

ACRA Board of Directors

- Lawrence Alexander** *Alexander Archaeological Consultants
Wildwood, Georgia*
- Anne Bader** *Corn Island Archaeology, LLC
Louisville, Kentucky*
- Jon Berkin** *Natural Resource Group, LLC
Minneapolis, Minnesota*
- Joan Deming** *Archaeological Consultants, Inc.
Sarasota, Florida*
- Ellen Marlatt** *Independent Archaeological Consulting, L.L.C.
Portsmouth, New Hampshire*
- Joe Trnka** *Kirkham Michael
Omaha, Nebraska*
- Tom Motsinger** *PaleoWest Archaeology
Phoenix, Arizona*
- Duane Peter** *Geo-Marine, Inc.
Plano, Texas*
- Kimberly Redman** *Alpine Archaeological Consultants, Inc.
Montrose, Colorado*
- Ann Scott** *aci consulting
Austin, Texas*
- Keith Seramur** *Seramur and Associates, PC
Boone, North Carolina*
- Al Tonetti** *ASC Group, Inc.
Columbus, Ohio*
- Lyle Torp** *The Ottery Group, Inc.
Silver Spring, Maryland*
- Ellen Turco** *New South Associates, Inc.
Greensboro, North Carolina*
- Andrew Weir** *CCRG, Inc. and
Coastal Carolina Research
Jackson, Michigan*

(Officers and staff are listed on Page 2)

In This Issue...

- The President's Corner** 3
by Teresita Majewski
- A Message from the Executive Director** 5
by Taylor Dubord
- Government Affairs Update** 7
by Marion Werkheiser and Ian Burrow
- Marketing 101: Rethinking Advertising** 9
by Christopher D. Dore
- Report of the Worker Safety Committee** 11
*by Keith Seramur, Nathan Boyless, William Self,
Al Tonetti, and Guy Weaver*
- Those Two Little Numbers That Affect So Much** 12
by Nathan Boyless
- SAA Launches New Journal for Applied Archaeologists** 13
by Christopher D. Dore
- Army Moratorium on the Use of GPR on
Historic Cemeteries: An Update** 14
by J. W. Joseph
- Gain Vital Business Intelligence This October:
ACRA's Annual Meeting** 15
by Chad Moffett
- Member Announcements, Achievements, and Awards** 17
ACRA Firms Recognized for Their Work with
Kennedy Space Center and NASA
Register of Professional Archaeologists Recognizes
ACRA-Member Contributions
Hunter Research's Efforts Result in Petty's Run
Archaeological Site "Outdoor Classroom"
- Book Corner** 20

ACRA's Mission

"...to promote the professional, ethical, and business practices of the cultural resources consulting industry."

ACRA's Vision

ACRA: The voice of cultural resources management

ACRA's Values

- Integrity
- Professionalism
- Collaboration
- Leadership
- Success

ACRA OFFICERS AND STAFF

President

Teresita Majewski, Statistical Research, Inc.

President Elect

Wade P. Catts, John Milner Associates, Inc.

Vice President (Government Relations)

Ian Burrow, Hunter Research, Inc.

Treasurer

Don Weir, CCRG, Inc. and Coastal Carolina Research

Secretary

Cinder Miller, Gray & Pape, Inc.

Immediate Past President

Lucy B. Wayne, SouthArc, Inc.

Executive Director

Taylor Dubord, ACRA Headquarters

Association Manager

Allyson Lancaster, ACRA Headquarters

Association Coordinator

Nick Bollinger, ACRA Headquarters

Government Affairs Consultants

Cultural Heritage Partners, PLLC

2013 COMMITTEE, SUBCOMMITTEE, AND TASK FORCE CHAIRS

Awards - Al Tonetti, *ASC Group, Inc.*

Conference - Chad Moffett, *Mead & Hunt, Inc.*

Education Committee Liaison - Joan Deming, *Archaeological Consultants, Inc.*

Education - Cinder Miller, *Gray & Pape, Inc.*

ACRA-SHA Publications on Demand Subcommittee - Lucy Wayne, *SouthArc, Inc.*

Best Practices Subcommittee - Robert Heckman, *Statistical Research, Inc.*

Continuing Education Subcommittee - Cinder Miller, *Gray & Pape, Inc.*

Internships Subcommittee - Duane Peter, *Geo-Marine, Inc.*

Toolkits & Workshops Subcommittee - Andrew Weir, *CCRG, Inc. and Coastal Carolina Research*

Executive - Teresita Majewski, *Statistical Research, Inc.*

Finance - Donald Weir, *CCRG, Inc. and Coastal Carolina Research*

Revenue Generating Task Force - Andrew Weir, *CCRG, Inc. and Coastal Carolina Research*

Government Relations - Ian Burrow, *Hunter Research, Inc.*

Headquarters Oversight - Joe Joseph, *New South Associates, Inc.*

Image and Branding - Ellen Marlatt, *Independent Archaeological Consulting, L.L.C.*

Marketing Materials Subcommittee - Ellen Marlatt, *Independent Archaeological Consulting, L.L.C.*

Website Subcommittee - Kimberly Redman, *Alpine Archaeological Consultants, Inc.*

Liaison - Kay Simpson, *Cultural Resource Analysts, Inc.*

Membership - Ellen Turco, *New South Associates, Inc.*

Newsletter - Wade Catts, *John Milner Associates, Inc.*

Nominating - Lucy Wayne, *SouthArc, Inc.*

Salary Survey/CRM Survey - Donn R. Grenda, *Statistical Research, Inc.*

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

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

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

Worker Safety - Keith Seramur, *Seramur and Associates, PC*

THE PRESIDENT'S CORNER

By Teresita Majewski

As I near the end of my presidency (I pass the gavel to Wade Catts at our annual conference this October in Washington, D.C.), I have begun to understand the seasonal flow of ACRA's activities. I can honestly say that ACRA has done a good job of meeting both the predictable and unpredictable challenges, whenever they occur, which is a considerable accomplishment, considering that time and money are always at a premium.

We are lucky to have the support of ACRA Executive Director Taylor Dubord and the rest of the headquarters staff and of our government relations consultants, Cultural Heritage Partners (CHP), PLLC. But we are also dependent on the many volunteers from ACRA-member firms who generously contribute of their time, funds, and talents to make ACRA an increasingly active and influential organization.

