Volume 13-1

ACRA EDITION

The Voice of the Cultural Resource Industry

February 2007

ACRA Board of Directors

(Officers are listed on Page 2)

In This Issue...

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; and
- 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.

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ACRA MEMBERSHIP DUES NOTICE

Hello membership. So many of you have been good to send in your dues early, but there are quite a number of companies which still have not paid their dues for 2007. This is a reminder that dues must be paid by **FEBRUARY 15, 2007** in order to remain a member in good standing. After that date you will be removed from the members list on the web page, will no longer receive MembersOnly and will not be able to vote or hold office until your dues are received. Second notice reminders have been mailed to those who are listed as unpaid. If you think you received a notice in error, please contact Lucy Wayne, Membership Secretary (lucy@southarc.com), so that she can cross check the records with Scott Stull, Executive Secretary, and make sure that a mistake was not made. The address is: Lucy Wayne, SouthArc, Inc., 3700 NW 91st St., Suite D300, Gainesville, FL 32606.

Remember, ACRA is working for all of us, but you only get out of it what you put into it--including your dues!

Thanks to all who have paid promptly.

MESSAGE FROM THE EXECUTIVE SECRETARY

By Scott Stull, Executive Secretary

As most of you know from the announcements on MembersOnly, Karen Hartgen has temporarily stepped down as president and Mike Polk is Acting President. This change was brought about by Karen's need to attend to her husband, Chuck Fisher, who succumbed to melanoma on February 8, 2007.

One thing we all can do to make Chuck's passing more meaningful is to go and get a check-up at your family doctor for any evidence of skin cancer. I went and it took an hour, and it is worth the time. Thankfully, I did not have anything suspicious, but we also learned what to watch for: Asymmetry, Border (irregular), Color (2 or more), Diameter (more than 0.5 cm), and Elevation (raised moles with an uneven surface). If you have any signs or questions, see your health care professional.

There are many upcoming events planned for ACRA. The spring board meeting is scheduled for March 17 in San Luis Obispo, CA. Topics under discussion will include:

- how ACRA can address issues of state-competition;
- strategic planning for the organization, and;
- how to improve communication to members and the public.

In April, on the 21st, the CRM Expo will take place at the Society for American Archeology meeting in Austin, Texas. ACRA will have a booth, along with many ACRA member firms. For the Society for Historical Archeology meeting, we produced a special, reduced version of the newsletter, and distributed 150 copies. We will likely do the same for the CRM Expo, and have information from the salary survey saying why you should work for or hire an ACRA member firm.

MEMBERSHIP COMMITTEE UPDATE

By Steve Dasovich, Membership Committee Chair

Your membership committee is still looking into the addition of benefits for the membership. These can range from discounts for frequently used services to perhaps additional insurance coverage options. Obviously, issues like insurance are difficult to maneuver through and these things will take some time. However, we want to hear from the membership about what you would like to see offered as a result of your ACRA membership. Be creative, maybe even think outside the box...

One of our greatest strengths is ability to network through our membership. We encourage you to continue serious efforts to engage fellow members in projects where you need a special service or where you need more bodies to complete a task on time using ethically sound practices. Remember, our membership ranks are filled with fantastic companies and individuals. Use them to your advantage. Please send reports of networking successes to Steve Dasovich, chair of the membership committee: sdasovich@sciengineering.com.

Previously, we reported one such project between SCI Engineering (Missouri) and Midcontinental Research Associates (Arkansas). While in a paperwork hiatus as of this writing, this project will continue to generate work for both companies as it progresses. SCI Engineering has also been in contact with Sagebrush Consultants for a possible upcoming project in the Northern Plains. We know there are more examples like this out there, so please let us know. Keep talking to each other and keep thinking of ways you can engage other members.

EDUCATION COMMITEE

BUSINESS OF CRM WORKSHOP: CRITIQUE AND RECOMMENDATIONS

By James Karbula, Education Committee Chair

By nearly all accounts, the September 2006 ACRA Conference debut of the Business of CRM Workshop was a resounding success. The workshop was developed by SRI Foundation (SRIF) and Mead & Hunt, Inc., and sponsored by ACRA. The workshop focused on an overview of CRM Contracting and Project Management and was taught by Mr. Terry Klein, Executive Director of the SRI Foundation (SRIF), and Ms. Amy Squitieri, Vice President of Mead & Hunt, Inc. Together, Terry and Amy brought a combined 40 years of CRM experience into workshop development. According to reviews of the workshop by attendees, the instructors did an exemplary job of presentation merging diverse backgrounds and different styles into a cogent and thorough overview of the basics of CRM project management. The 2006 workshop is an outgrowth of the original Business of CRM Workshop taught many years ago by ACRA members Patrick O'Bannon and Kevin Pape. The current workshop presented a subset of the many original workshop topics and focused specifically on the CRM aspects of contracting and project management. ACRA sponsored its development to provide direct education benefits to the membership. The 2006 debut was presented in conjunction with the annual conference over the course of two days (September 7-8th) and was attended by both senior and junior CRM practitioners from across the country.

Reaction to the workshop from the evaluation forms can be broken down into a series of pros, cons, recommended improvements and suggestions for additional workshop topics. One of the most positive comments was that the workshop organized project management into a complete process. The complete life-cycle of a project was outlined and broken into sequential stages from the Request for Proposal (RFP) through project completion and closeout. In this manner, even experienced practitioners found that the workshop filled in gaps in their own education and experience. The workshop also recommended new project management tools and techniques for success. Among these were specific techniques for initiating, organizing, monitoring and completing projects, including information on project work plans, project checklists, conducting different types of project meetings, and formal project close outs. The course was described as a good entry level introduction as well as a good refresher course for senior project management. There was also positive feedback on the way the course was organized. There was praise for the shared, interactive approach which focused on breakout groups and mini-exercises featuring real world project examples. The shared experiences of senior project managers were widely appreciated. Finally, the use of chocolate by Terry Klein to reward and stimulate participation was especially well received.

Negatives were in the minority and dealt primarily with the technical presentation aspects, the room (large pillars blocked the view), or on ways to improve or focus both the topic and the presentation materials. One poignant comment was that the material did not relate well to small firms. Another was that the class was better suited to mid-level or new managers, and not senior management. The internet registration process was labeled by several participants as inconvenient, bulky and needlessly complicated. There was a call for more specific examples of management tools and practical applications for the suggested techniques, and more hands on examples. There was only one truly negative comment, among approximately 40 responses. The class was described as "not unique," and the "presented materials are available elsewhere," and called for more example documents and real world examples of project situations.

