



The voice of Cultural
Resources Management



Version 1.0

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INTRODUCTION

The American Cultural Resources Association (ACRA) was founded in 1995. ACRA is the national trade association supporting and promoting the common interests of cultural resource management (CRM) firms and associated businesses of all sizes, types, and specialties. Today, our member firms undertake most of the legally mandated CRM studies and investigations in the United States. Our members' clients include federal, state, and local government agencies, private industry, and non-profit groups. Our member firms employ thousands of preservation professionals: archaeologists, architectural historians, historians, and an increasingly diverse group of other specialists. Using free-market business practices, ACRA firms deploy skilled teams to provide our clients with the best service while fulfilling ethical and professional commitments to the overseeing regulatory agencies and the public.

The organization was developed to help promulgate three areas of the CRM industry:

- Advocate for conditions that allow the CRM industry to thrive
- Improve business efficacy of ACRA member firms
- Improve the practice of CRM

The ACRA annual conference was established to help facilitate these goals. The yearly event, held at varying locations across the country, includes sessions, workshops, tours, and events highlighting key issues in the industry (Table 1). It is an important opportunity for company leaders and technical practitioners to expand their knowledge on many facets of the CRM business in a collaborative environment, while also providing a broad platform for networking and industry-wide strategic planning.

Conference attendance has grown significantly over the years. From a gathering of a few dozen individuals to an event with almost 200 attendees, the programming and business needs of the conference have grown with the attendance count. The content of each conference also varies greatly year to year, based on venue, geographic location, and the needs of the industry. The challenge for the Conference Committee is to present a holistic, enriching event that is a clear benefit to the attendees while maintaining the budgetary needs of the organization, all filtered through the lens of the host city.

A Conference Manual was created in 2018 to help orchestrate the various facets that comprise conference planning and facilitate good communication among those involved in that planning. This current document is a subset of the full manual, designed to aid individuals who are organizing or participating in a workshop, session, keynote address, or any other activity associated with the production of the conference. The goal is to provide information on the organization of speaker activities, how each speaking event fits within the larger framework of the conference, and provide data on concessions offered to certain participants, including discounts on registration fees and compensation.

Table 1: Location of Past ACRA Conferences.

Year	Location	Venue
2018	Cincinnati, Ohio	Netherland Plaza Hilton
2017	Philadelphia, Pennsylvania	The Warwick
2016	Palm Springs, California	Renaissance Palm Springs
2015	Denver, Colorado	Omni Broomfield
2014	St. Pete Beach, Florida	Don Cesar
2013	Washington, DC	Hyatt Regency Capitol Hill
2012	Seattle, Washington	Fairmont Olympic Hotel
2011	St. Charles, Missouri	Ameristar Casino Resort and Spa
2010	Madison, Wisconsin	Monona Terrace Convention Center
2009	Providence, Rhode Island	Renaissance Providence Hotel
2008	Tucson, Arizona	University Marriott
2007	St. Petersburg, Florida	<i>Data not available</i>
2006	Columbus, Ohio	Westin Great Southern Hotel
2005	Washington, DC	Monaco Hotel
2004	Riverside, California	<i>Data not available</i>
2003	Dallas, Texas	<i>Data not available</i>
2002	Savannah, Georgia	<i>Data not available</i>
2001	Cincinnati, Ohio	Netherland Plaza Hilton
2000	Phoenix, Arizona	<i>Data not available</i>
1999	Mt. Laurel, New Jersey	<i>Data not available</i>
1998	Denver, Colorado	<i>Data not available</i>
1997	St. Louis, Missouri	<i>Data not available</i>
1996	Sacramento, California	<i>Data not available</i>
1995	Washington, DC	<i>Data not available</i>

CONFERENCE STAFFING AND PROGRAMMING

Staffing and Committee Organization

The general guidelines of each conference are defined by the ACRA Executive Committee and Board of Directors to meet the organization's strategic and financial goals. A Conference Committee Chair is selected by the ACRA President. In most cases, the chair is a member of the ACRA Board of Directors. The chair serves as the liaison among the Executive Committee, Board of Directors, Conference Committee, ACRA staff, local conference host, and all other involved parties including speakers.