Along with individuals from other ACRA member firms, I attended the Society for California Archaeology (SCA) and



Society for American Archaeology (SAA) conferences this past spring. These meetings were excellent opportunities to publicize and promote ACRA's programs and events to a wider audience, building name recognition, credibility, and reputation. At the SAA meeting in Honolulu, ACRA, CHP, and Statistical Research, Inc. (SRI) cosponsored a reception for individuals from ACRA firms, ACRA partners and supporters, and others to whom we want to extend the ACRA "message," such as agency cultural resource managers and government agency staff, people from other firms that are not yet ACRA members, and students. At the annual SAA business meeting during the conference, SRI Principal

Jeffrey H. Altschul began his term as SAA president. ACRA is proud to have a CRM professional from an ACRA-member firm leading the SAA. A number of ACRA firm representatives also participated in special Student Day activities at the SAAs. In addition, ACRA-member firms and Partners had booths in the exhibit hall, and ACRA provided signs for exhibitors to indicate their membership and partnership status. The same was done for the SCA meetings. One ACRA-member and partner even saved their sign from the SAA meeting and displayed it again at a conference they attended later in the year! I want to thank all member firms and partners for attending conferences throughout the year. Participating in meetings and conferences is a financial commitment, and I want to recognize your efforts. Many members and partners also proudly display the ACRA logo on their conference displays and materials, and this is also appreciated. Spreading the word about ACRA at conferences is one of the single best ways to increase the ACRA profile to a wide variety of audiences. Remember that while the ACRA/SAA CRM Expo was not held this year at the SAAs in Honolulu, it



Jeff Altschul took over as president of the SAA at their annual meeting in Honolulu this past April.



Guests enjoying the ACRA-CHP-SRI reception at the SAAs.

..continued on Page 4

will be held at the 2014 SAA meeting in Austin, Texas, April 23–27, 2014. Please plan on participating! I will be your contact person for the 2014 expo.

In April, ACRA held its spring board meeting in Chicago. In *ACRA Edition* and in the monthly member updates (MMUs), we will share with our members some of the important activities undertaken by ACRA's officers and committees throughout the year. Later in this issue we feature the Worker Safety Committee and its work.



VERNON
RESEARCH GROUP

Other spring activities included working with Vernon Research Group as they prepared the 2013 Salary/Membership Survey for launch in late spring (the

results will be released soon). Some preliminary results were included in my column in the May MMU. ACRA is very fortunate to be working with Vernon, as the fact that our biannual survey is conducted by an independent research firm is critical to establishing the credibility of the instrument and the results. Vernon worked with us in a very cost-effective and professional manner to implement the survey, and we look forward to their participation in our annual conference to share some of the results of the survey.

Many behind-the-scenes tasks continued or picked up their pace during the spring, including annual conference planning, the ACRA consultant database update, changes to the website, and keeping ACRA's important outreach materials, such as brochures, updated and current. I'd also like to thank the Nominating Committee, chaired by Immediate Past President Lucy Wayne of SouthArc, Inc., for preparing a strong slate of candidates for this year's election.

I want to commend *ACRA Edition* editor Wade Catts for putting together this informative issue. In addition to the articles I've already mentioned, there are many other things you won't want to miss. See how busy our government relations team has been and how they are making your voice heard on the Hill and elsewhere in government circles. I particularly want to draw your attention to the article on the moratorium on the use of GPR to study historic cemeteries. Joe Joseph (New South Associates, Inc.) took the lead on this, and we now have important clarification on the issue.

As always, if you have a question or concern about ACRA and its activities, don't hesitate to contact [me](#).

A MESSAGE FROM THE EXECUTIVE DIRECTOR

By Taylor Dubord, Executive Director

We have been very busy here at ACRA Headquarters with processing membership dues; the partnership program; the industry salary survey; planning the annual conference; and keeping up with member correspondence.



Save the Date!

Mark your calendars for the 19th Annual ACRA Annual Conference, October 9–12, 2013, in Washington, D.C., at the Hyatt Regency, Capitol Hill. The conference committee has been hard at work, planning an excellent and information-filled program for the conference. Attendees will gain vital business intelligence while in our nation's capital, and will have the opportunity to interact with industry leaders.

Member registration will be \$270 if you register by September 3, and \$335 after that date. Subsequent member registrations will be \$270 if you register by September 3 and \$285 after.

Keep an eye out for more information on the website, in the Monthly Member Updates, and in *ACRA Edition*. We will also be sending eblasts with conference details and meeting updates.

ACRA Board Meeting

ACRA had a very successful board meeting this April in Chicago. I was excited to have the opportunity to attend and meet all of the board members face-to-face for the first time. Our next board meeting will be October 9, 2013, in Washington, D.C. If there are any issues, concerns, or agenda items that you have for the board, please let ACRA President [Terry Majewski](#) and

me know by no later than September 20, so that your item can be placed on the agenda and discussed at the board meeting.

ACRA's Partnership Program

The ACRA Partnership program offers an excellent opportunity to gain exposure in the industry, while showing your support for ACRA. ACRA Partners are recognized as major supporters of the association. As a partner, your company can build its image and standing within both the association and the industry at large.

We will work with you to make sure the Partnership fits your needs and ensure that you get the maximum level of exposure for your company. If you are interested in becoming a partner, upgrading your current partnership, or have any questions, please do not hesitate to contact me.

On behalf of the board of directors and ACRA, I would like to thank all of our partners who have already committed for 2013–2014. Your support is crucial to the success of the association and very much appreciated!

Meet ACRA's New Association Coordinator



Nick Bollinger joined the ACRA team as association coordinator in April 2013. His experience in marketing and event planning, and degree in English with a writing concentration, make him well-equipped to handle the short- and long-term needs of ACRA. Nick is extremely focused and able to prioritize and complete various tasks for multiple clients simultaneously.

..continued on Page 6

Nick will be handling many of your membership needs, including dues, the ACRA website, the member database, and member profile changes and updates. He will also be working with annual conference registrations, partnership and sponsorship opportunities, member correspondence, and more. He is looking forward to working with ACRA's members and learning more about the cultural resources industry. To contact Nick, email him at nick@acra-crm.org or call (410) 931-8100.

information to share with fellow cultural resource companies. Please look for the MMU in your inbox on the 15th of every month. If there is anything specific you would like to see in this update, please email Nick at ACRA Headquarters. This update is for *you*, the ACRA member.

ACRA Monthly Member Update

We will continue to send out the ACRA Monthly Member Update (MMU) every month. This email provides you with an overview of the association's activities over the previous month, plans for upcoming events, and other valuable

Contact Us

Please feel free to contact Nick at nick@acra-crm.org or myself at taylor@acra-crm.org or (410) 931-8100 at any time. We are happy to assist you with any needs you may have.

If you have not already done so, please update your address book with ACRA's new headquarters office address: 3601 East Joppa Road, Baltimore, Maryland.

2013 ACRA Elections

The elections for 2013–2014 are being held soon. Keep an eye on your inbox for more information on candidates and election ballot information.

GOVERNMENT AFFAIRS UPDATE

By Marion Werkheiser, Cultural Heritage Partners, PLLC, and Ian Burrow, Chair, Government Relations Committee

ACRA's Government Relations program was very active this spring and below we present the highlights. Beyond the specifics below, Marion Werkheiser and CHP continue to develop contacts on and around Capitol Hill, and to strengthen collaboration with our partners in other organizations. ACRA is becoming more and more widely known in Congress and in the Executive Branch as a distinctive voice in historic preservation. The continuing partisan deadlock complicates things to some extent.