The long list of suggested improvements can best be summarized as a generalized clamour to "GIVE US MORE". There were requests for a workshop of this caliber at every conference, and a plethora of suggested alternate topics for other workshops. Regarding the current content, there were requests for more information and management strategies for different types of contracts. More information was requested tailored to the needs of small firms and entry level companies. In terms of specifics, one attendee suggested the class should have been labeled as "An Introduction to…..". There were multiple requests for even greater group participation, and more concrete examples of project checklists, work plans and monitoring tools. Some of the best of these types of requests came from junior level practitioners or staff members. There were requests for more relevant handouts and references to class material, more real world examples of project situations, more audio visual materials, a slide upgrade, and one request for a copy of the class outline in advance. It is clear from the comments that there was great interest in the course, and that many CRM practitioners were extremely interested in more details and real world examples of the proposed techniques and methods.

1) Four future workshop topics dominated the responses:
2) Small Businesses- starting and managing a small business (budgets and contracts);
3) Marketing;
4) General Business Information - contracting, budgeting, overhead, scheduling and cash flow and;
5) Human Resources/Staffing.

Requests for additional topics also included:

- contract administration
- contracting private sector projects
- finding and winning RFP's
- corporate accounting

Questions in the responses pertained mainly to the desire for more workshops and potential venues. Attendees wanted to know if there were other presentation options with regard to junior staff. Someone suggested that the instructors could team with principals from a particular company for a specific presentation to that firm. Finally, the question was asked, "how can we get the business side to the agencies?" which I interpret as "how can we get agency personnel to attend? Most attendees stated that they learned about the workshop through word of mouth (employer, board member etc.), or on the ACRA Listserve. It is unclear whether that implies MembersOnly or ACRA-L. Clearly, new ways of advertising and disseminating the upcoming workshops need to be established.

The ACRA education committee will be working closely with SRIF and Mead & Hunt, Inc., and the ACRA Board, to explore the possibility of additional workshops and suggested topics. As stated and according to the reviews, the new Business of CRM Workshop was a resounding success. SRIF and Mead & Hunt, Inc. will conduct an encore presentation of the Business of CRM Workshop at the next annual ACRA meeting. The workshop is scheduled for all day Thursday, September 27th at the Hilton in St. Petersburg, Florida. Registration information will be forthcoming.

WHAT IS THE PRESERVATION PAYOFF?

By Lynne Sebastian, Director of Historic Preservation Programs, SRI Foundation

Editorial Note..
This month we provide something unique and a subject that should draw everyone's attention. As CRM professionals, all of us have had our frustrations with federal and state agencies as well as SHPOs. A person who knows this experience from many perspectives is Dr. Lynne Sebastian, former New Mexico SHPO and currently Director of Historic Preservation Programs at the SRI Foundation in Albuquerque. In a paper presented in a session at NCSHPO in 2004, Lynne chastises SHPOs, in an often funny way, and discusses the issues that we, agency people and consultants alike, grapple with everyday. Most importantly, Lynne provides perspective on why, not only SHPOs, but all of us should continue to do what we do. She provides what the "payoff" is for the pain and struggle that this process sometimes takes. Lynne told me that "I've gotten more requests for and interest in this little essay than anything else I've ever written". We hope you enjoy it. Dr. Sebastian provided ***ACRA Edition*** *permission to publish this paper.*

As many of you know, my work for the SRI Foundation involves a lot of traveling around the country, teaching workshops on Section 106 compliance and doing technical assistance projects for federal and state agencies, private industry clients, and sometimes SHPOs. I've learned several important things as a result of this broad perspective on historic preservation activities across the country, and I'm going to use some of those observations to structure my remarks today.

The Problems

For one thing, I've learned that people who haven't ever worked in a state or tribal historic preservation office have no idea of the pressures of the job. Section 101 of the National Historic Preservation Act provides a whole laundry list of things that SHPOs are supposed to do:

- provide technical assistance
- identify and nominate properties to the National Register
- administer grants
- provide public information, education' and training
- assist Certified Local Governments
- maintain a statewide inventory
- and so on and so forth

And the law blithely ignores the fact that all of this has to be done in an intense (and sometimes toxic) political climate, subject to endlessly competing public interests, with dwindling budgets and staffing.

Virtually everywhere I go, SHPO and THPO staffs are feeling exhausted, overwhelmed, and demoralized. Workloads continue to increase while budget crises in the states and flat or declining funding at the federal level leave historic preservation offices stretched thinner and thinner. The decision of the Minnesota SHPO to close the doors one day a month is only the most visible of a whole range of dreary measures being adopted to cope with this slow-motion train wreck.

Given this problem, one of the other thing that I've learned in the course of my travels is good news: almost no one in federal and state agencies and private industry anywhere in the country thinks that SHPOs aren't doing *enough* work. In fact, many of the people that I talk to express a fervent wish that SHPO would *stop* doing any number of things! Now SHPO bashing is nothing new, of course, it has a long tradition in venues like the American Cultural Resources Association listserv, ACRA-L. Back when I was still a Deputy SHPO, I first got to know a man who has since become one of my best friends when he used the phrase "pin-headed SHPO behavior" in a posting on ACRA-L. After a spirited exchange of views off list, we discovered that we shared more points of agreement than disagreement about what is right with and wrong with the practice of historic preservation in this country, but it was touch and go at first.

For all that I've introduced this issue using a humorous but true story; it's a very serious issue and one that troubles me greatly. There is a lot of bad feeling and frustration and a depressing lack of collegiality and trust out there between SHPOs and those who should be their partners in preservation - agencies, consultants, and conscientious members of the development industries. I have friends in all those arenas of preservation, but I think my heart will always be in the SHPO world - I find that I often still say "we" when referring to the New Mexico Historic Preservation Division, even after all these years. And it hurts and depresses me when I travel and teach around the country and hear over and over again about the lack of trust and the absence of partnerships.

I suspect that most SHPO folks would say that the lack of funding and staffing is the most important issue that they face. Based on my observations over the past few years, though, I would argue that the lack of strong, positive relationships with preservation partners is an even greater threat to the long-term prospects for success of SHPO programs. Funding tends to be a cyclical issue (I remember the Ronald Reagan years and I see a number of faces around the room who remember those years, too); relationships of trust, once built and nurtured, are lasting.