To ensure that the conference programming is well rounded, meets the holistic needs of the organization, and includes financially sound decision making, the Chair is aided by three primary groups: the ACRA Conference Committee, local host firm/individuals, and ACRA paid staff. The Conference Committee is made up of a variety of individuals with the expertise to assure that the conference facilitates the goals of ACRA as a whole as well as its various committees, and the CRM industry in general. The committee generally consists of 10 to 20 people and is composed of members of the Executive Committee, Board of Directors, other ACRA committees, ACRA member firms, and the local host.

The local host includes one or more ACRA-member firms or individuals who have agreed to help organize a conference in an area that is familiar to one or more of the member firm's office locations. The local host provides detailed regional knowledge that is imperative to the successful implementation of overarching conference goals, including planning tours, identifying suitable venues for events that particularly highlight the history and culture of their community, and recommending speakers with an intimate knowledge of topics of local interest or that are germane to the conference agenda.

ACRA staff includes any individuals who are employed by the organization, including the ACRA Executive Director and other staff members who aid in ACRA's day-to-day operations. Staff members assigned to the Conference Committee participate in all committee meetings and assist the committee in the completion of required conference tasks, as assigned.

Conference Programming

The schedule for each conference is based on a variety of factors, including location, weather, input from local host, opportunities for nearby events and tours, specific requests from the membership, available budget, and any pertinent industry issues. Programming also revolves around the selected conference theme. The theme can reflect a current topic that is relevant to the industry, focus on a particular interest of the conference location, or note a milestone that is important to the field, etc. The conference theme will be provided to all potential speakers and program participants early in the scheduling process.

Sessions

The sessions are the heart of the conference content. The slate varies from year to year and focuses on the needs of the membership as collected from previous conference surveys, general member feedback, and topics that are particularly relevant to the current state of the industry. Sessions cover a variety of CRM elements, including best practices, the legal parameters surrounding our industry, business-focused issues, and educating future generations, among others.

The final roster should include between eight and 10 sessions, depending on the session content and other conference offerings. Sessions are scheduled for the Friday and Saturday of the conference. In some instances, and with approval of the Executive Committee, sessions may be offered on Thursday or Sunday. The order of the sessions is determined by the chair and the Conference Committee. The length of each session may vary depending on topic. In general, sessions should each be between 45 minutes and two hours in length, with the time slot determined by session needs.

Each session will be orchestrated by a session chair/moderator. The session chair is responsible for the organization of their speakers and content, and, more importantly, for assuring that their session sticks to the allotted time slot. The session chair will introduce the topic and speaker(s) and moderate any subsequent questions that may arise from the audience. While the session chair is not always directly responsible for the content, they are in charge of assuring a solid presentation and organized offering to the attendees that stays on time and reflects positively on the organization. The chair also should keep track of requests for specific A/V equipment and funding needs, as appropriate. In addition, the chair must submit final session details to the Conference Chair or other designee a minimum of two months in advance of the event. This includes: final session title, session abstract, list of speakers with affiliations, speaker photographs, and speaker one-paragraph bios. This material will be used in conference promotion and the printed program.

The matrix of each individual session is determined by the session chair. It can include an individual speaker, a roster of speakers, or a panel. It is highly recommended that sessions include no more than five people total, including the session chair and roster of presenters. In some instances, a larger group of speakers may be warranted, and special exceptions may be approved by the Conference Committee Chair.

Workshops

A workshop may be offered to augment the slate of sessions. The focus of the workshop is often a topic for which a hands-on approach will facilitate learning. Since the workshop is usually relevant to continuing education, the decision on whether or not to have a workshop is determined through a dialogue between the Conference Committee and the Education Committee. Together, they will examine the conference schedule in light of ACRA's general organizational goals, the conference theme, the needs of the members as stated in various forms of member feedback, and the goals of the Education Committee.

A member of the Conference Committee is selected by the Chair as the workshop lead. Once a general topic is selected, the workshop lead helps to find a presenter, determine costs of the workshop (assuring that all workshop costs are covered by the workshop registration fee), detail any special needs that may be required, and work with both committees on schedule, pricing, space and A/V requirements, minimum attendance needs, and all other details.

