both ACRA members and state and federal officials. These workshops are seen as both a means of increasing ACRA’s revenue while also more fully meeting ACRA’s central goal of increasing professionalism within the industry. The board defines three separate issues: 1) how do we continue and expand the distribution of current ACRA workshops? 2) are there existing workshops that have already been developed that we could encourage? 3) and are there

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MESSAGE FROM THE EXECUTIVE DIRECTOR

By Tom Wheaton

About one-third of our members have sent in their 2003 dues, for which we are truly grateful. However, the board has decided not to be as lenient as in years past, when we allowed people to remain on our website and continue to receive benefits until late in the year. If you have not done so, please try to get your dues in by the February 15 deadline.

The number of people returning the questionnaires with the basic information on size category and region has improved markedly so far this year. I want to thank everyone for taking the extra time to make sure your questionnaire is complete. I will try to get summary information out before the end of March. If you have not submitted your questionnaire by the beginning of March (and paid your dues) your questionnaire will not be counted. Please be prompt. Thanks.

This is shaping up to be a very busy year as Congress looks for ways to cut back on the budget and to streamline various compliance processes. To make sure our voice is heard, Dan Roberts and Nellie Longworth will be organizing activities in which we can all participate, whether it is making a phone call, sending an e-mail, or actually making the trip to Washington, D.C., to tell our legislators what we think in person. Probably in March, Nellie will be helping ACRA and the Society for Historical Archaeology (SHA) organize a lobbying day in conjunction with the presentation of the SHA's government relations award to Rep. Boswell for pushing through the Farm Bill protecting cultural resources. Judy Bense, who spoke to us in Savannah, is the SHA government relations chair and also played a big roll in passage of the bill and is working closely with Nellie. If you might be interested in attending the award ceremony or lobbying day, please let Nellie know (nellbabe@aol.com), and she will put you on the list for updates.

Jo Reese should be congratulated for her extensive efforts on behalf of ACRA on the Cell Tower Working Group. The draft nationwide programmatic agreement will hopefully be published in the Federal

Register by the time you read this. When you get a chance, please visit the ACRA website (www.acra-crm.org) and click on **Members Area, ID=acra and password=doodah1**) to catch up on the background, and then download the last iteration from the Federal Register, read it and comment on it. This will be our last chance to make a difference. This is also something that you can pass along to your SHPO to let them know you are engaged and to make sure they are engaged. It sure can't hurt your relationship with your SHPO either.

As you all should know by now, Chris Dore (President-Elect) has come up with the idea of taking out a full page ad in the Society for American Archaeology's newsletter wherein ACRA members will be listed. Be on the look-out for an eye catching ad promoting ACRA in the next Archaeological Record.

The board of directors at its meeting in Savannah decided that new memberships may be lagging because ACRA has concentrated on the national picture until now. It was felt that many companies, particularly smaller companies, are more focussed on state or regional issues that seem to have a more direct impact on them. One of the original perceived benefits of a trade association, before ACRA was even incorporated, was the ability of an association with members from outside a state or region to speak up in situations where local members might feel intimidated. The board, therefore, reversed its previous policy of not getting involved in state issues, and is now actively seeking situations where ACRA can make a difference.

The first such issue down the pike is the state budget situation in Florida, where the governor has proposed drastic cuts in the heritage budget and a major reorganization of the state's heritage agencies. On an ongoing basis, ACRA president, Loretta Lautzenheiser, will be writing letters to governors and legislatures, and she will be sharing those letters with members in the region for them to use to drum up support. ACRA, no doubt, also will help publicize such situations on ACRA-L

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to get others involved. The board hopes that this will bring more awareness of ACRA and attract more members who feel that ACRA is actually doing something for them.

To make this work more effectively, ACRA is seeking people willing to keep us informed of what is going on that we might want to support. One source of such contacts is Society for American Archaeology's Council of Councils committee where the professional archaeological councils in each state come together to discuss issues of mutual concern. Ron Thomas, ACRA's liaison to the Council of Councils is working on how this might work. We also may need to ask members to step forth and act as a state liaisons since liaisons should be ACRA members. You will be hearing more about this later.

The board also decided in Savannah to seek new workshop opportunities. Recognizing that it is time consuming and expensive to set up ACRA workshops such as the Contracting Workshop, which Gray & Pape and then-member Kise Franks and Straw spent so much time and effort in developing, the board considered an offer by the non-profit SRI Foundation (headed by Terry Klein and Lynne Sebastian) to work with us to prepare workshops. After Lynne's presentation in Savannah, Lucy Wayne and the Education Committee came up with various possible workshop topics from which one will be selected as a test case to present to SRI Foundation for a proposal. We hope that a topic will be chosen and a proposal received from SRIF by the March board meeting.

These are only some of the things ACRA members have been up to. We welcome your continued support, your ideas and your time, if you care to share it. Please consider running for a board position this fall. As we have said many times before, being on the board is rewarding for you and your business, and it is also a lot of fun.

workshops that we want to see developed? Please contact Education Committee Chair Lucy Wayne at lucy@southarc.com to participate in this discussion.

The board further determined to distribute the *ACRA Edition* to federal agencies, congressional offices, SHPOS, and THPOs, thereby increasing ACRA's exposure and effectiveness. Action Alerts, directing members' attention to key legislative issues and trends will be distributed more broadly and more often.

Discussion as to the best means of expanding ACRA's focus on national issues to include those regional and local issues that often most-directly affect our businesses, and that are, therefore, of greatest concern to many of our members and prospective members, are on-going. Please contact Loretta if you are interested in serving as a regional representative, charged with alerting the ACRA board to issues affecting CRM practitioners in your state or region.

In addition to the discussion of enhancing current member benefits, the board addressed possible new benefits. These included not only new workshops and a new focus on regional issues (see above) but also the development, with the assistance of ACRA attorneys, of standard contracts and contract clauses; development of an Online RFP service for private clients; an expanded system of member discount opportunities (for example, insurance and continuing education); and more aggressive marketing of ACRA member firms (for example, ACRA ads in conference programs).

THE ANNUAL ACRA AWARDS

By Charissa Wang, Awards Committee Chair

The 2002 ACRA Awards were presented on Saturday, October 26, during the luncheon held on the top floor of the DeSoto Hilton during the eighth annual conference of the American Cultural Resources Association in Savannah, Georgia. The ACRA Awards honor people and projects that represent outstanding research, management, and commitment to our nation's cultural resources. Past winners consist of the full range of cultural resources projects. They have included public interaction and discussion at active archaeological excavations; the first-time ever documentation of an actual aircraft with detailed explanatory sectional and isometric drawings; high-quality publications based on cultural resources research conducted by an ACRA member firm; and a unique traveling exhibit highlighting Native American relations during a dam construction project.

The guest speaker and presenter for the 2002 ACRA Awards was Ms. Susan Chandler, President of Alpine Archaeological Consultants, Inc., and current President of ACRA.