CRM-Industry Metrics Finalized

On reviewing our revised data on CRM firms nationwide, we determined that there are about **1,300 CRM companies** currently working in the United States, down from the 1,700 number we quoted in the last issue of *ACRA Edition*. Analysis of the responses to our on-line survey questions enabled us to conclude that there are about **10,000 full-time CRM specialists** employed by these firms. The firms themselves generated about **\$1 billion in revenues** last year. The key point about these numbers is that they are derived from good-quality data and analysis and so we can use them with confidence. Additionally, they are comparable to earlier estimates produced using different methods.

Handout to Congress Completed and Under Distribution

The information from the metrics survey was incorporated into our Congressional Handout ([Click here to read handout](#)). This handout, written by members of the Committee and designed by Sarah Ruch of John Milner Associates, is aimed at members of Congress and their staff. It introduces the CRM industry through reference to the National Historic Preservation Act, and then goes on to explain what the industry is, and how ACRA is an easily reached and

authoritative resource—something we feel harassed staffers will appreciate!

Distribution of the handout has already begun. At a minimum, it will go to staffers of members of the relevant committees (Natural Resources, Subcommittee on Public Lands and Environmental Regulation, Interior, Appropriations), the House Historic Preservation Caucus, and to all new members of Congress. We also plan to distribute it at our Congressional Reception on October 10 during the ACRA Annual Conference in Washington, D.C. (see update on the conference elsewhere in this issue).

Advocacy

We have responded to the following issues on Capitol Hill through letters and testimony from the ACRA President:

Historic Preservation Fund 2014: the president sent written testimony to the U.S. House of Representatives Committee on Appropriations in support of the proposed appropriation for the HPF. Thanks to all of you who contacted your representatives to urge them to sign the Dear Colleague letter expressing support for the Historic Preservation Fund. We are pleased that the House version had more than 90 signers, and the Senate had 19. [Click here to read testimony.](#)

National Park Service Bulletin 38: Traditional Cultural Properties. The president sent the National Park Service comments on their draft revision to this guidance. The NPS was asked to give more consideration to how to deal with TCPs within the Section 106 process, in addition to their focus on the process of getting TCPs listed in the National Register. [Click here to see comments.](#)

Rehabilitation of Historic Schools Act of 2013: ACRA co-signed a letter with the SRI Foundation supporting this piece of legislation, which allows private investment in public schools through an extension of the federal Historic Tax Credit program. [Click here to read letter.](#)

New National Monuments: The President's rather wide powers to designate National Monuments, derived from the 1906 Antiquities Act, are constantly under attack in Congress

..continued on Page 8

by States' Rights and other advocates. ACRA wrote a letter to President Obama applauding the recent designations.

The committee has also been involved in other issues that have not required such formal input. For instance, a decision by the Department of the Army to put a moratorium on the use of Ground Penetrating Radar on cemeteries on army property aroused some concern. Joe Joseph of New South Associates has taken the lead on disentangling this issue (see article elsewhere in this issue).

Coming Up on the Hill

NEPA Scrutiny by the House Subcommittee on Public Lands and Environmental Regulation. This new subcommittee is charged with scrutinizing the costs to Federal agencies of implementing the National Environmental Policy Act, and has requested wide-ranging information from the Government Accountability Office. This is almost certainly a first step in a comprehensive review of NEPA with a view to the introduction of a reform bill. ACRA has been proactive in this matter: Marion Werkheiser has met with staff of Representative Bob Bishop, chair of the committee, with a view to providing constructive input early on in the process, rather than waiting to respond to formal proposals.

Coming Up from the Agencies

Secretary of the Interior's Standards Revisions. After a long period of informal consultation, the National Park Service has indicated that it will shortly be publishing revised **Historic Preservation Professional Qualification Standards** in the Federal Register for public comment. These qualifications are of great importance to our industry, and ACRA plans to examine the revisions very closely. Your input will be sought!

Collaboration

We continue to strengthen links and relationships to other historic preservation organizations. We are now holding regular conference calls with the Government Relations representatives of the Society for American Archaeology and the Society for Historical Archaeology, and hope also to have more engagement with the Archaeological Institute of America. Marion Werkheiser regularly attends "Preservation Partners" meetings hosted by Preservation Action in Washington, D.C., and is also working on issues of common interest with the National Association of Environmental Professionals (NAEP).

If you have questions or concerns, please contact [Marion Werkheiser](#) and [Ian Burrow](#).

MARKETING 101: RETHINKING ADVERTISING

By Christopher D. Dore, Ph.D., M.B.A.

Advertising isn't anything new to those of us in the heritage industry. We are constantly bombarded by ads of many kinds on the internet, television, radio, billboards, and social media. Our purchasing decisions are influenced by the ads we are exposed to, despite the fact we don't like to admit that they are. Our firms may even run advertising campaigns occasionally.

Why don't we use advertising more than we do in the heritage industry? There are a number of reasons. The one that I hear most often is that "it doesn't work in our industry." I would (and frequently do) argue, though, that the problem isn't with the advertising; the problem is with our use of it. Our clients go through the same process of being influenced by advertising when they think about purchasing our services as they do when they think about purchasing anything else. Advertising can be a very effective way to find new clients that are outside of your firm's existing network. In this column, I'm going to outline a few things that will make your advertising more effective.

First, in our industry, we don't want to broadcast. Broadcasting is reaching out to a wide range and a large number of targets. Very few people, relative to the general population, purchase cultural resource services. Thus, **we want to narrowcast**. We want to target the buyers of cultural services. Sometimes, we may even want a more specific subset of cultural resource buyers. For example, if your firm is strong in the oil and gas industry, you might want to narrowcast only to environmental managers in the pipeline subsector. That's getting pretty specific and makes your cost per potential buyer small.

Second, **all clients are not equal**. When you want to find new clients, you want to find the high-quality clients. All of our firms already have more than enough difficult ones. What makes a client high quality? It could be that they have a larger volume of work. It might be that they have a higher profit margin. It might also be a type of client you like to work for or a client that has interesting projects. How do you find these clients? You start by doing some analysis of your existing client database. Who are your existing high-margin, high-volume clients that are a joy to work for? Are there traits that make them different from the low-margin, low-volume clients that you don't particularly like working for? If so, what makes

them different? Once you know this, you know who you are searching for. You want more clients just like these clients.

Third, you need to figure out how to **find these potential new clients**. You may discover that your best clients are medium sized-utilities in the southeastern United States. For every industry we work for, you can bet there is at least one trade organization that supports them. Those trade organizations will be happy to help you figure out the most effective way to reach exactly the specific type of firms, or even individuals within firms, you are looking for. You can also do some of this research yourself. Ask your best clients what trade magazines they read, what conferences they go to, or what web sites they find most useful for work. When you start to see a pattern, you know where you should be advertising.