As with sessions, a moderator will be assigned to facilitate the workshop. The moderator is usually the workshop lead, but another individual may be assigned to this role if appropriate. The moderator is responsible for communication with the workshop presenter prior to and during the conference, assuring that the workshop sticks to the allotted time slot, and helping with any needs during the workshop that may arise. In addition, the moderator must gather final workshop details and submit them to the Conference Chair or other designee a minimum of two months in advance of the event inclusive of final title, abstract, speaker name and affiliation, photograph, and one-paragraph bio.

Keynote Address

The keynote speaker is arranged by ACRA staff through recommendations provided by the Conference Committee, Board of Directors, local host, and general membership. The keynote should, if possible, speak to the conference theme and present data on a current topic of interest to the membership. In the past, keynotes have included State Historic Preservation Officers, members of the Advisory Council on Historic Preservation, experts on a particular topic of local interest to highlight the host city, or specialists in a field related to the general CRM industry. Ideally the keynote speaker will deliver a message related to the business of CRM. As with speakers listed above, a final keynote title, abstract, speaker name with affiliation, photograph, and bio must be submitted to the Conference Chair a minimum of two months prior to the event.

Tours

Depending on the conference locale and suite of scheduled events, the program may include tours to local places of interest, such as historic sites, museums, and laboratories. The number, kind, and duration of tours varies significantly from meeting to meeting depending on the availability of local places of interest, topics, and weather. Tours have varied from one-hour walking tours of historic districts to all-day excursions visiting a series of sites.

Once tours are selected, a tour moderator will be chosen to help orchestrate the experience. This may be the local host, a member of the Conference Committee, or another individual who is deemed an appropriate choice to assure that the tour is conducted seamlessly. The moderator will help coordinate with the property managers, arrange for tickets and transportation, determine timing of the tour, establish minimum numbers of attendees, and make the committee aware of any special needs or requirements.

Tours should be financed through the sale of tickets to cover transportation expenses, entrance fees, refreshments if appropriate (such as bottled water), and the cost of meals (e.g., box lunches), as needed. If outside transportation is required, organizers should establish the minimum number of registrants required to cover transportation costs—often the biggest expenditure. It is imperative that organizers are prepared to cancel the tour if enrollment is not sufficient. Work with transportation providers to establish a reasonable deadline for cancellations so that the conference does not lose money if minimum enrollment is not met. This is often three weeks prior to the event; examine the contract prior to signing the document to note the cancellation date. Organizers who are arranging transportation for tours and workshops should be sure that insurance is included in any rental agreement.

SPEAKER REGISTRATION AND COMPENSATION

Registration

ACRA understands that the success of our conference, in large part, rests on the shoulders of those who share important data with our attendees through sessions, events, tours, and workshops. The following general guidelines are used to determine who receives a free or discounted registration and the type of registration that is offered. Note that these guidelines may be augmented by the Conference Committee Chair with the approval of the President.

Keynote Speaker- Free full conference registration.

Session or Event Presenter (one to two participants in a single session)- If the individual is not affiliated with the CRM industry or a directly related field, then he/she receives a free one-day registration (the day of their session). The value of a one-day registration can also be applied as a discount to a full conference registration. If the individual is affiliated with the CRM industry or a directly related field, he/she receives \$100 off of their registration (may be applied to either a one-day registration or a full registration). If the individual is a member of the ACRA Board of Directors/Executive Committee, no discount is given.

Session or Event Presenter (three or more participants in a single session)- If the individual is not affiliated with the CRM industry or a directly related field, they he/she receives a free one-day registration (the day of their session). The value of a one-day registration can also be applied as a discount to a full conference registration. If the individual is affiliated with the CRM industry and/or a member of the ACRA Board of Directors/Executive Committee, no discount is given.

Tour Leader- If the individual is not affiliated with the CRM industry, they he/she receives a free one-day registration (the day of their tour if the event occurs on Friday or Saturday of the conference or a day of their choosing if the event occurs on a day other than Friday or Saturday). The value of a one-day registration can also be applied as a discount to a full conference registration. If the individual is affiliated with the CRM industry and/or a member of the ACRA Board of Directors, no discount is given.

Workshop Leader- Regardless of affiliation, the individual receives a free one-day registration (the day of their workshop if the event occurs on Friday or Saturday of the conference or a day of their choosing if the event occurs on a day other than Friday or Saturday). The value of a one-day registration can also be applied as a discount to a full conference registration.