In any event, by one of those rare, happy coincidences, it doesn't matter very much which of these problems - funding and staffing or lack of partnerships - you find more egregious. Many of the same solutions apply to both issues.

The Solutions

Let's first consider the problem of SHPO staff meltdown owing to funding and staffing cuts. When you have more to do than you can possibly manage, what's the solution? The obvious answer, "Stop doing stuff!" isn't really obvious at all. When historic properties are threatened on every side, any decision that you make to give up doing things could mean that historic places will be damaged, diminished, or lost. How can SHPO staff reconcile such decisions with their mandate in 36 CFR part 800 to represent "the interests of the State and its citizens in the preservation of their cultural heritage"? And how can they reconcile such decisions with their own personal and professional dedication to preserving the past?

I would suggest that the ultimate answer to this question is triage based on a single question: What is the preservation payoff? Every decision at every level about how to allocate scarce staff time, funds, and other resources should be based on the answer to this question. SHPOs have a limited supply of bullets, both in terms of time and resources and in terms of ability to influence the actions of agencies, municipalities and others. Those limited supplies need to be expended carefully and where they can do the most good.

One of the greatest impediments to basing resource allocation decisions on relative-preservation payoff is an excessive focus on process rather than outcome. If you want to achieve the best deal for historic resources and save whatever is left of your staff's sanity, do whatever it takes to become focused on the outcome, not on the process. If I were suddenly declared to be the Preservation Queen and could mandate one single change in the way that compliance is carried out in this country, that would be it. *Let go of process; keep focused on outcome.*

One of the things that I do during my Section 106 training workshops is to divide the participants up into small discussion groups and have them work through various compliance issues for a made-up "undertaking." In the small group exercise on Resolving Adverse Effects, I ask them to begin by thinking about what each of the consulting parties in our "undertaking" will be bringing to the negotiation table. What does each party want? What issues will want to see resolved? What outcomes are they going to be trying to achieve?

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And with a truly depressing regularity, the answer to my question "What does the SHPO want?" is "The SHPO wants to be sure that the process is done right." As a former SHPO, I find this to be disheartening beyond words. Not a word about finding ways to minimize impacts on historic properties; not a word about representing the interests of the people of the state in preserving their heritage; not even any mention of preserving stuff, for heaven sake. Just: "The SHPO wants to be sure the process is done right."

Did you know that a lot of agencies, consultants, and developers think that all you want is to be the Process Cop? When I was the New Mexico SHPO, my brother-in-law gave me this truly gorgeous police-style badge for Christmas. It has the state seal on it, and says "State Historic Preservation Officer" in very official looking lettering. But it was a JOKE designed to tease me about having a job title with the word "officer" in it, not a reflection of my view of my role in the compliance process!

Where does this perception that SHPOs want to be compliance cops come from? As Pogo used to say in the eponymous comic strip, "I have met the enemy and he is us." When I was the SHPO I struggled frequently against the process-oriented attitude of some staff members, and in my current role as a consultant, I have to tell you that I have met process-compulsive, "pin-headed SHPO behavior" head-on more times than I want to remember.

Sure, it's great to have consistency. It's nice to establish standards for historic property identification and recording, for reporting the results of surveys and mitigation projects. But you know what? In terms of federal projects and 106 compliance, it's not your responsibility to establish rules and standards, you don't have the authority to do so, and trying to police this enormous process will suck every bit of the life and huge amounts of time out of your program.

I had a fellow on my staff at New Mexico SHPO who was one of the nicest guys you would ever want to meet and, unfortunately, also one of the most process-oriented human beings in the universe. It was like it was hard-wired into his brain, and NOTHING I could do or say made any permanent or even long-term change in his modus operandi.

At least once a week he would come into my office ranting and raving about Agency X and some nefarious thing they had tried to sneak past him. He would go on and on until finally I would ask, "Did they protect the resources?" and he would answer, "Well, yeah." And then I would ask, "Did they do something that vaguely resembles Section 106 compliance?" and he would answer "Well, yeah." Finally, I would ask, "So what's the problem?" And he would reply, "The PROBLEM is that they didn't do part 2(a)(6/g)!!" or some such thing. And I would say, "And what would be the preservation payoff if we were to spend time and energy trying to make them do part 2(a)(6/g)? Would it make any significant difference in terms of resource preservation?"

And he would sigh and walk out my door. But the next day or the next week he would be back, and we would be having the very same conversation. Eventually we got to the point where he would come into my office, rant and rave for several minutes, then look at me and say, "But there is no preservation pay-off" and then turn and walk out without my ever having said a word. These discussions never fundamentally changed him - he couldn't let go of his mania to be the compliance cop, and finally he left the agency.

The end result of a process focused, compliance cop attitude is that you spend huge amounts of effort on things that may make little or no difference in the preservation or protection of resources. And you develop entrenched, frustrating, conflict-ridden relationships with agencies and consultants.

Another process-oriented approach that drains SHPO resources and contributes little or no value to preservation of historic places is a stubborn insistence on reviewing everything. For example, how much time does your staff spend on case-by-case review of "no property" and "no effect" undertakings? In the larger scheme of things, how much do those reviews contribute to preserving the historic heritage of your state? Sure, every once in awhile you "*CATCH THEM*" screwing up or, worse yet, trying to "*GET AWAY WITH*" something!! But how much time and energy and mind-numbing, morale-killing review of rote compliance went into finding that one mistake or sneaky effort?

And if, instead of all those case-by-case reviews, you had addressed these undertakings programmatical-ly, what could those staff people have been doing that would really have contributed to preservation? Public programs? Provide technical assistance to private owners of important properties? Promoting use of tax credits? Synthesizing data? Making information more accessible for researchers, owners, and the public? You name it, there is a huge need for it, and I'll bet it isn't getting done to anywhere near the level that you would like. And to what extent is this happening because half of your staff is bogged down in nit-picking stuff that doesn't really payoff in preservation of the resources?

So, why do people hold on to process and to the compliance cop role? For one thing it is easier; it's clear cut, black and white, there are few hard decisions or choices. For new, less experienced staff it is comfortable and doesn't require the knowledge and judgment that more complicated preservation issues require. But mostly people cling to the compliance cop role because there is an adversarial attitude toward agencies, contractors, and others who should, in fact, be viewed and treated as preservation partners.