This year's jury consisted of:

Michael McFaul of Laramie Soils Service, a geoarchaeological consulting firm located in Laramie, Wyoming;

Heather Reinbold, Preservation Planner with Hardlines Design Company in Columbus, Ohio; and

Leslie Drucker of AF Consultants, an archaeological consulting firm located in Columbia, South Carolina.

This year's jury elected to make three awards: Quality Product, Industry, and Public Service.

ACRA Quality Product Award

The ACRA Quality Product Award recognizes an ACRA company's innovative or long-term research, preservation of a cultural resource for future generations (such as a building or archeological site), or an outstanding report, brochure, book, etc.

This year's Quality Product Award recognizes substantial research of a significant Cold War site and the production of a full-color, hardbound, 719-page profusely illustrated history by New South Associates and published by the Government Printing Office. Jurors noted the quality of the overall effort, although some jurors were known to complain about the sheer weight of the volume! This year's award recognizes the hardcover publication "Savannah River Site at Fifty."

The book is the culmination of a project to document the first 50 years of the Savannah River Site, a nuclear production facility along the Savannah River in South Carolina. The project also included an inventory and National Register evaluation of 731 Cold War era buildings, identification and collection of artifacts and equipment, oral history interviews with former staffers, creation of an electronic database, and the creation and publication of an anniversary brochure.

This hardcover book features full color graphics and illustrations, historic photographs, explanation of the various scientific principles utilized at the site, and biographies of key players at the site.



The 2002 ACRA Quality Product Award - Savannah River Site At Fifty

The 2002 ACRA Quality Product Award was presented to New South Associates, for their outstanding publication titled "Savannah River Site at Fifty." Accepting the award were Ms. Mary Beth Reed of New South Associates and Mr. Ron Jernigan of the Department of Energy.

ACRA Industry Award

The ACRA Industry Award is presented to a client company (mining, energy, transportation, etc.) that has shown a commitment to the preservation of cultural resources such as a single project or recognition of on-going commitment.

This year's industry award recognized the efforts of an institution not typically associated with the preservation of cultural resources, which chose to fund an exhibit and integrate it into the construction of the new Pittsburgh Pirates ballpark.

During a Phase III Data Recovery project conducted by Christine Davis Consultants, Inc., the remains of General William Robinson's 160-year-old backyard was found 15 feet under a parking lot. The Pittsburgh Pirates elected to fund the conservation of an intact oak door and other artifacts discovered in the excavation, and to construct an exhibit that could be viewed by thousands of visitors to the ballpark (see photograph on Page 8).

The exhibit is divided into 4 themes, including archaeological techniques, Pittsburgh when it was the "Wild West" frontier, General Robinson's family story, and the historic context of the cities of Pittsburgh and Allegheny from 1798 to 1907.

Exhibit panels featured various aspects of the project, such as the professionally conserved original oak door, blue ceramics, and family wedding portraits. The 2002 ACRA Industry Award was presented to The Pittsburgh Pirates in recognition of the creation of the "Archaeology in the Outfield" exhibit at the Pittsburgh Pirates Ballpark. Accepting the award on behalf of the Pittsburgh Pirates was Christine Davis, of Christine Davis Consultants, Inc.

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Awards ..

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ACRA Public Service Award

The ACRA Public Service Award is awarded to a SHPO, government agency, employee of a government agency, or legislature that has worked with the CRM community in a cooperative and supportive way in protecting cultural resources.

This year's public service award recognized the collaborative effort between government agencies and a non-profit foundation to preserve significant sugar plantation sites and incorporate them successfully into the growing local tourism program.

Florida's sugar industry has its roots in the late 18th and early 19th centuries. The boom ended in 1835 during the initial attacks of the Second Seminole War. The remains of this once-thriving industry lie in the parks and forests of the region with little preservation and interpretation.

The project was coordinated by the Volusia Anthropological Society, the Tomoka Basin GeoPark, and the Volusia County Growth Management and Environmental Services Center. A total of 8 sites were selected for stabilization, research, and interpretation. Work at the sites included transformation of ruins into a serene park, construction of boardwalks to guide visitors around ruins, and the reconstructed of a mill wheel.

In recognition of their efforts to preserve the sugar plantation cultural resources of Volusia and Flagler Counties, Florida, ACRA recognized Dr. Jay Bushnell of the Volusia Anthropological Society, Mr. Benny M. Woodham, Jr., of the Florida Department of Environmental Protection's Tomoka Basin Geopark, and Mr. Thomas W. Scofield of the Volusia County Growth Management and Environmental Services Center.

Present to accept the award was Mr. Benny M. Woodham, Jr., of the Tomoka Basin Geopark.



The 2002 ACRA Public Service Award - Tomoka GeoPark



The 2002 ACRA Quality Product Award - Archaeology in the Outfield

CONTRACTING WITH THE NATIONAL PARK SERVICE: AN ACRA PROGRESS REPORT

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

A subcommittee of the Government Relations Committee of ACRA was created after the 1998 Annual Conference in Denver. At that conference, there was considerable discussion about contracting issues with various Federal agencies and the need for ACRA to begin a dialog with one or more agencies. This dialog would be opened in an attempt to improve the general state of contractor-agency relations, to the benefit of contractor, agency, and the cultural resources in general. Because undertaking dialog with all agencies that contract out cultural resource work in this country is far too large a task, one agency was chosen, the National Park Service (NPS). This agency was chosen for several reasons, the most important of which is because it contracts out projects throughout the country. Also, most ACRA members have, at one time or another, contracted with the NPS on cultural resources project work. A most compelling reason to choose the NPS is that most contractors, to varying degrees, have issues with the contracting behavior of this agency, in particular.

Up to the year 2002, a number of contacts had been made through individuals familiar with the NPS contracting personnel in order to identify the appropriate people and offices to approach with our concerns. Few of these contacts turned out to be useful, some only served to delay the efforts of the committee. Through a series of fortuitous circumstances, I was able to identify and secure a meeting with the head of procurement services of the Interior Department, the department overseeing NPS as well as the Bureau of Land Management, Bureau of Reclamation, U.S. Fish and Wildlife Service, and the U.S. Geological Survey.

Deborah Sonderman is the Director of the Office of Acquisition and Property Management, Department of the Interior, Washington, D.C. During August of this year, Dan Roberts, ACRA's Vice President for Government Relations, and myself, as Chair of ACRA's Federal Contracting Subcommittee, were in the Washington, D.C., area on business for the Society for Historical

Archaeology. We were able to set up a meeting with Ms. Sonderman on the afternoon of August 8, 2002.

Ms. Sonderman's office is located on the 4th floor of the Interior Department Building, just down the hall from the Interior Secretary's Offices. We initiated the meeting with a few formalities about who we were and what we were interested in discussing. As we talked about these issues, it became quite obvious with repeated questions from her of "what are the issues?", that she wanted this to be a short and to the point meeting. As such, we began to provide her with pointed questions and complaints repeatedly voiced by ACRA members concerning NPS contracting. In fact, we let her know, very clearly, that a large number of our members now refuse to even work with NPS because of these unresolved issues.