Speaker Compensation and Other Benefits

In some instances, a speaker may request a financial stipend or other benefits for their participation in the conference. These items may include a presentation fee, airfare, mileage/gas, car rental, per diem, and lodging reimbursement. The Conference Committee Chair, working with session/event/tour organizers, should collect these requests as early as possible and determine how the available funds should be divided. Ideally, this data should be included in session/workshop/tour proposals. Once a determination on expenditures has been made, an email should be sent by the session moderator to each participant requesting funding that clearly outlines the amount that will be given and instructions for reimbursement. Note that ACRA rarely pays for these stipends/fees in advance; once receipts are received and/or an invoice is submitted, the Treasurer will release the funds upon approval by the Conference Committee Chair. Session moderators should work with the Conference Chair and, as needed, the Treasurer to set a system up prior to the conference.

Some speakers may also request lodging. A set number of speaker rooms is sometimes available for use by program participants. Session/workshop/tour/event organizers should keep track of the lodging requests of their group and submit this request to the Conference Committee Chair no later than the end of April of the conference year. The Conference Committee Chair will keep track of the requests and issue room allotments as appropriate. Note that the monetary value associated with these complementary room nights is not given to the speaker; rather information on who is receiving a room night is passed on to the hotel who will apply the credits as appropriate to individual rooms.

APPENDIX A: SAMPLE CALL FOR SESSIONS

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CALL FOR SESSIONS

24th Annual ACRA Conference, September 6–9, 2018
Netherland Plaza Hilton Hotel, Cincinnati, Ohio

The American Cultural Resources Association (ACRA) supports cultural resource management (CRM) firms, cultural resources discipline groups, and their affiliates. Our annual meeting is a prime venue to exchange ideas and meet new colleagues. It is through member participation that our conference program can expand each year, bringing new ideas and evoking teamwork as we strive to make our industry stronger. Our 24th annual conference will be held in Cincinnati, Ohio, from September 6–9, 2018. This year's conference theme—*Local Voices, National Trends: Heritage Transforming Communities*—highlights Cincinnati's place as a national leader in historic preservation at the local level and places a focus on Section 106 and CRM bringing local voices into the federal process.

The ACRA Conference Committee is soliciting proposals for sessions to be held during the annual meeting. Using the conference theme as a general guide, sessions can reflect a variety of CRM topics, including business operations, reaching out to the academy, continued education, technological advances, advocacy, and best practices. Sessions can involve an individual speaker, a suite of presenters, or a panel (maximum of four panelists); they can also revolve around a presentation or an interactive activity. Each session will last between one and two hours, depending on the topic. Our goal is to craft a well-rounded program that will provide value to our attendees. It is anticipated that the session moderator will work with the Conference Committee on content and session requirements. We also welcome recommendations for a compelling keynote speaker.

Please submit the following information to ACRA conference session organizer, Michelle Cross (Michelle.Cross@stantec.com), by **March 15, 2018**.

- Name of Moderator
- Type of Session (single speaker, suite of speakers, panel, work session, other)
- Proposed Speakers/Panelists (if known)
- Session Title
- Brief Session Summary Including Requested Length of Session Slot
- Unique Attributes/Benefit to ACRA Conference Attendees
- Anticipated Technical Needs
- Anticipated Financial Needs Including Travel Funds

If you have any questions on this solicitation or the conference planning process in general, contact Michelle Cross, Conference Committee Chair Kerri Barile (kbarile@dovetailcrg.com), or ACRA Executive Director Marion Werkheiser (marion@acra-crm.org). Additional information on the organization can be found at www.acra-crm.org.

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APPENDIX B: SAMPLE SESSION PROPOSAL

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Session Title: Making Preservation Local: An Ohio Success Story

Name of Moderator: Kevin Pape

Type of Session (single speaker, suite of speakers, panel, work session, other): Suite of Speakers

Proposed Speakers/Panelists (if known):

Joyce Barrett - Executive Director, Heritage Ohio

Amanda Terrell - Director, Ohio State Historic Preservation Office

Tom Cassidy – Vice President of Government Relations and Policy, National Trust for Historic Preservation

Brief Session Summary Including Requested Length of Session Slot:

Ohio preservationists have been at the forefront of the fight to save the federal historic preservation tax credit, and have developed excellent political relationships and advocacy skills that helped save the tax credit last fall with Senator Portman's support. They also won an award for public policy advocacy at last fall's National Trust for Historic Preservation PastForward conference for their work to design and implement Ohio's state historic tax credit program. This session will discuss recent Ohio public policy advocacy approaches and how you can use them for support on your own issues in other communities.