A certain amount of "us" and "them" attitude is inevitable in any human interaction involving more than two people. But in the world of historic preservation this is a human failing that needs to be combated at every turn. SHPO offices, federal agency CRM programs, private consultants - we all are struggling to do more and more work with fewer staff and scarce dollars. We can't afford the luxury of suspicion and sniping, of endless nitpicking and focusing on the details of process. There are plenty of enemies of preservation out there; we need to stop denigrating the other people who working to preserve the past and begin building stronger partnerships and relationships of trust with them. If you treat people like they are the enemy, they will become the enemy; if you treat them like allies and partners in preservation, generally they will live up to your expectations.

Unfortunately, focus on process and adversarial relationships become a circular problem in which each feeds into and intensifies the other. The more that SHPO staff focus on enforcing process, rules and standards, and trying to "catch" agencies or consultants transgressing against the rules, the more agencies and consultants resent being treated like unprofessional idiots and destroyers of the past. So the agencies and consultants respond by tuning out the content of what SHPO says - including the really good ideas and helpful expertise that you have to offer. Instead of focusing on preserving the resources with SHPO as their partner, they become focused on process too. "What do we have to do to get this through SHPO?" becomes the critical question, not "What would be best for the resources and how can we get it done together?"

So what can be done? Work with your staff on two things: First, make a conscious effort to let go of the self-fulfilling prophesy that agencies and consultants don't care as much about preservation as you do and have to be "watched" and policed. Work at building relationships of trust and treat people like partners in preservation, and that's what they will become. Treat people like adversaries and that's what they will be.

How do you go about building trust? You might suggest some of the following ideas to staff. First, avoid the obvious trust killers: Keep your promises; honor your commitments; admit your mistakes and remedy them, no matter what it takes. Express appreciation: Tell people what they did right as well as what they did wrong; remember to say thank you; acknowledge special effort - not only to the person who made the effort, but in an "atta boy" letter to the person's boss. Be professional. Don't gossip or snipe about people behind their backs; for one thing historic preservation is a small profession, and it's bound to get back to him. For another, the person you are gossiping to will begin to wonder what you say about her when she isn't around. Always keep professional disagreements professional; never let them become personal.

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Another way to build trust is to invest in knowledge. Ensure that your staff members have the skills they need and that they upgrade those skills as necessary. Consider staff exchanges; your staff could benefit greatly from spending some time working in the agencies they review and agency folks could get a real reality check from trying to do yours. Finally, invest in personal relationships. Meet face-to-face as often as possible. It is much harder to demonize a person if you get to know him or her. If something seems to be going wrong, drive over to the person's office or call on the phone and talk it out - don't sit around fuming or feeding your suspicions - and ask them to do the same.

The second thing that you can do to help your staff to focus on preservation payoff rather than compliance process is to spend some time with agency partners identifying shared preservation goals. Once you have identified the goals, work together on defining specific outcomes that you both want to achieve for those goals. And then (and this is the scary part for some SHPO staff) turn them loose to achieve those outcomes in their own way. Don't try to dictate how they do their jobs; if they are doing the right thing by the resources and working toward the outcomes that you all want, the means to those ends should be up to them. SHPO staff is stretched to the breaking point: critically important things that would truly contribute to preservation of historic places aren't getting done. Second guessing other preservation professionals is an expenditure of time and resources that we can't afford.

The funding and staffing crisis for SHPOs is reaching enormous proportions; something has to give. In these remarks I have suggested that what should give are attitudes and habits that do a disservice to the morale and mental health of SHPO staffs and, even worse, a disservice to the cause of preservation. Focus on outcome, not process; build trust with partners; agree on goals and trust people to achieve those goals in their own way; don't expend scarce time and resources on things unless they contribute to the goals.

We all got into historic preservation in the first place because we care deeply about places that are part of our shared heritage and because we understand that this heritage and these places add richness and meaning to people's lives. We need to be reminded occasionally about the true meaning and purpose of our work.

As I mentioned, the very process-oriented staff member that I described was also a truly nice person. Nearly every year he volunteered for a lot of extra work organizing our annual Heritage Preservation Awards program. One year we were giving an award to a gentleman from a village in northern New Mexico who had devoted endless hours of work to preserving a lovely little adobe chapel in the village - hand-refinishing the benches and wooden ceiling beams, replastering the exterior with fresh mud plaster every few years - a life's work.

Sadly, the man passed away suddenly only weeks before the award ceremony. In his stead, his entire family - his wife and several children from their 20s down to grade school age - came forward to accept the award. His wife spoke simply, but very movingly of the man's love for this simple building and its importance to his family, his home, and his strong Catholic faith. And the whole family, including the teenaged boys in their macho, hip-hop, saggy baggy outfits, burst into tears.

With my own eyes brimming with tears, I looking at my disappointed process cop, whose eyes were overflowing as well. And I leaned over and whispered to him, "This is preservation payoff. This is what's important about what we do."

We need to put paperwork and process in the secondary role where they belong, and move our shared love for the past and our sense of service to the public back to the center of what we do.

ACRA 2005 SALARY SURVEY ANALYSIS

By Scott D. Stull, Ph D.

Editorial Note..

One of the unique benefits and important functions of ACRA is that we are the only organization which consistently provides information and a voice for the CRM contracting community. As part of that responsibility, approximately every two years ACRA carries out a salary survey of the profession soliciting information from as many CRM companies as we are able to, ACRA members and non-members alike. Recently, the results of our third survey were released on our "membersonly" listserv. If you, as an ACRA member company, did not get a copy, go to www.acra-crm.org, or contact our Executive Secretary, Scott Stull at sstull@hartgen.com.

We encourage you to read this and see what other companies pay their employees and what benefits are offered, regionally and nationally. As an added bonus to the survey itself, Scott Stull has put together the following analysis of the survey that we present here in the ACRA Edition. The ACRA Board of Directors encourages feedback on the survey, to know if members want to continue this, if there is benefit for you and to encourage your suggestions for improving the survey. Send those suggestions to Scott. The next survey will be carried out in the near future and we would like your input. We welcome your suggestions for changes in the way that we administer it and in the questions asked. These are important to make it a better and more useable tool for the entire profession.

The 2005 ACRA salary survey provides some useful information about the CRM industry for firms and their employees. Comparing the information between ACRA member firms and non-members can show the differences between those two groups. As well, comparing the ACRA survey information with other sources of salary information can put the ACRA survey data in perspective.