The dialog about these issues began by providing a laundry list of issues:

1. Scopes of work are frequently too vague. When contractors respond to these scopes to attempt to clarify them, the government has frequently refused to attach the responses as part of the contract.
2. Major scope creep (work required beyond that requested in the initial scope of work) is frequently noted as a problem with contracts. This is often reported to occur because the contractor did not do the work the way the NPS would have done it. This is especially true in history related contracts.
3. The lack of specificity in the amount of funding available for particular projects makes estimating effort and costs very difficult, particularly when NPS technical specialists and contracting officers (CO) are

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Contracting ..

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not familiar with the present costs of doing this type of work. A particular failing seems to be a lack of understanding of how high overhead percentages are in the private sector.

4. A particularly chronic problem encountered with NPS contracts are late payments. Invoices often sit on desks for long periods of time, reviews of reports are very slow, so that scheduled payments are delayed, sometimes for months. For all contractors, and especially small businesses, good cash flow is absolutely essential to competitiveness and, even, survival.
5. Phased payments are a very difficult to deal with for many companies since percentages of work do not necessarily coincide with actual work performed and often leave a consultant working for extended time periods before any payments are made by NPS. Frequently, phased payments are in three installments such as 30-50% after fieldwork is complete, 20-30% after draft report is submitted and 20-30% paid after the final report is approved.
6. Unit pricing is yet another issue. This occurs when an NPS RFQ or RFP is issued requesting a single cost figure for a specific amount of work, all inclusive. An example is a request for the cost to carry out excavation of a cubic meter of earth anywhere within a particular region including research, excavation, analysis, report writing, curation, and administration.
7. One last issue is inappropriate review of reports. An example is when multiple reviewers are given a report to critique resulting in a compilation by the Contracting Officer's Technical Representative (COTR) of all comments, whether they are in conflict with one another or not.

Ms. Sonderman acknowledged many of these points to be consistent with what she has heard previously. She was not surprised.

She began her response to this laundry list of issues by helping us to understand the system we are working with in the NPS. The contracting section of the NPS, like much of the other parts of it, is quite decentralized and continuing to move in that direction. Currently, there are 10 NPS regions plus the Denver Service Center through which contracting is carried out. COs sometimes carry out some parts of their jobs not totally in conformance with procedures that NPS and DOI have established for them. It is difficult to police all of those COs and their methods. She was not excusing irregularities in procedures, merely explaining the situation.

Several overall points that she made about the issues raised were particularly interesting and have potential to help contractors better deal with NPS and its contracting methods and procedures.

1. Perhaps one of the most important points that she made was that contractors need to be proactive in their negotiations with the agency representatives. We pointed out how some contractors become intimidated and are hesitant to question or push for concessions because of a fear it may affect future work or make their present project work more difficult. While she could sympathize with such concerns, she reiterated that the contractor has every right to NEGOTIATE with the agency about terms and conditions without fear of retribution. If such retribution is encountered or threatened, the contractor has every right to go to the CO or COTR's superiors and demand action.
2. When asked about the difficulty of dealing with various seemingly intractable requirements and procedures required by the NPS, including phased payments, she said that EVERYTHING IS NEGOTIABLE.
3. Regarding the lack of understanding by COs and COTRs about the actual costs of doing business such as CRM, she said that DOI employees often do not understand what they are buying or what the cost is for what they want. A fix for this problem was not immediately forthcoming, but earlier conversations

with other NPS people concerning ACRA taking “The Business of CRM” seminar to Federal employees, immediately came to our minds.

4. Concerning slow payments, she said that NPS and DOI as a whole are obligated to pay invoices as quickly as possible, but more expedited payments may be possible if contractors ask for electronic payments. Credit card payments can be even faster and are more and more often available for contracts.
5. She noted that “an educated contractor is the agency’s best customer”. Ask for help from the CO when struggling with issues with the COTR. They are there to help and want to help. Also, remember WHO is in charge of a contract. It is NOT the COTR, but the CO.

Eventually, the meeting drew to a close as we felt that she had answered as many questions as we had at the time. Ms. Sonderman, I believe, outlined many important points of contractual agreements which many contractors don’t pursue for varying reasons. When I mentioned that we had been trying to meet with Donna Kalvels earlier in the year, she said that Ms. Kalvels (Chief Procurement Officer for the NPS) had been there that week and that she had spoken with Ms. Kalvels about our meeting and some of the issues. She encouraged our committee to set a meeting with Ms. Kalvels and that Ms. Kalvels had said that she would be happy to meet with us.

Some comments from the meeting are particularly important to reiterate at this time. More than anything, I believe that the contractor needs to be proactive and to become better acquainted with NPS procurement procedures. While there are a myriad of issues that irk many CRM contractors about this agency, many of those issues are perpetuated because of a lack of assertiveness and persistence in negotiations. There may be more pointed remedies to these problems developed with further discussions with the agency, but I believe that significantly changing a system such as this is a long-term goal. Until more tools can be developed and more motivation given to the NPS to change its practices, the responses from Ms. Sonderman offer potentially useful

starting points and remedies for present and future contracting adventures with the NPS.

The future goals of this committee include meeting with Ms. Kalvels within the next few months. It is hoped that this meeting can help to further clarify NPS procurement procedures and to further clarify the distress that is so often felt by ACRA members when dealing with this agency. Even if the NPS is not moved by our complaints and suggestions, further and more in depth understanding of their procedures and structure can do nothing except help ACRA members better negotiate and more smoothly operate within their contracting structure.

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APPLIED TECHNOLOGIES

By Christopher D. Dore

How Satellite Remote Sensing will Change your Business Forever...in the Next Three Years!

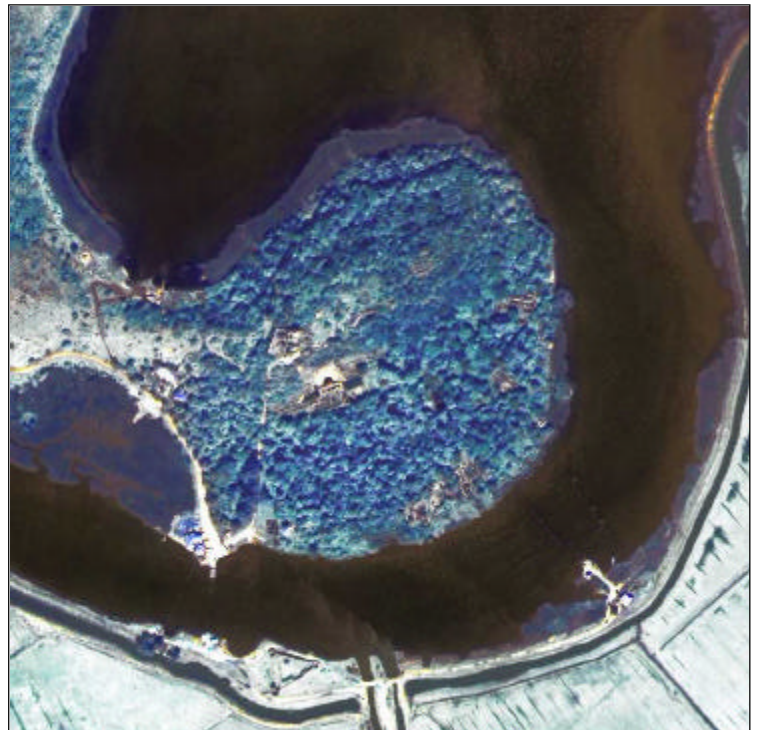
Satellite remote sensing is nothing new. The civilian use of satellite-carried digital sensors began thirty years ago in 1972 with the launch of the first Landsat and its multi-spectral scanner (MSS). Since that time, the space around earth has been clogged with a huge number of satellites from many nations that are used for communication, navigation, weather prediction, espionage, and natural resource applications. While we currently use satellites for many applications in our work as cultural resource consultants, the way we work soon will be fundamentally changed by imaging satellites. Let me tell you how.