Fourth comes the process of **designing the ad**. Contrary to the thinking of many in our industry, this isn't a job for your graphic artist. The content and message should be drafted by your marketing staff. When that's worked out, then your graphic artist can do the layout. What should the message be? There is a formula for this. Before you can use it, though, you need to know what it is that the potential clients you are targeting value. They may value low price, great science, fantastic customer service, or quick turnaround. When you know what they care most about, you can go to work on the text. The formula you follow has three parts:

1. Make a value proposition that's customized for the specific audience you are trying to reach. Tell them you will provide them with great science, fast response, or whatever it is they care about . . .
2. and you'd better be able to deliver! This gets their attention: "Hey, I have that issue too." It also proposes that you have a solution that will increase their value.
3. Differentiate yourself from other heritage firms. I've written about this in this column before. Differentiating your firm is the most critical and challenging strategic business issue we have in our industry. You need to differentiate your firm in significant ways that are difficult for your competitors to copy and that are tied to the things your clients care about. Differentiators are facts about

..continued on Page 10

your firm. For example, if your clients care about quick response, you could say (if it were true) that all of your project managers are accessible 24 hours a day via text messaging. This is a differentiator, but not a very strong one. Your competitor could quickly buy smart phones for all of their project managers. A much stronger differentiator would be that you guarantee to have staff on-site anywhere in the country within 24 hours. This is something that is hard for your competitors to match and, because you are backing it with a guarantee, shows that you stand behind it.

4. Finally, make a benefit statement. Tie your differentiator back to the things your clients care about. Tell your audience how what makes you unique benefits them. Your clients may care about expediting the regulatory review of your reports. A differentiator might be that you have an office in every state in the country. Your benefit statement might be that having an office in every state gives you local knowledge of resources, detailed understanding of state compliance regulations, and personal relationships with regulators—and these things allow you to get your reports thorough review the first time.

Work hard, and it can be hard, to keep the ad focused on your client, their needs, and how they will benefit rather than simply talking about your firm and listing the services you offer. What are the benefits of those services to your client? Figure that out and let your clients know! Sell the benefits, not the services.

Fifth, and here is a surprise to many, **your ad should be designed to “pull” information**, not to “push” it. When an ad doesn’t include a mechanism to collect information, you lose control of the sales process. You are placing the responsibility for the next step of the process upon your prospect—and they may never do it. One of the “rules” of effective sales is to always keep control of the next step so that you can make

sure it gets done. Ever wonder why magazines have “reader service cards”—a postcard where you can fill out your contact information and circle the numbers of ads you are interested in? It is so the advertisers can collect your information, screen and prioritize you, and ensure that they follow up. It also is a way of measuring the return on investment to the advertisers for advertising in the magazine. They can track back sales results to the individual publication and figure out if advertising in that magazine was worthwhile.

E-mail and web-based advertising now allows collecting an amazing amount of information about who reads your advertisement and what they did with it. At trade shows, rather than just collecting cards, you can design mechanisms to find out who is really interested (as opposed to those who dropped their card in the fish bowl just to win that Indiana Jones DVD you are giving away) by incentivizing interested prospects to do something. For example, at a trade show for clients you thought were primarily concerned with cost, you could hand out a flier that says “download the free white paper on tips to save money when contracting for cultural resources services” and that provides a QR code or web URL to do so. When they go to the web site, though, they are asked to enter key information you want to know: name, phone number, e-mail, company, how much a year they spend on cultural, will they contract for a cultural job in the next three months, etc., before you let them do the download. Now you know who is really interested and have the data to know how much effort you should put into developing each prospect.

It doesn’t really matter what kind of advertisement you use: print, web-based, social media, trade show, or mailing, the fundamentals of how to target, prepare, and execute a campaign stay the same. Follow the steps outlined above, and you will find that advertising can be an effective and efficient way to attract new high-quality clients.

Have a question about marketing heritage services? Send an e-mail to chris@dore.us with Marketing 101 in the subject line. I won’t disclose your name or firm, but I might use your question in a future column.

REPORT OF THE WORKER SAFETY COMMITTEE – APRIL 2013, CHICAGO, ILLINOIS

By Keith Seramur, Committee Chair, and Nathan Boyless, William Self, Al Tonetti, and Guy Weaver, 2013 Committee Members

Committee's Major Objectives as Defined

Committee objectives include educating members about the laws and regulations imposed on business by Congress and the Occupational Safety and Health Administration (OSHA), and related laws and regulations regarding worker safety; promoting safe working conditions for employers and employees involved in the business of CRM.

Education Efforts for 2013

The Worker Safety Committee is in the process of producing a series of newsletter articles on workplace injuries and illness regulations (see *ACRA Edition* 19-1 for OSHA Workplace Injury and Illness Regulations). Our next article expands the discussion to reportable injury rates and experience modification rates (in this issue).

Work Plan for 2013

- Defining committee charge. As the Worker Safety Committee, we are charged with educating member firms in order to protect our employees and avoid costly OSHA penalties.
- The committee charge should address safety issues that will assist our member firms ability to operate in today's business climate. Safety records affect our firm's competitiveness when bidding on contracts and determine the cost of our insurance policies. It is the goal of the Worker Safety Committee to draft a charge that will broaden our focus from individual employee safety to company-wide safety issues.
- Adding members to the Worker Safety Committee. Folks from at least two other member firms have expressed an interest in joining the committee. The committee would benefit from adding members and increasing the number of firms represented. We will be looking to add members to the committee.

Editor's Comment: ACRA is served by a number of important committees, subcommittees, and task forces, the structure of which is presented on page 2 of every ACRA Edition. We could not accomplish the work we do without them. You often hear from these committees in the pages of the newsletter, and other times their work goes unnoticed to the general membership but is of extreme importance to the governance, function, and programs of ACRA.

Each of the committees has a set of objectives, goals, and work plans that are reviewed annually by the board. In the coming issues of ACRA Edition, we will be hearing from those committees to keep the membership abreast of our actions. One such committee is the Worker Safety Committee, whose report for the mid-year ACRA board meeting in Chicago is presented here.

THOSE TWO LITTLE NUMBERS THAT AFFECT SO MUCH: REPORTABLE INJURY RATES AND EXPERIENCE MODIFICATION RATES

By Nathan Boyless, Member, Worker Safety Committee

In *ACRA Edition 19-1*, Keith Seramur discussed *OSHA Workplace Injury and Illness Regulations*. Building on that previous installment, this article describes two all-important but at times confusing safety metrics, and how those figures can and do impinge on ACRA member firms' ability to win business. The first is the **Reportable Injury Rate**, also known as **Total Recordable Incident Rate (TRIR)**. The following formula is used to calculate this metric:

(OSHA reportable injuries for the year 200,000) Exposure Hours

Some quick definitions:

- Reportable Injuries – occupational injuries and illness that result in loss of consciousness, restriction of work or motion, transfer to another job, or medical treatment (not including first aid); or fatalities
- 200,000 – 100 employees × 2,000 working hours in a given year (this is predetermined)
- Exposure Hours – total number of actual employee hours worked in a year

In general, clients working with consultants in our industry (Environmental Services) prefer a TRIR of 2.0 or less. It is important to note that TRIR does NOT take into account the severity of injuries, only the frequency. So how does this influence our ability to win business?