MEMBER FIRMS VS. MON-MEMBER FIRMS

Employees

Member firms have a larger average size than non-member firms do. A pair of fictional firms who represent the mean of their respective groups would have the following statistics:

	Member	Non-member
Degrees		
Ph.D.	6	2
Masters	22	8
Five-year professional degree	1	-
Bachelors	14	2
Associate	1	-
H.S.diplomas (or other degree)	2	1
Employee status		
Salaried	20	6
Full-time hourly	16	2
Part-time	4	1
Temporary	6	4

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BENEFITS AND COMPENSATION

ACRA members provide much more in the way of benefits than non-member firms. On average, ACRA member firms provide 30 days of paid time off, while non-member firms provide 18 days. For health insurance, 83% of ACRA members pay some portion of the health insurance costs of their employees, while 64% of non-members pay nothing toward health insurance. Half of member firms pay toward life insurance, while over 90% of non-members pay nothing toward life insurance. Seventy percent of ACRA firms provide retirement or profit-sharing benefits, while only one third of non-members provide some kind of retirement benefit. Nearly all (91%) of ACRA firms provide workers' compensation insurance, while only 60% of non-members provide workers' comp.

Wages at non-member firms appear to be higher than wages at member firms. Total compensation, which is a combination of wages and benefits, is a better measure of compensation. Total compensation is hard to calculate across a national market where costs vary from state to state. Just looking at paid time off, though, can provide a start. Using the Archeologist position as a model, the base pay is $35,568 per year at an ACRA firm, and $43,805 at a non-member firm. An ACRA member firm will pay that employee up to $4,104.00 per year for vacation, holidays, and sick time. A non-member firm will pay up to $3,032.64 per year for paid time off. When you factor in health insurance costs, life insurance, and payments toward retirement, the remaining difference can vanish. According to the National Council on Health Care, the 2006 annual cost for health care charged to an employer was $11,500 for a family of 4, and workers contributed $3,000 of that, leaving $8,500 paid by the employer. To read more about health care costs, go to http://www.nchc.org/facts/cost.shtml. If you add $1,000 for PTO and $8,500 for health insurance costs, the ACRA-employed Archeologist has a total compensation package closer to $45,000. Again, this is hard to calculate for a national market, but this provides some idea of the difference between wages and total compensation.

CRM VS. OTHER EMPLOYMENT

Compensation

Cultural Resource Management is not a place to become fabulously wealthy. But, when you compare CRM to other small businesses, wages are fairly similar. The average salary of a small business owner varies from $169,500 to $233,600, presuming small businesses have less than 500 employees. CRM firms tend to have an average of less than 50 employees, and compensation to a business owner is directly tied to the size of the company. The average ACRA business owner or principal makes $88,899.20 per year.

Compared to national averages, the pay scale is much more equitable between employee levels in CRM than elsewhere. The top of the heap national executives made over 800 times the minimum wage, while CRM principals made about 8 times the minimum wage of 2005. When you look at what people are actually paid, for national executives the average was 431 to 1 in 2004, and the median was 187 to 1 (which means for each dollar paid to the lowest paid employee, the boss makes 187). In CRM, the difference was less than 4 to 1 in 2005, a difference of either 45 or 100 times less than the national average depending on which measure you use. Both ends of the scale are closer to the middle, with the lowest paid tech, Arch Tech I, paid more than twice minimum wage, which was $11.61 in ACRA firms, against $5.15 minimum wage. Just as a reminder, Arch Tech I's perform unskilled or semi-skilled tasks under the direct supervision of a project director or crew chief.

New college graduates entering the CRM industry make the same living as the typical wages for a liberal arts graduate. An Arch Tech II (performing skilled labor) was paid $28,496 if employed full time (2080 hours) in 2005. The U.S. average was $30,212 in 2004, and $30,958 in the spring of 2006, according to the Wall Street Journal.

According to the Bureau of Labor Statistics, in the Federal Government, social scientists with a bachelor's degree and no experience could start at a yearly salary of $24,677 or $30,567 in 2005, depending on their college records. Those with a master's degree could start at $37,390, and those with a Ph.D. degree could begin at $45,239, while some individuals with experience and an advanced degree could start at $54,221. Beginning salaries were slightly higher in selected areas of the country where the prevailing local pay level was higher.

Benefits

According to Salary.com, benefits in 2005 for small companies with 20-50 employees were comparable to those of ACRA member firms. Health insurance was paid in full by 22.8% of the firms surveyed across a range of industries, and 23% of ACRA members paid the full cost of heath insurance. On the opposite end of the scale, 10% of national firms paid nothing toward heath insurance, while 17% of ACRA members paid nothing. Non-member firms do not meet the national average, with 68% paying nothing toward health insurance, and 18% paid the full cost.

Paid time off (PTO) for small businesses with less than 200 employees averaged 23.5 days per year. This included 9 vacation days, 8.5 vacation days, 4.4 sick days, 2.7 personal days, and 1.6 other days. For CRM firms, the average was 27 days PTO, with ACRA members giving 30 days and non-members giving 18.

What if your numbers differ from the average? Remember, these are averages, and don't represent any one firm or individual. There are many reasons wages or other compensation does not match the average. Here are a few examples:

Geographic difference: Where a firm is located in the country will make a big difference in what wages are paid. According to Salary.com, the highest paying areas are New York City and its metropolitan area, San Francisco Bay, and Los Angeles. Others are parts of Alaska, such as Anchorage, Juneau, and Fairbanks, and Honolulu, due to economic constraints and fewer opportunities. Some of the lowest paying areas are: Brownsville, Texas, Laramie, Wyoming, Las Cruces, New Mexico, and Pierre, South Dakota. In the middle range are: Carson City, Nevada; Cincinnati, Ohio; Duluth, Minnesota; Harrisburg, Pennsylvania; Racine, Wisconsin; Toledo, Ohio; and Utica, New York.

Experience: The wages in the survey represent a range of employees with different levels of experience. For a new hire, learning on the job, with job skills that are still under development, wages will be less. For an employee that meets all the job requirements, has the needed skills, and performs the job competently, he or she should be somewhere near the average. If an employee is an expert in all job criteria, serves as a resource and mentor to other members of the organization, and his or her breadth and depth of experience add significant value to the company, then that employee should be at the upper end of the scale.