Commercial privatization has been one of the recent trends in the satellite-imaging field. While once the domain of NASA and large government agencies in other countries (e.g. Canada, France, India, and Israel), private companies have now begun to build sensors and sell data. While scientists certainly have been an intended market for these data, what has really been the driving market force is city infrastructure mapping and competition with aerial photography companies. Private satellite firms and those providing the capital for these ventures believe that the greater costs of developing, building, and launching a satellite into space will be offset by lower costs of image acquisition and processing, thus allowing them to offer a product similar to aerial photographs at less cost per area. Is this true? Success in the market place will eventually tell us.

From a technical point of view, however, the challenge has been to produce a product that is comparable to aerial photographs. This means that the spectral bands of data be equivalent to what is obtained by color infrared photography (more on this shortly) and that the resolution of the data be sufficient to identify and map the features that are of interest to those who purchase aerial photographs. Historically, resolution has been a critical issue for many users of satellite data. The MSS sensor on Landsat I had a spatial resolution, not to be confused with spatial accuracy, of

approximately 80 meters. A resolution of approximately 10 meters is needed to see and map roads. Aerial photographs can have a resolution of centimeters. So, the commercial race was on between private imaging companies to develop sensors that could both out do each other and reach resolutions to allow them to compete with aerial photography companies.

The second technical issue was to exceed the spectral capabilities of film-based aerial photography. Color infrared film is commonly used in aerial photography to ease the identification of vegetation. In color infrared images, vegetation appears in shades of red and is easily distinguishable from other features. Meeting this requirement wasn't really an issue for the commercial satellite companies.



"Pan-sharpened" natural color approximation of the archaeological site of Butrint, Albania. High-resolution data from DigitalGlobe's QuickBird II satellite.

Even thirty years ago, the MSS sensor on Landsat I recorded reflectance in four bands approximating green, red, and near infrared (two bands). Plus, since these data were digital, they could easily be combined in different combinations to produce a number of false-color images useful for the identification and mathematical classification of vegetation plus a number of other types of ground cover. This capability, too, was one which the scientific community was interested.

I call what has happened in recent years the “star wars.” A number of private companies are involved in heavy competition to produce both higher resolution data and data with different spectral characteristics. In the past three years alone, we have seen the spatial resolution of panchromatic (one very wide slice through the visible part of the spectrum) data increase from 10 meters to 0.6 meters: an approximate 400-fold increase in resolution! Additionally, increased availability and competition has led to the lowering of prices for satellite data. Imagery at a resolution of 0.6 meters, available from DigitalGlobe’s QuickBird II satellite, can be obtained for as little as \$30 per square kilometer while data from the current Landsat, Landsat 7, can be purchased for as little as \$0.02 per square kilometer. Yes, that is 2 cents per square kilometer!

Well, you may say, these prices are great but why should I pay anything for satellite data when my client gives me much higher resolution aerial photographs of my project area for no charge at all. The reason is hidden in the text above, but let me explain further. While we use the term “satellite data” as a generic label to talk about data from passive multi-spectral sensors and active sensors such as radar, we don’t really care about the satellite platform that carries the sensor. Sensors can be carried on a variety of platforms including satellites, airplanes, helicopters, and balloons. What we really care about is the sensor itself. These sensors, at least the passive multi-spectral ones, record data as slices through the electromagnetic spectrum. Different sensors have different characteristics that include the number of slices, the thickness of the slices, and the resolution. The ETM+ sensor on the Landsat 7 satellite, for example, has the following characteristics;

Band	Spectral Range (microns)	Ground Resolution (m)
1	0.45 to 0.515	30
2	0.525 to 0.605	30
3	0.63 to 0.690	30
4	0.75 to 0.90	30
5	1.55 to 1.75	30
6	10.40 to 12.5	60
7	2.09 to 2.35	30
Pan	0.52 to 0.90	15

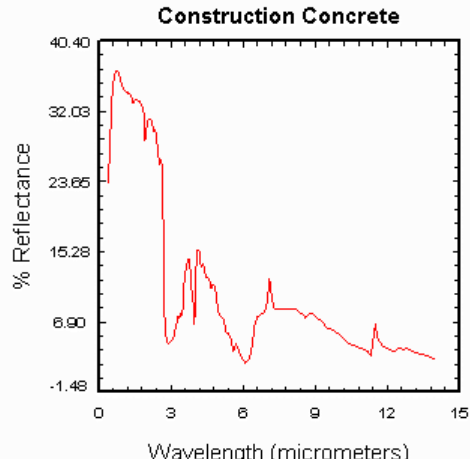
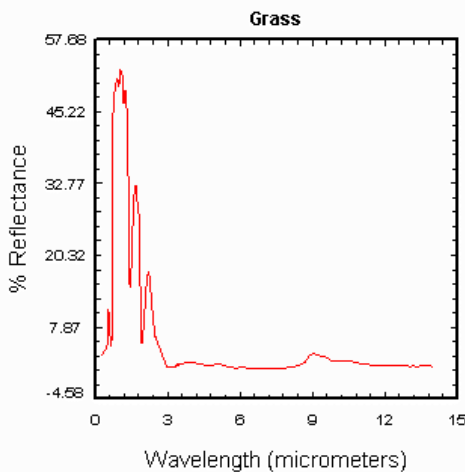
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If you don't actually work with multi-spectral data, you may not be aware that these data sets are constructed of individual spectral bands. When you are presented with satellite data at conferences or on CNN, you usually only see the pictures that are composed from these bands. These pictures certainly look like photographic images. They have, however, very powerful analytic properties that make them far more useful than plain photographs. For cultural resource applications, multi-spectral data, and related hyper-spectral data, can be used to classify, map, and quantify land cover (vegetation types, soil types, cultural features); identify ceramic and lithic source material; identify and assess archaeological potential based upon geomorphology and landforms; etc. To understand how these seemingly magical things can be done, I need to give you a little primer on satellite remote sensing and multi-spectral data analysis.