More prime contractors (clients) are feeling the effects of tighter safety regulations after multiple, fatal accidents in recent years. Incidents like the Deep Water Horizon disaster in the Gulf of Mexico increase awareness of worker safety, whether those catastrophes are linked to human error, negligence, or simply random accidents. Subcontractors become inextricably tied to the same regulations. ACRA-member firms are directly affected due in part to our North American

Industrial Classification System code (NAICS) 541620. In short, we are lumped into an industry that includes classes of workers with greater exposure to potentially hazardous conditions. Unlike large companies, the number of exposure hours for CRM firms is much lower, thereby increasing our TRIR disproportionately. A higher TRIR is a red flag to clients who must report this metric for ALL subcontractors on their team before award of a contract. The trickle-down effect becomes apparent. Clients prefer subcontractors with a low TRIR. CRM firms inevitably have a higher TRIR, thus we are seen as a potential safety "risk" to clients and may not be considered for teaming opportunities.

The **Experience Modification Rate (EMR)** is a metric calculated by workers' compensation providers and directly influences the cost of insurance premiums for ACRA member firms. Unfortunately, the method of calculating an EMR is not as simple as that of a TRIR. Providers collect three (3) years of workers' compensation claims data from businesses like ours and compare the data with that from similar companies. Using various job classifications for employees predetermined by the National Council on Compensation Insurance (NCCI), a company's payroll in a given job classification is divided by 100. That number is then input into a complex formula developed by the NCCI to evaluate the cost of *past* injuries and forecast the risk of *future* injuries. An EMR of 1.0 is an industry average; an EMR greater than 1.0 reflects a claim (or multiple claims) paid by one's insurance provider.

Like the TRIR, a company's EMR can impinge on the ability to win business. Prime contractors (clients) generally steer clear of subcontractors with an EMR greater than 1.0 because of the inherent risk revealed by the metric and how it can influence their ability to win contracts. Moreover, the EMR directly affects the cost of doing business for ACRA-member firms. Using an EMR as a multiplier in calculating insurance premiums, providers either charge more for or discount employer policies. For example, an EMR of 0.97 carries a discount of 3 percent, whereas an EMR of 1.03 carries a penalty of an additional 3 percent. To mitigate the insurance company's financial liability, providers charge their clients more or less according to the potential risk posed by both the client's past performance, as well as future exposure to injuries.

..continued on Page 13

Unlike the TRIR, the Experience Modification Rate DOES measure severity of reportable injuries in addition to frequency of claims. Unfortunately, in order to calculate the metric, providers apply three years of claims data thus making it harder to quickly improve one's EMR. Because both the EMR and TRIR represent standard industry metrics used to gauge a company's safety risk, they must be aggressively managed

to help win contracts and lower the cost of doing business. ACRA member firms can employ various tactics to accomplish this such as robust safety training programs, annual risk assessment and mitigation plans, and proactive client management. In doing so, we protect the most valuable asset of our business—our employees.

SAA LAUNCHES NEW JOURNAL FOR APPLIED ARCHAEOLOGISTS

By Christopher D. Dore, Ph.D., M.B.A.

The Society for American Archaeology (SAA) has launched a new journal that should be of special interest to ACRA-member firms. *Advances in Archaeological Practice: A Journal of the Society for American Archaeology* will be the premier place to publish scholarly work on how we learn about the past, convey our findings in the present, and manage resources for the future. While a scholarly, peer-reviewed journal, it will have an easy-to-read magazine format heavy with full-color illustrations. Articles will be short, succinct, and problem-oriented, offering tangible takeaways that can be quickly applied to the work of archaeologists in academia, government, and private practice. This format is perfect for conference posters needing a forum for publication. Information about the journal can be found here: <http://saa.org/About-theSociety/Publications/AdvancesinArchaeologicalPractice/tabid/1486/Default.aspx>

While intended for a wide range of practicing archaeologists, the launching of this new journal is SAA's response to members in private-sector firms and government who have said that the society needs to provide a forum for publication on topics that are more relevant to their day-to-day concerns. Thus, the journal defines practice broadly to include, but not limited to, topics of technology, business models, compliance, public engagement, training, ethics, collaboration, etc. Cultural resource firms, as exemplified by ACRA-member firms, are leaders in these areas.

As someone who has spent their career invested in private-sector archaeology, I personally urge you to step up and contribute to this journal. Founding a new journal is a large, expensive, and risky step for the SAA. The society listened to us nonacademic archaeologists and has reached out to provide a publication for us to both read and contribute to. Now, we need to respond. I know many of you and know you and your firms have innovative work that deserves publication. As the editor of this journal until 2016, you have an editor who is a friend and colleague and who understands and cares about cultural resource management topics. I want to see your manuscript!

If you have questions about the journal or would like to discuss an idea, you may e-mail me (Christopher Dore) at editor@dore.us.

ARMY MORATORIUM ON THE USE OF GPR ON HISTORIC CEMETERIES: AN UPDATE

By J. W. Joseph, New South Associates, Inc.

In September 2012, the executive director of the Army National Military Cemeteries (ANMC) issued a moratorium prohibiting the use of ground penetrating radar (GPR) for cemetery purposes on U.S. Army property. ACRA was advised at that time that the moratorium applied to all cemeteries under Army control, including those managed by the active-duty Army (including the U.S. Military Academy at West Point), and the Army National Guard. ACRA sent a letter to the ANMC executive director requesting that the moratorium not apply to GPR's use in cultural resource settings, and noting that GPR was one of the few noninvasive tools available to cultural resource management firms to identify cemetery limits.

Following the review of proposals for the Department of Defense (DoD) Legacy Resource Management Program, ACRA was advised that one proposal using geophysical technologies but not examining cemeteries was rejected by DoD Legacy with the rejection notice stating "the program is unable to support your proposal at this time. Due to the Army's recent moratorium on GPR, this project cannot be funded." ACRA contacted the Legacy Program and the DoD Deputy Federal Preservation Officer (DFPO) for clarification and to determine if the moratorium on GPR's use on cemeteries was being extended to other property types. As a result of that contact, ACRA President-Elect Wade Catts of John Milner Associates and J. W. Joseph of New South Associates held a conference call with the Army DFPO Kathleen McLaughlin as well as with Lieutenant Colonel (LTC) Dr. Stephanie Ahern of the ANMC that clarified the meaning of the moratorium on GPR's use in CRM.