In the end, ACRA firms are fairly close to the national average for firms of a comparable size (less than 200 employees). Starting wages are in the expected range for new liberal arts graduates, and the wages for the middle and upper levels of the CRM industry are comparable to academia. The wage scale range is much better than many companies in the U.S. including small businesses, in part because the lowest level employees make a much better living than the minimum wage. Non-member CRM firms are somewhat behind the national average when it comes to benefits, and slightly higher wages do not make up for the difference between wages and benefits

LEGISLATIVE UPDATE

HISTORIC PRESERVATION FUND AND FARM BILL: TWO IMPORTANT CRM LEGISLATIVE ISSUES TO WATCH

By Nellie Longsworth, Government Affairs Consultant

The 110th Congress - with its new Democrat majority - arrived in the nation's Capitol in early January. The Democrats called for 100 days during which their concerns would be solely addressed legislatively including: raising the minimum wage; pay-as-you-go spending; increasing funding for college tuition; removing restrictions on stem cell research; and the phased deployment of American troops in Iraq. Not all were fully addressed but we sense that there is a sea change in how this Congress will address legislative issues.

What are the issues that will affect the CRM and archaeological communities in this Congress that we know of at this time? I mention this to remind you that two years ago in early February, we did not have a hint that Section 106 would become a two year "cause célèbre" for CRM and the preservation community. While it appears that the new majority is more sympathetic to conservation issues, it is also a Congress that wants to curb spending, get rid of the deficit, and address energy issues. There are two areas of interest, however, that have appeared. They are the FY08 Interior appropriations and the reauthorization of the Farm bill.

FY 08 Historical Preservation Fund

The FY08 appropriations process began with the announcement of the President's Budget on February 7th. Our interest is the Historic Preservation Fund (HPF) that supports SHPOs, tribes, Save America's Treasures and Preserve America Grants. FY07 funding is suffering from Congress' inability last year to agree and complete many areas of appropriations. To keep the government from closing down, a CR - continuing resolution - was passed by Congress to fund programs through February 17 of this year. By agreement, the new Congress is preparing to extend the FY07 CR through September 30, 2007.

Preservation programs suffered funding reductions in the FY07 CR process. Whereas funding for the HPF was $72,172 million in FY06, it was cut to $58,658 in the current CR. The loss included zero funding of grants to Historically Black Colleges and Universities ($4 million in FY06) and a $10 million cut to the Save America's Treasures (SAT) program. The SAT cut the area of the program that allowed members of Congress to earmark funding for specific projects, a "no no" now for most programs. At the revised $10 million level, it is expected that there will be 55 SAT competitive grants available with a cap of $700.000 Projects are ranked by the National Park Service for historic submissions and museum projects by the National Endowment of the Arts, the National Endowment for the Humanities or the Institute for Museum and Library Service. The States and tribes remain at their FY06 levels and the Preserve America grants were increased to $10 million ($5 million in FY06).

The President's FY08 Budget includes $62.658 million for the HPF including $35.717 million for the States, $3.941 million for the Tribes, the same level since FY06. An additional $4 million will support a new National Inventory of Historic Properties Grant Program, in response to the Preserve America Summit. The inventory will be managed by State, tribal and local governments but coordinated nationally to integrate information into an accessible format that would expedite preservation and environmental reviews. Interested entities may apply for 60%/40% match grants to assist in updating or modifying their existing databases using the Cultural Heritage Inventory Standards. This should reduce the cost for applicants responsible for Section 106 and 4(f) requirements in the next two to five years. It is estimated that the $4 million will fund about 20 - 25 matching grants in FY08, with the prospect that the program will be continued and funded in succeeding years.

Now it is up to the Appropriations Committees of the House and Senate to respond to the President's Budget. Preservation Action and the National Trust will use their Lobby Day visits to Capitol Hill to justify an increase for the SHPOs and Tribes to $50 million.

The Farm Bill and FY08 Appropriation

2007 is the year for a Farm bill which reauthorizes a broad range of programs from crop commodities to conservation to nourishment and School lunches. As archaeologists, conservationists and farm owners, our attention is directed to the conservation area of the bill.

Five years ago, an SHA effort successfully added historical and archaeological sites to the Farmland Protection Program which is now known as the Farm and Ranchland Protection Program (FRPP). This is an easement program that is available to owners of farms with historic or archaeological sites (on or eligible for the National Register) who want to keep their land in agriculture and who agree not to convert their land to non-agricultural uses. Landowners retain the right to use the property for agriculture and may be required to make a conservation plan for highly erodible lands.

The program provides federal matching grants to State, tribal, local government or non-government organizations who will hold the easement and who have a relationship with an existing farmland protection program. The USDA will provide 50% of the fair market value of the acreage of the participating farm to the organization holding the easement. This will be matched by the local entity and forwarded to the property owner. In some cases, the property owner may choose to make a donation for tax purposes that cannot exceed 25% of the easement value.

The program is a good one, particularly popular in areas where farmland is being rapidly converted into non-agricultural uses. There will be an ongoing lobbying effort to insure that the historic and archaeological language is not removed or diluted in the new farm bill. There will be a battle between those who support increased funding for commodities (sugar, corn, cotton) vs. those who want to increase funding of conservation measures. This battle will take place in two congressional committees, those writing the new farm bill and those responsible for FY08 appropriations for the farm bill. Both measures will go into effect on October 1, 2007. While this may not seem as crucial as the battle over Section 106 last year, it is essential to protect historic and archaeological sites on farm and ranch land. It is important that archaeological organizations are visible in the Congress this year as the failure of our efforts will be substantial damage to sites important to our history and mission

WORKING WITH LEGISLATORS

By Brian Thomas, TRC Companies, Inc.

At the Columbus, Ohio, ACRA meeting last September, I presented some thoughts and tips for our members on how to get to know/interact with state legislators. The impetus behind doing so is that there is a lot we can do at the state level to protect cultural resources. Sometimes we can be proactive, and try to get a law passed that helps our interests. Other times, we may need to rally the troops to stop a bad idea from becoming law. Regardless, it is valuable to build a relationship with the people who represent us at the state level.

This fall, of course, we had a general election that brought some changes to many state governments and in the U.S. Congress as well. Now that the dust has settled, it is time to start building relationships with both the new and old hands serving us in government.

How do you make legislators more aware of CRM?