Energy from the sun, at a temperature of 6,000 K, has certain spectral properties. When this light energy strikes the surface of the earth, some of it is absorbed and some of it is reflected back. The sensors carried on satellite record the

amount of light energy reflected from the earth's surface back into space. Reflectance, however, is not equal. When I am out sitting in the sun, my blue jeans look blue because energy in the blue part of the spectrum (approximately 0.4-0.5 microns) is reflected back to your eyes while energy in other parts of the spectrum are absorbed by the jeans. Likewise, the grass I am sitting on has its own reflectance characteristics, as does the parking lot where I left my car. The amount of reflectance within any given part of the spectrum has to do, primarily, with the texture of the object. Say for example, we paint the parking lot the same green color as the grass. Both would reflect energy in the green part of the spectrum, but the amount of energy reflected back to the satellite's sensor would be different. The smooth parking lot would likely reflect more energy back towards the source while the rough surface of the grass would scatter energy resulting in less energy reaching the sensor. Thus, the grass would appear darker and the parking lot brighter—at least in the green part of the spectrum. Compare the actual spectral curves for samples of grass and concrete (not painted green!).



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While it might be difficult to differentiate between grass and concrete at around 1 microns (micrometers), there is a clear difference in reflectance at around 4 microns. So, if a satellite sensor was recording reflectance at a single spectral band and this band happened to be at around 1 micron, we might not be able to differentiate these materials. If the sensor was recording two spectral bands, one at 1 micron and one at 4 microns, we could certainly differentiate these two materials. What if the sensor had 7 bands, or 256 bands? How many distinctions could be made?

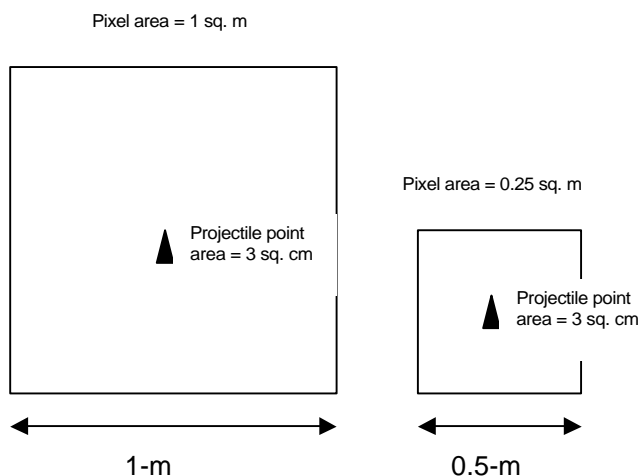
The process of differentiating materials using spectral reflectance is called classification and is one of the most important reasons satellite data is so much more powerful than an aerial photograph. The ability to identify and classify materials is not only dependent upon the physical properties of the materials themselves but also the characteristics of the sensor. With all other things being equal, sensors with more bands will do better than sensors with fewer bands. Sensors that can record narrower bands will do better than sensors that record thicker slices through the spectrum. Finally, sensors with higher spatial resolution will do better than those sensors with coarser resolution.

Let me discuss this last point a little more because it begins to get us to the primary subject of this article: how satellite remote sensing will change your business. Let's return to our grass example. The particular piece of grass I was sitting on was adjacent to a concrete parking lot. The spatial resolution of most bands of the Landsat 7 ETM+ sensor is about 30 meters (refer to the table at the beginning of this article). Unfortunately, when the satellite flew over and collected data from my plot of grass, the edge of a single 30-meter pixel didn't align right at the edge of the grass and parking lot. Instead, it included parts of both and the sensor recorded the mean reflectance of everything within the bounds of the pixel—a weighted average of the grass and the parking lot. Even if the pixel landed wholly on the grass, the grass itself isn't uniform and includes a dead patch, an over-watered patch, and of course, me sitting there. All of these, including me, would contribute to the overall reflectance value of this pixel.

When the spatial resolution of a sensor decreases, two things happen. First, the variability within any one pixel decreases. There is a good chance that a single but different pixel will land on the dead patch, the over-watered patch, and me. Second, there are more total pixels covering the items of

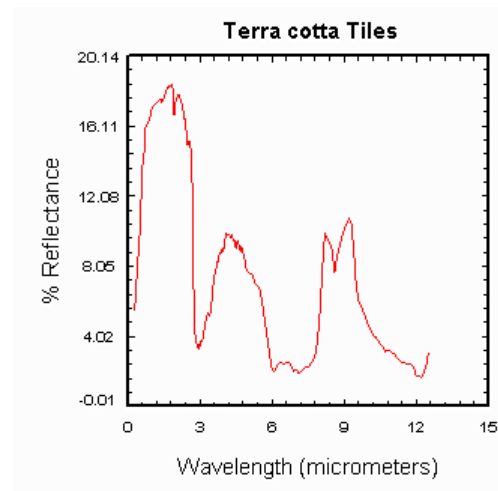
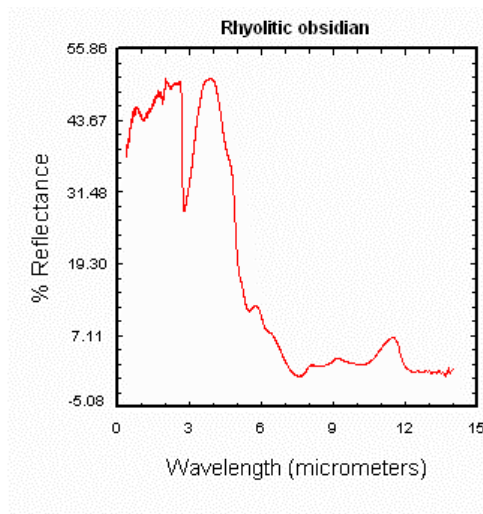
interest, say the grassy area and the parking lot. With the Landsat 7 ETM+ sensor, for example, there may have been 9 pixels covering the grassy area. If so, with the IKONOS sensor, there would be about 506 pixels covering the same area. With the new QuickBird II sensor, there would be about 1,296.

OK, so here we go. What does this have to do with cultural resources? Suppose you have a sparse lithic scatter somewhere out in the Desert West. The site conveniently covers 8,100 square meters: exactly 9, 30-meter multi-spectral ETM+ pixels. Could you identify this site mathematically by classifying multi-spectral imagery? With the Landsat 7 data, probably not. To "see" the site, the mean reflectance from the on-site pixels must be statistically different from the mean reflectance of the off-site pixels. A few flakes lying on the ground would not be enough to significantly alter the reflectance value of the pixels because they form such a small proportion of all material within a single pixel, or the aggregate of all on-site pixels. When the pixel size is decreased, a single flake will compose a greater proportion of the pixel's area. Additionally, with smaller pixels, more pixels will fall within the on-site area thus increasing the sample size, narrowing the confidence interval, and raising the chances of being able to differentiate the on-site area from the off-site area.



For the 1-m pixel, the projectile point is 3 percent of the area. In the 0.5-m pixel, however, it is 12 percent of the area.