First, ACRA was advised that the moratorium only applied to GPR's use on cemeteries, and not to other uses of GPR. The Legacy Program has been advised of that as well for future proposal evaluations. GPR can be used in archaeological studies as long as it is not being used on a cemetery or for a cemetery purpose.

For GPR use on cemeteries, including family cemeteries on Army lands, the ANMC will consider exceptions to the moratorium on a case-by-case basis. An exception request would need to be prepared by the base cultural resource manager (CRM) and submitted through the installation's chain of command to the executive director of the ANMC. LTC Ahern



GPR equipment used in the investigation of a nonactive military cemetery.

indicated that the ANMC expeditiously processes all requests from installations on cemetery matters, including this type of exception request, however, LTC Ahern noted that no such requests had been received to date. In requesting an exception, the installation should clearly identify the need for the GPR survey and should also provide a cost-benefit analysis for the use of GPR versus other options for identifying unmarked graves. DPFO McLaughlin emphasized that the cost-benefit analysis was a critical element of any exception request; the moratorium specifically noted that the reasonable expectation of results of GPR surveys for cemetery purposes specifically did not outweigh the costs.

ACRA requested that the moratorium not apply to GPR's use on inactive cemeteries. The ANMC noted that it had not received any requests for GPR's use on inactive cemeteries, but reinforced its position that it would review all requests for GPR with respect to cemeteries. The ANMC indicated that in their policy-oversight role of all cemeteries on Army lands, they had a responsibility to ensure the Army was making best use of taxpayer dollars. ACRA specifically raised the issue

..continued on Page 15

of cemetery relocations as the type of project where GPR might be beneficial, but the ANMC stated that if a cemetery was to be relocated, then they would be part of that process and would consider exception requests in that event, along with other issues.

ACRA also expressed the opinion that GPR was not a costly technology and was used by a number of member firms very successfully in cemetery delineations. Joseph provided reports using GPR with the project costs to the DPFO and ANMC for their information.

As a result of this review, ACRA members are advised that GPR can be used on Army projects except in situations involving cemeteries. If an ACRA firm and Army CRM see the need for the use of GPR on a cemetery, then the installation CRM can request an exception, but the request should clearly note why GPR is needed and should analyze the cost benefits of using GPR. The exception request will be reviewed and either granted or declined by the ANMC. Finally, it is important to remember that the moratorium only applies to the Army. GPR can be used for other DoD branches with no restriction.

GAIN VITAL BUSINESS INTELLIGENCE THIS OCTOBER: ACRA'S ANNUAL MEETING

Chad Moffett, Chair, Conference Committee

This year marks ACRA's 19th Annual Conference at the Hyatt Regency on Capitol Hill in Washington, D.C., October 10–12.



The location of the Hyatt Regency is extremely convenient to Capitol Hill.

ACRA's mission is to promote the professional, ethical, and business practices of the cultural resources consulting industry. ACRA provides a framework where we can collectively focus on issues that affect the future of our industry. One of the greatest benefits that a trade organization can provide to its members is the opportunity to network with colleagues and clients.

Each year at the annual conference, ACRA provides a program focused on business practices tailored to the CRM industry and a venue for members to meet one another. The conference committee currently is busy planning an engaging conference to make the return on your investment invaluable. The following events are planned.

Thursday, October 10

ACRA's Legislative Opportunities

On Thursday morning, the president's welcome will be followed by a plenary session about making ACRA's voice heard in Washington, D.C. Marion F. Werkheiser, an attorney with Cultural Heritage Partners (CHP), PLLC, ACRA's government affairs consulting firm, will provide an overview and interactive discussion on legislative opportunities and how they affect ACRA members and the cultural resources industry.

..continued on Page 16

CRM Day on Capitol Hill

You will have access to your elected officials while being in our nation's capital! This year, ACRA's CRM Day will be held on Thursday, October 10. CHP will be providing a legislative workshop and arranging visits to Capitol Hill to speak with your elected officials. The day will conclude with a reception in the Capitol building to which elected officials and agency staff are invited. This auspicious event will host ACRA Awards this year.

Friday, October 11

Federal Policy Updates, Best Practices, and Case Studies

Beginning on Friday, October 11, the conference will focus on the Departments of Defense, Energy, Transportation, and Interior in sessions dealing with how to do business, the effects of changes in energy policy, and how the Federal Highway Administration and state departments of transportation are implementing Moving Ahead for Progress in the 21st Century (MAP-21) such as the Every Day Counts initiative.

Seven-Minute Success Stories

Dinner on Friday will focus on client sectors, such as engineering, architecture, development, and planning, with ACRA members sharing examples of the groups that have been most instrumental in growing their business followed by time to network with colleagues.

Saturday, October 12

State of the Industry

Vernon Research Group and Cultural Heritage Partners, PLLC will provide an interactive session discussing the trends and statistics from recent CRM industry surveys.



The ACRA annual conference is one of the best values in CRM. At last year's meeting in Seattle, attendees (from left) Don Weir, Duane Peter, Katie Egan-Bruhy, Eden Burgess, and Marion Werkheiser enjoy the opportunity to network.

The Business of CRM

Several sessions will address topics on a range of business practices such as the use of social media, joint ventures and partnerships, international CRM opportunities, and intellectual property.

Gala Evening Event

The conference will conclude with a special event on Saturday evening. Watch for details as the planning continues.

If you have questions or ideas about the conference, contact Chad Moffett at (916) 971-3961 or chad.moffett@meadhunt.com.

MEMBER ANNOUNCEMENTS, ACHIEVEMENTS, AND AWARDS

ACRA FIRMS RECOGNIZED FOR THEIR WORK WITH KENNEDY SPACE CENTER AND NASA

ACRA members New South Associates (NSA) of Stone Mountain, Georgia, Archaeological Consultants, Inc. (ACI) of Sarasota, Florida, and MamaRazzi Foto, Inc., of Tampa, Florida, have received awards from Kennedy Space Center (KSC) for their efforts supporting NASA and KSC's historic preservation mission and specifically for their work in evaluating and documenting elements of the Space Shuttle Program.

The Space Shuttle Program has been determined eligible for the National Register of Historic Places under Criterion Consideration G for properties that have achieved significance in the recent past. KSC has embarked on an effort to record shuttle facilities, including the shuttles themselves, to Historic American Buildings Survey/Historic American Engineering Record (HABS/HAER) standards.

In March 2013, the NASA Environmental Program Branch of the KSC presented ACRA-member firms ACI and MamaRazzi Foto, Inc., with a "Catch an Environmentalist" award, "in recognition of and appreciation for" contributions to the success of NASA's Space Shuttle Transition and Retirement Program. ACI and NSA were recognized for their efforts with awards for "Outstanding Support to KSC's Historic Recordation Mitigation Measure Process under the National Historic Preservation Act."