Keep in mind what you want to accomplish here: you really don't need to have legislators know the ins and outs of Section 106—all you want to do make them aware, or more aware, of historic preservation/archaeology as things of interest, and things that people do for a living.

This is a different endeavor than advocating for or against a specific piece of legislation. It is a worthwhile endeavor just to raise some awareness with specific legislators that we (and what we do) exist, and help build relationships so when the time comes that a specific issue is being raised, and you want to advocate for or against a piece of legislation, you already have a starting point with them.

Here are some examples of what you might do—relatively painlessly—to raise awareness:

- Send every legislator (and the Governor, too, for that matter) a copy of your Archaeology Month poster, along with any other literature you may have prepared for Archaeology Month.

- Find out from state preservation groups if they have any kind of annual legislative reception, and if so, attend it. In fact, see if you can co-sponsor one if that is at all possible. In Georgia, for example, there is the Georgia Trust for Historic Preservation, and they have an advocacy wing, Georgians for Preservation Action (GaPA), a state-wide coordinating council for historic preservation advocacy. Each year, the Georgia Trust sponsors a reception for legislators at a place near the Capitol. I would imagine that receptions of this sort are very common in other states, but I only have Georgia to go by. The archaeological community piggy-backs on this event: the Society for Georgia Archaeology and the Georgia Council of Professional Archaeologists always participate in this reception and set up a display table—a great way to interact informally with legislators.

- Send them notifications of local Archaeological Society meetings (if it is taking place in their district). Paper and/or email announcements are fine.

- Invite them to Archaeology Month events with a personal letter. This is especially good if the invitations come from members who live in their districts.

- When legislators are running for office, check their web page for events, house parties, etc., where you can meet them. Focus on the smaller events, not big fundraisers.

- Sign up for any email lists that the office holders may have. Check out their campaign web sites rather than official legislative web pages. Increasingly, legislators are turning to electronic newsletters, and you'll want to subscribe so you can see what's going on. You'll learn more about when you might have a chance to meet with him/her at events that way as well.

- You can contribute money to campaigns, but only if it is someone you really support—you'll never donate enough money to compete with the big interest groups, and you are not trying to buy their support. Nobody in the legislature is going to become a champion of archaeology or historic preservation because they think it'll lead to a lot of money coming in later on down the road in campaign contributions…

How to Communicate with Legislators

How you should communicate—the best way to communicate—will vary, based on what you are trying to accomplish.

If you want to contact them about something specific, here are the most usual methods and the pros/cons. In all cases, remember that elected officials pay most attention to the people who can/will vote for them. Generally, these contacts should be when you have some issue or bill you wanted to express your opinion on.

- In person
  - Pros:
    - Most effective, especially if you are a constituent. If you are a constituent, always let whoever you are arranging the meeting with know this. YOU ARE IMPORTANT!
    - Helps build a relationship—when you write or email later, they'll know who it is coming from.
    - Allows them to ask questions, get information, and really understand an issue by interacting with you.
    - Offer yourself as a resource if other questions arise.
  - Cons:
    - Sometimes hard to arrange, and you have to be flexible—schedules during the session are very unpredictable. If it is something that can be done when out of session (for those with part-time legislature), probably will be easier to see them then.
    - Expensive if you are coming from out of town (although some state legislators have offices in the district).

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- Email
  - Pros:
    - Easy and quick
    - Useful when coming en masse by lots of people just to raise awareness of an issue or bill
  - Cons:
    - Lots of emails come in, could get lost in the mix.
    - In some offices, staff/secretary may be looking them over, so targeted persons may never read it themselves.
  - General comments:
    - Always put your full name and address in the email.
    - Always mention in the first sentence that you are a constituent (if you are).
    - Be short and sweet. If the email is to express your support for a piece of legislation under consideration, all you really need to say is:
      - Who you are
      - What bill number (e.g., HB 149; SB 67)
      - Why do you want them to support it
    - For example:
      - "As a constituent, I would appreciate your support for House Bill 149. This bill would encourage economic redevelopment in the state (or our district) by offering an important tax credit for rehabilitating valuable historic buildings."
      - Put name and address below so they know you are real and can look you up to see if you vote, if they cared to. You also may get on their email list that way.

- Telephone
  - Pros:
    - Good way to add to a tally of people who are for/against something (assuming you are a constituent). I wouldn't waste my time calling someone who isn't your representative or senator, though, unless they serve on a committee that is going to review/vote on the bill you are interested in.
    - Normally can simply leave message with secretary/assistant: mention you are a constituent, want them to vote for or against a bill (give bill number), and leave your phone number. Who knows, maybe someone will call back.
  - Cons:
    - Probably won't talk to a legislator on the first try, and will need to leave a message. It is possible that you may never get through to them, although any messages you left certainly should.
    - It can be somewhat awkward, and in most cases, what you need to say can easily be put into an email.

- Letter/Fax
  - Pros:
    - Something hard copy shows up they can see and read.
    - Although I suspect that most legislators get a lot of mail, they don't seem to get a lot of letters from constituents, so they probably will read it.
    - Meaningful in that a letter shows you took some time to go through the trouble of writing and mailing something rather than just a late-night email.
    - It's better to write a letter and follow it up with a faxed copy, rather than just faxing the letter only. Real letters have more "substance" than a fax.
  - Cons:
    - Letters take longer to get there, so if time is an issue, not best approach.
    - Faxes sometimes don't get through—thrown out with spam faxes, etc.

Some general thought about communicating with Legislators:

- They are just normal people, so there is absolutely no reason to feel intimidated.

- If you met them before at an event, and see them again, always introduce yourself and tell them where you had met previously. Don't expect them to remember you or your name right away.

- It's a lot easier to contact them when you have a specific reason—want them to know you support legislation that will do XYZ.

- If it is a bill you are in favor of, give them reasons to support it that have broader appeal than just preserving the past—tax credits may be good economic incentive for redevelopment, creates jobs, etc. Preserving archaeological sites could enhance cultural tourism, etc.

- When it comes to advocating for a bill, the best method is in person. Make an appointment to meet with your Representative and Senator, tell them you just need five minutes, and explain to them why the bill is important or dangerous. Follow up with a letter or note thanking them for meeting with you, and reiterate your points.

Dealing with Legislation

Stopping bad things

It is a lot easier to mobilize to stop something bad from getting passed than getting something good passed.