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Fortunately, the satellite "star wars" have drastically increased the resolution of multi-spectral data to approximately 2.5 meters. While the 30-meter ETM+ data would not likely find sparse lithic and ceramic scatters, what about the 2.5 meter QuickBird II data? It is a distinct possibility and a test with these data will soon be taking place in western Arizona in an area that has been heavily inventoried by pedestrian field survey. We will see, for example, what types of resources known to exist can be mathematically identified using imaging data. Look at the spectral curves for a couple of materials commonly found on the surface of archaeological sites: obsidian and ceramics.

Might it even be possible to tell the proportional composition of surface artifacts at sites? Perhaps. If the testing in Arizona shows that these subtle identifications are not possible with the data available today, it will be only a matter of a year or two before data with higher resolution, more bands, or narrower slices are available that will.

How will your business and the field of archaeology change? The intensive inventory field surveys we now know will cease to exist, at least in the way that they are structured. The majority of archaeological surveys in the western United States will be done from imagery, not from having lines of archaeologists walking back and forth across the landscape for weeks or months on end. Yes, there will still be field survey, but the fieldwork will be sample surveys done to ground truth the imagery to quantify what resource types can be "seen" and what types are being missed. The end result is that cultural resource inventory surveys will be done more accurately and at a fraction of the cost. Archaeologists of land-holding federal agencies will finally be able to fulfill their responsibilities mandated under Section 110 of the National Historic Preservation Act. Instead of being spent on inventory surveys, money will be more wisely spent on the things that really count: stewardship, protection, stabilization, evaluation, mitigation, analysis, interpretation, and public dissemination of information. Funds will be available to appropriately deal with the resources that are truly important and truly at risk.

Businesses located outside of the Desert West, where ground visibility is more obscured by vegetation, have

a little more breathing room, but not as much as you may think. The majority of imaging satellites scheduled for launch over the next few years are high-resolution radar satellites. Radar has the ability, under certain conditions, to penetrate both cloud cover and vegetation cover. So, what is beginning to happen today in the west may be only a few years away in other parts of the country.

There are other trends at work here, too, besides the “resolution revolution” that are leading to a similar outcome. I previously mentioned that classification works better when there is greater resolution, more spectral bands, and narrower spectral bands. I primarily have been discussing multi-spectral remote sensing in this article, but there is also hyper-spectral remote sensing. “Hyper-spectral” refers to narrower slices through the spectrum and sensors that collect hyper-spectral data also usually collect many more bands than do multi-spectral sensors, often several hundred bands. Hyper-spectral sensors are carried on satellites but their resolution is currently much lower than multi-spectral scanners. To overcome this, hyper-spectral sensors are usually carried on aircraft that fly much lower to the ground and thus have a much smaller pixel size in ground units. Hyper-spectral sensors can currently make very, very fine distinctions between material types such as plant species or types of rocks and minerals. They aren’t currently used for routine cultural resource applications because of the cost of doing custom fly-overs of project areas. It is inevitable, though, that the price of these services will drop in the future. Finally, there are now hand-held digital cameras that record multi-spectral data in the visible, near infrared, and thermal infrared bands. These sensors have been mounted on balloons by archaeologists and flown over sites to identify buried features with moderate success. The number of bands that these digital cameras record is currently limited, but we can expect greater spectral capability over the next few years.

Are you ready? While some business owners I have talked to view the impending changes to field survey as a huge financial disaster, others see these changes as a positive contribution to our industry. We will be able to do more accurate inventory, faster and at a lower cost. The money saved can be put to much better use to take care of the important resources. If we educate our clients and make a persuasive argument, the overall funding on projects won’t be any less, it will just be divided differently. I have talked to

some in state transportation departments who see the use of high-resolution multi-spectral imagery to identify resources as an incredible planning tool. Multiple alternatives that cross land where there is no permission to enter can now be “surveyed” at equal levels of effort as NEPA requires. This *a priori* knowledge of resources can enter the planning process at an early stage where it actually may be used to shape the project. I know of one case, however, in New Mexico where the inspection of tribal land through the use of high-resolution imagery was viewed as trespassing. With such a fundamental change of methods will come additional concerns from various stakeholders.

If you are not ready for these upcoming changes, here are some ways to ease the transition. First, begin to incorporate satellite data into some of your projects. While Landsat was made the “straw man” in this article, there are a lot of good ways to apply data from the ETM+ sensor and Landsat data should be considered even though it may not have the spatial resolution of other data sets. The ETM+ sensor does have more spectral bands than QuickBird II and these bands may be better suited to your particular needs. Plus, as I noted, the price is certainly hard to beat. Second, if you don’t have the knowledge, hardware, or software resources to work with large multi-spectral data sets you can start the planning process and begin to work these into your normal purchasing and hiring cycles. If you need help, there are ACRA member firms already working with these data that can give you a hand. Third, keep aware of the larger compliance picture and think about how these technologies can be used to get your clients through the process faster, cheaper, and better. The Advisory Council archaeologists have advocated approaches like this to conduct Section 106 inventory. It also makes good business sense and will increase the competitiveness of your firm. Finally, with our depressed economy and conservative political regime, “smart compliance” is the way to keep our industry thriving.

Christopher D. Dore, Ph.D., RPA is the Director of the Department of Cartography and Geospatial Technologies at Statistical Research, Inc. He can be reached at cdore@srcrm.com with comments, suggestions, and submittals for the Applied Technologies column, a periodic contribution.

BUILDING A DYNAMIC NETWORK

By Lisa Aldisert

Are you plugged into a strong network? I'm not talking about your computer, I'm referring to key people with whom you exchange information and cultivate ongoing relationships. Your network is a vital part of your professional life that can make a tremendous difference in your success. We all participate in networks, some that are more formal, others less so. If you're perceived as someone who "gets things done," a dynamic network most likely supports you.

When you look at networking under the microscope, the truth is that the most enduring ones are built around exchanges of value. You participate in a network so that you can both give and receive value. In fact, your value in the work place is enhanced by the quality of the information and resource sharing of your network.

If you haven't thought much about your network lately, take some time to examine it and evaluate the nature of your relationships. What can you do to enhance these relationships? How can you be of service? Who else would you like to know in order to be more successful?

If you are not part of a structured networking group, consider bringing together some people from your informal network from time to time. For example, you might set up a breakfast meeting where you invite five to eight people. Ask each of them to bring another person who is valuable to his or her network. You will end up with a good-sized group with relatively little overlap.

You may begin such a meeting by going around the table and giving short self-introductions. Then introduce a current topic of general interest that the group discusses for 15 to 20 minutes. Some of your topics might include:

- Trends in the hotel industry
- Creating extraordinary program value for convention attendees
- Developing staff to deliver enhanced service
- Logistics tips and techniques
- Maintaining quality when attendance is down

Following this discussion, take a 10- to 15-minute networking break where people begin a personal dialogue with those they don't know. Then bring everyone back to the table and spotlight one or two people who can benefit from group brainstorming. These people will give a 1-minute description of their situation and problems that might need solving, and the group will respond with ideas for up to 5 minutes.