Since 2007, ACI and MamaRazzi have completed 11 HABS/HAER documentation packages as mitigation measures pursuant to the National Historic Preservation Act of 1996. ACI also was acknowledged for preparation, on behalf of the Lyndon B. Johnson Space Center, of the HAER documentation for the Space Transportation System, consisting of the orbiters, external tank, solid rocket boosters, and Space Shuttle main engines.



ACI Architectural Historian Trish Slovinac and Project Manager Joan Deming (on left); MamaRazzi Foto Photographer Penny Rogo Bailes (second from right).

REGISTER OF PROFESSIONAL ARCHAEOLOGISTS RECOGNIZES ACRA-MEMBER CONTRIBUTIONS

At the recent Society for American Archaeology (SAA) annual meeting in Honolulu, two individuals active in ACRA affairs were honored by the Register of Professional Archaeologists (RPA).

Kim Redman of Alpine Archaeological Consultants, Inc., received the President's Award for her exemplary efforts to ensure that the RPA is represented to the public with a professionally designed and executed informational exhibit. Kim is an outgoing board member of the RPA board, and a current board member of ACRA.

Jo Reese of Archaeological Investigations Northwest, Inc. (AINW) received a Special Achievement Award for her dedicated leadership to RPA's continuing education committee and for her significant role in successfully developing RPA's continuing professional education program. Jo is a past board member of ACRA, and an outgoing board member of RPA. Congratulations to both Kim and Jo.



RPA President Lynne Sebastian presents the RPA President's Award to Kim Redman at the SAA Meeting in Honolulu.



RPA President Lynne Sebastian presents Jo Reese with the RPA Special Achievement Award at the SAA meeting in Honolulu.

HUNTER RESEARCH'S EFFORTS RESULT IN PETTY'S RUN ARCHAEOLOGICAL SITE "OUTDOOR CLASSROOM"

In mid-May, a small piece of land wedged between the State House and the Old Barracks in Trenton, New Jersey, was reopened to the public after years of archaeological exploration, historical research, discussion, debate, and threatened backfilling. The Petty's Run Archaeological Site (named for the buried stream that runs through it) is the location of a steel furnace built by Benjamin Yard in 1745. The site also contains Native American artifacts, and remnants of an eighteenth-century plating mill, an early-nineteenth-century cotton mill, and a mid-nineteenth-century water-powered paper mill that was then replaced by row houses.

The site was painstakingly investigated by ACRA-member firm Hunter Research. Despite the site's international and archaeological significance, in 2011 the Petty's Run Site was in danger of being buried and backfilled and lost to public view. Archaeologists, local historical groups, and the County of Mercer advocated for the preservation and interpretation of the site, its resources, and findings, and for its opening and display to the public.

Hunter Research, working as part of a team headed by planners and landscape architects Wallace Robert & Todd, and also including S. Harris Ltd., engineers, designed Petty's Run to be an educational and historical destination for tourists, visitors, and school children hoping to take a deeper look into the history of Trenton. Six interpretive signs tell visitors of the historical importance of the site and its many uses throughout history. A walkway surrounds the excavation site to allow visitors to circle the site and see the remains from all angles.

State and local support was paramount in the success of the project. The New Jersey Department of Environmental Protection (DEP) and Mercer County funded the \$1.8 million project to preserve the historical site. DEP will continue to fund \$30,000 a year to maintain and operate the site. The Petty's Run site "offers a unique look and historical interpretation," said Bob Martin, commissioner of the state Department of Environmental Protection. Mercer County Executive Brian Hughes said if not for the collaborative funding effort, the site would have likely been buried. "This was a creative cost sharing solution," Hughes said. "Between the two we were able to make this site work."

Portions of this article are excerpted from Jenna Pizzi, The Times of Trenton http://www.nj.com/mercer/index.ssf/2013/05/pettys_run_archaeological_dig_i.html



The preserved Petty's Run site and signage, with the New Jersey State House in the background. Copyright Hunter Research, Inc. 2013. Photography by Patricia Madrigal.

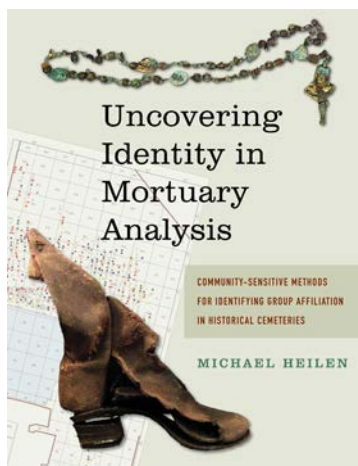


Richard Hunter of Hunter Research, Inc., discussing the presentation of the site. Copyright Hunter Research, Inc. 2013. Photography by Patricia Madrigal.

BOOK CORNER

This column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. In this issue, we review a book edited by Michael Heilen of Statistical Research, Inc. The ACRA Edition editor thanks Michael Heilen for providing this write-up. The publishers generously allowed us to reproduce the book cover.

Uncovering Identity in Mortuary Analysis: Community-Sensitive Methods for Identifying Group Affiliation in Historical Cemeteries



edited by Michael P. Heilen.
Left Coast Press and SRI
Press, 2012

\$99.00 (hardback)
ISBN 978-1-61132-183-8

\$39.95 (paper)
ISBN 978-1-61132-184-5

\$39.95 (eBook)
ISBN 978-1-61132-633-8

Order through www.lcoastpress.com or www.sripress.com. For a limited time, paperback copies are available for \$35.00, inclusive of tax

and least-cost shipping, by contacting [April](mailto:April@SRI.com) at SRI. Identify yourself as working for an ACRA-member firm and give April the name of your firm.

This book originated in a highly complex and groundbreaking data recovery project undertaken by Statistical Research, Inc. (SRI), for Pima County in Tucson, Arizona. The project was conducted from 2006 through 2010 for Pima County in order to provide space for a new city/county courts complex. Carried out under Arizona state law, the main focus of the project was to excavate, analyze, and rebury or repatriate all human remains from a historical-period cemetery in downtown Tucson, where 1,800 to 2,100 individuals had been buried during the mid-to-late nineteenth century. Several prehistoric components and a large post-cemetery urban component were also investigated. Cutting-edge technologies and advanced methods were implemented to ensure the complete discovery, documentation, and recovery of all human remains within the 4.3-acre project area and appropriate investigation of extensive components predating and postdating use of the cemetery.

In order to anticipate and minimize problems that had occurred with other large cemetery excavation projects, the county developed a community-sensitive approach to project planning and consultation. Many steps were taken to engage stakeholders, inform the media and the public, ensure the security of the project area and human remains, provide sensitivity training to all project staff, report on discoveries, and track in real-time the status of all recovered artifacts and materials throughout the duration of the project. The county's exemplary approach should serve as a model for similar projects.