This is where email alerts, phone calls, and faxes all help. For many bills, legislators hear next to nothing about them from constituents and interest groups. So, when citizens are bombarding them with emails, calls, etc., it minimally tells them to take a harder look at the bill since it clearly isn't as innocuous as it may have appeared to them at first.

Keep in mind that, as much as you might hope it to be the case, every legislator does not read every bill that they vote on. So, if many people contact them through emails or phone calls about a specific bill, it raises a red flag about it in their minds and they'll pay more attention to it.

It is important to build alliances whenever you can. Try to work with groups who are obvious allies (at least on some issues). For example, several years ago when I was President of the Georgia Professional Council of Archaeologists, I and a Council Board member met with the Executive Committee of the Georgia Chapter of the Sierra Club to see how we could work together on common issues. They were very receptive, and I became a Volunteer Issue Leader for Archaeology and Historic Preservation for the Chapter. What this allowed us to do was to tap into the Sierra Club's very large membership when issues came up in the legislature that we needed to advocate against.

Getting good things passed

So, you want to get a new law passed to add some incentive or protection for cultural resources. But how to you get started? Here's a very brief overview:

1) ***Who initiates these bills? How do they get started?***

- It varies, but generally it starts in one of several ways:
  - Some legislators are interested in them and pursue them all by themselves (have lawyers help them draft it).
  - Normally, some interest group pitches idea, perhaps even has a draft bill drawn up. Sometimes they may look at other—usually neighboring—states that have laws already to use as a template, and then tailor to fit your state's Code.
  - Get examples of what you are trying to accomplish from other states. You might ask your professional colleagues on ACRA-L, HISTARCH, ARCH-L, etc.

2) ***Who do you start with?*** How do you get somebody interested? Identifying the right person to sponsor a bill is important.

- Look up on the General Assembly web page and find bills dealing with historic preservation or archaeology, and see who the sponsors have been.

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- Reach out to other organizations to see who in the legislature seems friendly to their issues. Places to start:
  - Talk to leaders in Preservation organizations (in GA, GA Trust, GaPA)
  - Talk to leaders/government committees of environmental organizations:
    - Sierra Club
    - Conservation Voters (sometimes League of Conservation Voters), which is a Political Action Committee, or PAC, and has an annual scorecard for legislators, lobbyist, etc.).
- Once you identify some possible legislators, do a little research on them:
  - What party are they in?
  - What committees to they serve on?
  - What kinds of legislation have they sponsored/co-sponsored?
  - See if they are likely to be friendly or antagonistic to your issues.

You are not trying to bring people around who don't already think correctly; you are looking for people who can be influenced.

- Some things to think about who you intend to approach:
  - Is he/she in the majority? It certainly helps for them to be.
  - Think about the committees that bill needs to go through and look for people on that committee as options (e.g., tax credits will probably go through Ways and Means; an archaeology bill will probably go through the Natural Resources committee).
- When you have a sponsor, ask them how you can help:
  - Educate key members, especially those on committees involved.
  - Offer to help by testifying in committee hearings about value of bill. Normally, representatives of various groups who have some stake in a bill will have some-one talk so everyone on the committee knows that they people who this bill will impact most are behind it. That's very important to the success of a bill.
  - Understand the potential criticism/opposition to the bill, and give them arguments they can use when faced with a naysayer. Again, think broader appeal (economic development, tourism, etc.).
- NEVER tell someone something that you are not certain is true. I'm not saying "don't lie," which surely you would not do. But don't assume or speculate about what is or is not the case—if you do not know it to be the case, don't say it. Once a legislator finds out the information you provided them is wrong, you will have become unreliable in their eyes and they may never trust anything you have to say moving forward.

Remember, what you are doing is not "lobbying." You are simply exercising your right to petition the government. You are educating or advocating. Even non-profit organizations, like archaeology societies, can educate and advocate.

Conclusion

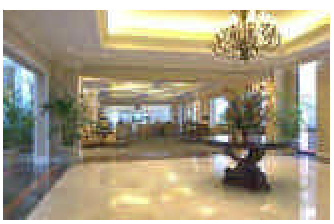
There really is no secret formula for engaging those who represent you in government. You simply just have to get started and see where it leads…

Brian Thomas *is an ACRA Board Member, and also serves as a State Representative in the Georgia General Assembly.*

2007 ACRA ANNUAL CONFERENCE

By Jeanne Ward, Conference Committee Chair

ACRA's 2007 annual conference will be held at the Hilton Inn in downtown St. Petersburg, Florida, September 27 through 29, 2007. The Hilton is modern, spacious, and comfortable with views of Tampa Bay and plenty of meeting space to accommodate our needs. They offer amenities, such as a free shuttle service in the downtown area and rooms are only $89 per night.



For more information, or to take an on-line tour of the hotel, visit this web site:

http://www1.hilton.com/en_US/hi/hotel/SPTSHHF-Hilton-St-Petersburg-Bayfront-Florida/index.do.

Preliminary plans include a presentation of the Business of CRM workshop, which was so popular in Columbus, concurrent with the Board meeting. There are plans to address business basics like insurance, retirement plans and marketing - great information for all businesses. A session on OSHA/safety is in the works. A panel of employees, long-term and short, is being organized to allow employers to find out what employees look for in a company and how to hire - and keep - the good ones. There is more to come as plans come together.

St. Petersburg is an historic city. As the official travel site says: "From early Native American settlements, to the arrival of Spanish conquistadors in the 1500s, to pioneering citrus farmers, railroad barons and entrepreneurial land developers, Florida's Gulf coast has always attracted people in search of opportunity and adventure. Not only did they help build this thriving region, they left a rich and fascinating legacy." For more history visit this web site: http://www.stpete.org/history.htm.

You will also find delightful beaches. Apparently the #1 U.S. beaches from 2005 and 2006 are nearby, although the criteria for that designa-tion was a little vague (http://americasno1beach.com). Come see for yourself and bring your swimsuit. The average temperature in St. Petersburg at the end of September is in the low 80s.

ACRA EDITION

1 7 4 4 Washington Ave Ext, Rensselaer, NY 12144

ACRA's Members-Only Listserver

ACRA now has an online discussion group just for members. "MembersOnly" is a listserver 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 Secretary, Scott Stull. Once you have supplied Scott with your e-mail address, he will subscribe you to this list. Contact Scott e-mail: sstull@hartgen.com.

2007 ACRA EDITION SCHEDULE

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

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