When you can exchange value like this, opportunities will flow. Importantly, make sure that the people in your network are willing to give value as well as receive it. True value exchange cannot happen without give and take.

Because your network will change as you grow professionally, treat it as a dynamic, living organism. As you become more interconnected and cooperative, make sure that the people who comprise your network are committed to your success, just as you are committed to theirs. This is a powerful concept in a fragmented world of work. People can come and go on the job, but your network lives on.

For free tips for effective networking, e-mail your name, mailing address, fax number, and the word "networking" to workplace@pharosalliance.com. © 2002 Lisa M. Aldisert

Lisa Aldisert is a New York-based business advisor and professional speaker specializing in strategic business growth and leadership development. Her latest book is *Valuing People: How Human Capital Can Be Your Strongest Asset* (Dearborn Trade Publishing). E-mail her at lisa@pharosalliance.com or visit www.pharosalliance.com.

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HELPING CURRENT CLIENTS SUCCEED

By Mahan Khalsa and The Sales Performance Group

We have won the opportunity to work with a client. What now? We should develop a feverish focus on helping them succeed. Not only should we focus intently on the current projects, services, and products, we should be alert to as many additional means for them to succeed as possible—whether with us or someone else.

The physics of account development apply here: a client at rest tends to stay at rest unless acted upon by an outside force. For a given client, if that force is internal or external business pressure, they might come to us. If all we do is wait for clients to come to us, we are reactive rather than proactive agents of success. We need to take opportunities to them. We need to be the outside force that gets them moving. Failure to do so limits our value added. How do we take new opportunities to them without being perceived as trying to “sell” them? Here are two strategies: “pull” and “push.”

Pull Strategy

The pull strategy is easy, effective, and underused. All we need to do is initiate a meeting with key client stakeholders and “structure a conversation” around what is important to them. We might say, “The marketplace, our leadership, and our clients are all pushing us to ensure that our solutions are directly linked to business results. Is that the case with you as well? Could we set up a meeting to fully understand your key priorities for the next 12 months so we can more closely relate everything we do to what matters most to the company?” Those priorities could be strategic or tactical, depending on with whom we are working and the nature of what we provide.

When you have that meeting, you know what to do. Even though we called the meeting, we start out on their agenda. What are the key issues? What is the evidence, impact, and context? What are the constraints? If the impact is big, would they be interested in thoughts of how to address the issues? Would they collaborate with us to build a business case for the opportunity so we could attract resources and develop a decision process? Are they interested in seeing what an exact solution might look like?

Who’s Talking to Your Clients?

If you don’t treat current clients like new clients, they will become former clients. Someone else will be talking to them about what’s important. Since we have access to our client, and hopefully a good track record of helping them succeed, it should be far easier for us to get a pull meeting than it would be for a stranger. No specific reason is needed to initiate a pull meeting. Here are some triggering opportunities:

1. Organizational change. Reorganization, merger, acquisition, major market shifts, new products—what are the new priorities?
2. New position/promotion. New people in new roles—what is leadership counting on them to produce?
3. End of an engagement. Does the client have everything needed to carry on? What else is a priority?
4. Project-related milestones. As you review the progress of a current project, you can scan for other related priorities.
5. Annual, semi-annual, quarterly account strategy sessions. Build into the relationship up front that you will meet periodically (no charge) to monitor the relationship and to stay current with key priorities.

What would you add?

Mahan Khalsa is an expert in business development. He graduated with honors in economics from UCLA, and has an MBA from Harvard Business School. Mahan is author of Let’s Get Real or Let’s Not Play and Asking Effective Questions.

One in a series of weekly sales tips provided by the Sales Training Camp. For more information on their newsletter and sales tips, go to www.salestrainingcamp.com. Reprinted with permission.

LEGISLATIVE UPDATE

By Nellie L. Longworth

A Look Ahead at Issues That Should Be of Interest to Our Members

A number of bills introduced very late in the 106th Congress signal measures that will most likely be reintroduced in the 108th Congress for action ranging from hearings to passage. There are also a number of Executive Orders (EO) that have come from the White House, signaling a need to streamline environmental review in the Departments of Defense, Transportation, and Energy. The SHA Government Affairs Committee will be tracking these - and others - and wants each of you to make your concerns known to Congress if the bills are serious threats to the profession. The issues:

Reauthorization of Tea-21 this Year - the mighty transportation and highway bill completes its 6-year authorization on September 30, 2003. In reauthorization, the area of greatest concern is environmental review. Language in a "tester bill" last fall allowed the Secretary of Transportation to designate high-priority projects for minimal expedited review. It also targeted Section 4(f) which critics claim seriously increases the time and cost of the planning process particularly when there is agreement on no adverse effect in the planned highway project. There are proposed changes in Section 4(f) and Section 106 being discussed that would affect cultural resources and these need to be carefully evaluated. Enhancements appear to be safe from change.

FY04 Appropriations - With a slowed economy, deficit spending and war preparation realities, budget cuts in discretionary spending are expected to be deeper than FY03. Again, the Department of Interior programs will be a target of budget cutters. Agriculture and Transportation appear safer but - vigilance and involvement may be necessary for programs that support the profession. Special interest should be directed toward the Farmland Protection Program (FPP) with its conservation program now open to farms and ranches which contain historical and archaeological sites.

Tribal Issues - At the end of last session, two bills were introduced that contained language that needed amendment and clarification. A *Sacred Sites* bill granted tribal access to religious and cultural sites on federal lands and protection of the sites from federal undertakings. An *Indian Contracting* bill authorizes a demonstration project to fund 24 tribally headed organizations at \$100,000 each to identify, maintain, and protect lands with significance to the tribes. In both cases, congressional staff is willing to discuss definitions and process that will not grant exclusive rights to tribes on federal lands.

Change to the Antiquities Act of 1906 - Efforts to limit the power of the President in designating national monuments have been undertaken by the House of Representatives in the last two Congresses. With new Chairman Richard Pombo (R-CA) at the helm of the Resources Committee, changes are excellent that this measure will surface again.

Telecommunications Working Group Hopefully Coming to End on Programmatic Agreement

A “last” working group meeting was held in Washington, D.C., on January 9 in hopes that there would be enough support for the latest version of the agreement to anticipate its signing by industry, NCSHPO, and the Advisory Council in preparation for publication in the Federal Register. From the start of the meeting discussion, it was clear that the tribes were not on board and that industry wanted greater exemption ability than the other groups were able to support. In reality, the editing efforts contributed by all sides had improved the agreement. Jo Reese, Archaeological Investigation NW, Inc., has represented ACRA views and had provided excellent input on the identification and protection of cultural and archaeological resources during the meetings, assisted by Aaron Smith, Dan Roberts, and Nellie Longworth. It is hoped that a meeting with the tribes in early February will resolve their concerns and that a version will be ready for the Federal Register shortly thereafter. Once published, there will be a comment period and it is hoped that ACRA members will take advantage of this opportunity to comment.