From the early 1860s until 1875, the cemetery was the only one in the frontier settlement of Tucson. Now referred to as the Alameda-Stone cemetery, the rapidly growing cemetery was divided into civilian and military sections but was soon engulfed by urban development. During its brief use, the cemetery came to be viewed as an unsanitary and dilapidated nuisance that disrespected the dead and threatened the health of residents. The civilian portion of the cemetery was closed to further burial in May 1875, just prior to the opening of a new cemetery on the north side of Tucson. The much smaller military section of the cemetery remained open until 1881 when it, too, was closed.

At the time of the closing of the civilian section, citizens of Tucson were advised to remove the burials of loved ones from the Alameda-Stone cemetery within 60 days and to rebury remains in the new cemetery. Archaeological excavations revealed, however, that only a minority of the individuals buried in the cemetery had been exhumed. Several hundred burials were destroyed during construction of a building with a large basement on the old cemetery grounds during the 1940s and 1950s, while the remains of 1,386 individuals were recovered during SRI's excavations. Burials in the military section were exhumed by the U.S. military in 1881 and moved 7 miles away to a new military cemetery at Fort Lowell. Shockingly, archaeological excavation revealed that these efforts were incomplete. Remnants of clothing and disarticulated bones and teeth were left behind in many of the graves in the military section as a result of hasty and incomplete exhumation.

One of the unique aspects of the data recovery project was that the people buried in the Alameda-Stone cemetery were of diverse cultural, religious, occupational, and biological backgrounds. These included Hispanic and non-Hispanic

..continued on Page 21

Euroamericans, Native Americans, and a few African Americans. Juveniles and older adults were well represented, which is rare in cemetery contexts, as were both males and females. Many individuals in the cemetery were Hispanic Catholics from the region. Others were Euroamerican Protestants, mostly males, who had migrated west in pursuit of economic opportunities in the expanding American West or who had come to Tucson as soldiers. Still others were Tohono O'odham, Apache, or Yaqui Indians who were residing in the area or passing through and whose lives and lifestyles had been displaced by centuries of colonization and conflict. A few African Americans had migrated into the area, including a soldier buried in the military section of the cemetery. Most cemeteries excavated in the United States contained much less diverse burial populations and fewer juveniles; none have had as large a Hispanic burial population.

Because of the diverse cemetery population and the correspondingly diverse descendant groups that could claim remains, a major concern of the project was differentiating the many individuals buried in the Alameda-Stone cemetery according to cultural affinity. An innovative and community-sensitive approach to identifying the cultural affinity of remains according to a transparent and objective method was devised to address this need. The approach, which was successful in meeting the needs of the project burial agreement and the concerns of descendant groups, carefully balanced and compared multiple lines of archival, contextual, and biological evidence without privileging any one form of evidence.

Rigorous analysis of osteological materials and mortuary contexts along with analysis of primary source archival documents pertaining to the cemetery allowed for many individuals from the cemetery to be identified according to cultural affinity. There were also many cases where the cultural affinity of an individual was ambiguous due to either evidence suggestive of multiple affinities or a lack of sufficient evidence to determine affinity. This is not surprising given the multi-ethnic nature of the burial population and the large number of juveniles; it is often difficult to determine biological affinity, sex, and other attributes of juveniles due to the immaturity of their skeletons.

Documents especially important for understanding identity included a burial record from the Roman Catholic Diocese of

Tucson. This was provided to SRI by Los Descendientes del Presidio de Tucson, a group that represented the interests of Hispanic descendants. The record contains information on the demography and identity of many of the Catholics buried in the cemetery, but not on their specific burial locations or attributes. U.S. military documents discovered in the National Archives in Washington, D.C., proved to be an important source of information for interpreting the military section. Military records provided information on both the identity and location of many individuals buried in the military section, information that corresponded closely with archaeological excavation results. Because graves in the military section had been previously exhumed, and the materials left behind were displaced and incomplete, the biological material needed to unambiguously identify individuals in the military section did not meet the identification standards currently followed by the U.S. military, which would claim the remains. Thus, no individuals in the cemetery were named as part of the project, although evidence for the specific identity of several individuals was provocative.

Uncovering Identity in Mortuary Analysis provides a synthesis of the four-volume series produced as a result of the project, focusing on the investigation of the Alameda-Stone cemetery. Given the importance of determining cultural affinity, a major and consistent focus of the book is the study of identity. The book places the project in its historic and administrative context and details how the project was conducted from beginning to end, including discussion of extensive reburial and repatriation efforts, ceremonies, and memorials. Chapters provide detailed information on the historic context; formation, use, and abandonment of the cemetery; archaeological methods; cultural affinity assessments; evidence for diet, disease, work, trauma, medical practices, and demography; burial practices and belief systems; mortuary analysis; comparison with other historical-period cemeteries; and reburial and repatriation efforts. Reviewers have recognized the book as an important contribution to public archaeology, mortuary analysis, and identity studies and have recommended it to readers interested in those topics. The book is also an important source of information on local history and mortuary behavior in the American West and has been nominated for several book awards.

If you are interested in obtaining the items mentioned in this column, be sure to check for promotional offers available through the publishers, particularly in the "book rooms" at major disciplinary conferences (e.g., the Society for American Archaeology and the Society for Historical Archaeology).

Please consider submitting information on your new publication for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum size 300 dpi) and not be embedded in the text file.

Radiocarbon Dating Without Regrets



Beta Analytic
Radiocarbon Dating
www.radiocarbon.com

- Reliable turnaround time
- High-quality, ISO 17025 accredited results
- Prompt responses within 24 hours

Results in as little as 2-3 days

Australia Brazil China India Japan UK USA

EDITION

5024-R CAMPBELL BOULEVARD, BALTIMORE, MD 21236

ACRA EDITION ANNOUNCEMENTS AND UPDATES



2013–2014 ACRA Partnership Program

Gain exposure in the CRM industry by becoming an ACRA Partner. Your support allows the organization to undertake special initiatives, such as updating the website or increasing government relations activities. Your firm will also receive complimentary conference registration(s) and other benefits.

[Click here](#) to become an ACRA Partner!

For a printable copy of the registration form, [click here](#).

If you are interested in becoming a partner, upgrading your current partnership, or if you have any questions, please contact [Taylor Dubord](#) at ACRA Headquarters.

2013 ACRA Edition Schedule

ISSUE	DEADLINE	RELEASE
Winter	January 14	February
Spring	April 15	May
Summer	July 15	August
Fall	October 21*	November

*The week after the annual conference

ACRA Consultants Database

Please take a moment to look at your Consultants Database listing on the ACRA website to make sure it is updated with the most current information. If you would like to change or add any information, please email [Nick](#).

ACRA Edition is a quarterly publication of the American Cultural Resources Association. This publication's purpose is to provide members with the latest information on the association's activities and to provide up-to-date information on business issues and federal and state legislative activities. All comments are welcome.

If you have comments or materials to submit for an upcoming issue, please contact:

Wade Catts
Editor, ACRA President Elect
wcatts@johnmilnerassociates.com