Unique Attributes/Benefit to ACRA Conference Attendees:

This session allows ACRA attendees to learn about advocacy approaches that Heritage Ohio and the Ohio SHPO has used to great effectiveness, and it is aligned with the conference theme.

Anticipated Technical Needs: Powerpoint and microphone, no special needs

Anticipated Financial Needs Including Travel Funds: None, all speakers are ACRA members or are local to Ohio and do not require an honorarium

Session Title: Developing Inclusive Company Environments in CRM

Name of Moderator: Sarah Herr

Type of Session (single speaker, suite of speakers, panel, work session, other): Panel

Proposed Speakers/Panelists (if known):

Julie Pugh – will present for 90 minutes on topic of developing a positive work environment and effectively handling incidents of harassment in the workplace

Panel will discuss this topic with reference to CRM:

? Linda Scott Cumming?

Duane Peter

? Want one architectural historian/ethnographer or similar

?

Brief Session Summary Including Requested Length of Session Slot:

Gender and sex-based harassment has been a topic of increasing emphasis over the last six months across many contexts and industries. This presentation aims to allow firm owners and managers to develop an inclusive work environment that encourages the highest standard of behavior between employees and that empowers supervisors to respond effectively when issues arise. It will examine HR issues of workplace culture development, but also allow a detailed conversation about particular challenges of the CRM industry, which include substantial proportion of male supervisors and female supervisees; considerable work travel; a tendency towards macho field culture; the presence of alcohol on many field projects and at conferences; the considerable importance of professional networking; and other factors. This session aims to provide attendees with actionable takeaways and work products, including [enter objectives here].

The length of this session will be three hours, with a 90-minute presentation by Julie Pugh followed by a 90-minute facilitated panel discussion and Q&A.

Unique Attributes/Benefit to ACRA Conference Attendees:

This session engages with a timely (and overdue) conversation happening across industries, academia, and other venues, and provides needed HR training tailored for the CRM industry. It is designed as a robust, workshop-like examination of this issue that will provide CRM managers with the skills and tools needed to navigate this complex issue.

Anticipated Technical Needs: Powerpoint and microphone, no special needs (check with Julie Pugh)

Anticipated Financial Needs Including Travel Funds: We have discussed this with Kerri Barile and may need \$1000 from conference budget and up to \$500 from other sources to cover Julie Pugh's speaking fee. Other selected panelists will be chosen from ACRA conference attendees.

2018 ACRA Conference Session Proposal

Moderator:

William Eckerle MA, RPA, LPG; Western GeoArch Research LLC

Type of Session:

Single Speaker

Proposed Speaker/Panelist:

William Eckerle

Session Title:

Assessing Integrity of Association at Criterion D, Subsurface/Stratigraphically Buried Archaeological Sites

Brief Summary:

To be successful at assessing site eligibility, a cultural resource management (CRM) firm must possess expertise in applying National Register Criteria for property evaluation. According to the National Park Service (NPS), in order for a property to be listed under the National Register of Historic Places, the property must be significant under one or more criteria **and must also possess integrity**. NPS defines integrity as the “ability of a property to convey its significance.” Seven aspects of integrity are defined by NPS including location, design, setting, materials, workmanship, feeling, and association. This last aspect of integrity, association, is the topic of this presentation. For properties eligible under Criterion D, integrity is based upon the property's potential to yield specific data that addresses important research questions. When discussing integrity for Criterion D at archaeological sites, National Register Bulletin 15 references such qualities as: (1) artifact spatial association, (2) stratigraphic context, and (3) stratigraphic separation of cultural components. This presentation defines these qualities of associational integrity, discusses cultural and non-cultural processes that create or destroy associational integrity, and discusses field and laboratory methodologies that allow a CRM consultant to assess the associational integrity of subsurface and/or stratigraphically buried cultural components and to apply National Register criteria for property evaluation. A solid understanding of the qualities of associational integrity in the context of Criterion D archaeological sites allows a CRM consultant to design and implement appropriate testing and excavation methodologies to assess whether site data might realistically address important research questions. The linking of site-data associational integrity to the data's ability to address those questions facilitates robust eligibility recommendations.