Leonard L. Boswell, United States Representative, 3rd District in Iowa, Receives a Merit Award at SHA Convention Banquet in Providence, RI

Citation: “In great appreciation for your interest in the historical and archaeological resources on our nation’s farmland and your splendid legislative ability to introduce and champion a legislation proposal in the 2002 Farm Bill of the 107th Congress that will protect registered archaeological and historic resources through the Farmland Protection Program. Because of your sensitivity to the small farmer and rancher, they will now find it economically possible to retain their family farms for generations to come.”

Prepared by Nellie L. Longworth, Consultant, for ACRA who agrees not to reprint without prior written permission from NLL. ACRA may, however, make “fair use” of the weekly news or special reports or periodical newsletters and may rewrite or paraphrase and distribute information contained in them.

ON THE MOVE



Ms. Susan Lassell Hicks & Company

Our new Senior Architectural Historian at Hicks & Company in Austin, Texas, is Ms. Susan Lassell. Susan joins us from the environmental firm Jones & Stokes out of Sacramento, California, and brings us experience in NEPA, Section 106 and CEQA (Calif. Environmental Quality Act) compliance. Her background in historic preservation planning gained through a Master's degree from Cornell University and her 10 years experience in CRM will greatly facilitate our program.

In addition to her California experience, she also has experience working in Washington, D.C., with the former chief preservation architect of the Advisory Council on Historic Preservation. We are delighted to have Susan come aboard to help with the many DOT and other architectural projects that are currently brewing in and around Austin. We hope she can assist us by managing our architectural resources staff and helping to integrate different types of cultural resources projects (i.e. both built and archeological resources). Of course, we also will enjoy her marketing, proposal, and document production skills.

While Susan admits that “I may not have been born a Texan”, she assures us that she “got here as soon as she could”, or “at least that what it says on the souvenir magnet I bought at the Alamo”. We welcome Susan to Hicks & Company.

Statistical Research, Inc. Archaeological Mapping Specialists

Statistical Research, Inc. (SRI), is pleased to announce the acquisition of Archaeological Mapping Specialists (AMS). The equipment, services, and personnel of AMS have been integrated into SRI, allowing us to better serve the cultural resource needs of our clients by improving our capabilities in the fields of computer cartography, remote sensing, photogrammetry, and geographic information systems. The principals of AMS will join the SRI staff in key roles. Dr. Christopher Dore will become Director of SRI's Department of Cartography and Geospatial Technologies. Dr. LuAnn Wandsnider will join the firm as a Senior Research Archaeologist, while maintaining her position as Associate Professor of Anthropology at the University of Nebraska.

We encourage clients and potential clients of SRI and AMS to contact us regarding upcoming projects and witness for themselves the energy and excitement that joining forces has created. Please feel free to contact President Jeffrey Altschul at jhaltschul@srircm.com, Christopher Dore at cdore@srircm.com, or LuAnn Wandsnider at lwandsnider@srircm.com.

Is your company or staff “on the move?” If so, send press releases to the attention of the editor of the ACRA Edition.

ANNOUNCEMENTS

Spring Board Meeting

ACRA's Spring Board Meeting will be held March 22 at the Isaak Walton Inn near Kalispell, Montana. Anyone wishing to attend should call 406-888-5700 or email stay@izaakwaltoninn.com for reservation information. If you plan to attend, please contact Ann Emmons at aemmons@hrassoc.com for further information.

2003 ACRA CONFERENCE

The 2003 ACRA Conference will be held at the Stoneleigh Hotel in Dallas, Texas, on September 11-14. The Board meeting will be on Thursday September 11 and conference will be held September 12 - 13. Duane Peter of GeoMarine, this year's host, is currently working on topics and workshops to be presented. He invites any ideas concerning workshops or plenary sections. Contact Duane at: dpeter@geo-marine.com

ACRA'S NEWEST MEMBERS

NEW CORPORATE MEMBERS

Dietrich Floeter Photography, Mr. Dietrich Floeter, 1315 Londolyn Rd, Traverse City, MI 49686; 231-929-0888 (phone and fax); dietrich@dietrichfloeter.com

Mr. Brett Lenz, RPA, Columbia Geotechnical Associates, 904 East Second Street, Ellenburg, WA 98926; 509-933-3081; blenz@geoscientists.org www.geoscientists.org

Mr. Gavin Archer, RPA, The Keith Companies, 19 Technology Drive Irvine, CA 92618-2334; 949-923-6151; fax 949-923-6114; gavin.archer@keithco.com

Tyberg Archaeological Services, LLC, Mr. Joel Tyberg, RPA, 1063 University Blvd., Denver, CO 80209; 303-956-3750; fax 720-570-9019; tybergarchserv@hotmail.com

NEW ASSOCIATE MEMBER

Archaeological Research Laboratory, Boyce Driskell, Ph.D., Department of Anthropology, 250 S. Stadium Hall, University of Tennessee, Knoxville, TN 37996-0720

Join ACRA's Web Ring

Please consider joining the ACRA webring, called ACRAWEB. By adding the appropriate button to your website you will be included in a ring of websites made up of ACRA members and marketed on the web as a place to find info about CRM, etc .

On WebRing, similar sites are grouped together in Rings and each site is linked to another by a simple navigation bar. Rings are created and maintained by the RingMaster, who determines the look and feel of the Ring, approves sites submitted to the Ring, and encourages others to join.

To become a member of ACRAWEB, visit this URL: <http://F.webring.com/wrman?ring=acraweb&addsite>

Economic Downturn?

These cultural resource consulting firms did over \$120 million* in business last year. No downturn there! What do these highly diverse firms have in common? They are all members of the American Cultural Resources Association (ACRA).



Corporate Members

AF Consultants
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www.acra-crm.org

* based on cultural resource income only

ACRA

EDITION

6150 East Ponce de Leon Ave., Stone Mountain, GA 30083

ACRA's Mission

Our mission is to promote the professional, ethical and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the association by:

- Promoting and supporting the business needs of cultural resources practitioners
- Promoting professionalism in the cultural resources industry
- Promoting and providing educational and training opportunities for the cultural resources industry
- Promoting public awareness of cultural resources and its diverse fields

A basic tenet of ACRA's philosophy is the cost efficiency of private-sector firms in meeting the need for expertise in cultural resource management. ACRA is strongly opposed to unfair competition from tax-supported contracting programs. We believe that a greater benefit to society, and to the resources, derives from the existence of a healthy community of tax-paying, job-generating, private sector CRM businesses.

2003 ACRA EDITION SCHEDULE

DEADLINE	PRODUCTION
February 3	February 17
April 7	April 21
June 2	June 16
August 4	August 18
October 6	October 20
December 1	December 15

ACRA Edition

is a bi-monthly publication of The American Cultural Resources Association. Our mission is to promote the professional, ethical and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the 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 federal and state legislative activities. All comments are welcome.

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