Length of Session:

1 hour

Unique Attributes/Benefits to ACRA Conference Attendees:

Define the qualities of associational integrity at Criterion D archaeological sites.

Discuss cultural and non-cultural processes that create or destroy integrity.

Provide methodological suggestions that allow a CRM consultant to better assess the integrity of subsurface and/or stratigraphically buried cultural zones to facilitate improved application of National Register Criteria.

CRM topics to be addressed include business operations (e.g. firm's ability to meet agency needs), continued education, and best practices.

Anticipated Technical Needs:

Digital projector with connected computer containing Microsoft PowerPoint and podium

Anticipated Financial Needs:

None



ASSOCIATION ON AMERICAN INDIAN AFFAIRS

Protecting Sovereignty ° Preserving Culture ° Educating Youth

SINCE 1922

24rd Annual ACRA Conference, September 6-9, 2018

Panel Proposal

The **ASSOCIATION ON AMERICAN INDIAN AFFAIRS**, or **AAIA**, is the oldest American Indian advocacy organization in the United States, founded in New York City in 1922. The organization began as several not-for-profit citizen organizations that supported change in federal Indian law and policy from assimilation, allotment and termination and towards Tribal self-determination and sovereignty. The founders of **AAIA** were the drafters of the early Indian Reorganization Act. In 1948, the New York groups merged and became the **AAIA**, with an all-Native Board that engages itself in partnership with Tribes and Tribal peoples at the grassroots and national levels to seek solutions and policies that empower self-determining and sustainable Indian Nations to protect matters of cultural sovereignty.

The mission of the **AAIA** is to fight for Native American cultures. **AAIA** has been a leader in protecting cultural resources through its Repatriation, International Repatriation and Protection of Sacred Sites initiatives, as well as through its Youth initiatives. **AAIA** provides technical assistance, training and advocacy for Tribes in matters concerning the Antiquities Act, the Archaeological Resources Protection Act, the National Historic Preservation Act and the Native American Graves Protection and Repatriation Act. **AAIA** also works to provide education to the broader public about the importance of Native American cultures, and best practices for the protection of cultural and sacred sites.

The AAIA proposes the following panel:

“Protecting Native American Cultural Heritage: Consultation Best Practices”

Moderator: Shannon Keller O’Loughlin, Esq., Executive Director of the Association on American Indian Affairs

Session Type: Interactive panel session – instead of the usual panel session, the panel will be posing questions and hypothetical questions to the audience throughout the session.

Proposed Panelists: In addition to Shannon, panelist will include two additional panelists: one panelist who is Native American and works for a Tribal government as a THPO; and the second panelist who is Native American and works privately for Cultural Resource Management firm(s)

Brief Session Summary, Unique Benefits to Conference Attendees and Requested Length of Session

Slot: The session will begin with a brief background of the laws relevant to working with Tribes on cultural resource matters. The meat of the panel will provide a structured workshop in which the panel will provide hypothetical questions that will lead to development of an on-the-spot best practices guide

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for working and consulting with Tribes. The important take-away, in addition to the best practices guide, will be interacting with Tribal experts in the field to understand the Native perspective, and possibly bring new ideas and ethical considerations when CRM are charged with protecting Native American cultural heritage. The requested length of the panel is 1.5 hours.

Anticipated Technical Needs: Powerpoint and internet connection.

Anticipated Financial Needs Including Travel Funds: Travel and hotel room stay for up to three panelists would be helpful but not dependent upon the panelists ability to participate. Some payment for travel costs would be appreciated by AAIA. Such assistance could be advertised on AAIA website, social media and in its publicity about the event.

Please do not hesitate to contact Shannon Keller O'Loughlin at Shannon.aaia@indian-affairs.org, or 240-314-7155, if you have any questions or concerns. In addition, AAIA is willing to revise the panel proposal if ACRA believes it would be beneficial for positive attendance and productivity.

Thank you for your time and attention.
Yakoke!



Shannon Keller O'Loughlin
Executive Director

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