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(Officers and staff are listed on Page 2)

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Save the Date
ACRA's 20th Annual Conference



Loews Don Cesar Hotel | St. Pete Beach, Florida

September 17-20, 2014

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

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THE PRESIDENT'S CORNER

By Wade Catts

I will keep my message relatively short, since many of the important ACRA activities and events have been reported to you in the December, January, and February online Monthly Member Updates (MMU), and I refer you to those for more details on some of what follows. Our organization was well represented at the Society for Historical Archaeology meeting in Quebec, where our issues and positions on training historical archaeologists for the twenty-first century were presented in a panel discussion hosted by Terry Klein (SRI Foundation) and Terry Majewski (Statistical Research, Inc.), and in a second forum focused on federal funding and CRM. These open discussions were well attended by ACRA member firms.



In early February, ACRA was invited to attend the Preservation Partners meeting in Washington, D.C., hosted by our government relations consultants, Cultural Heritage Partners, PLLC (CHP). The meeting is typically attended by representatives of a number of the preservation organizations on Capitol Hill, including the National Trust, the Advisory Council, Preservation Action, the National Conference of State Historic Preservation Officers (NCSHPO), the National Association of Tribal Historic Preservation Officers (NATHPO), US/ICOMOS, and the National Alliance of Preservation Commissions, among others. Our inclusion at the table with these groups may represent a "coming of age" of our organization and recognition that the CRM industry is an important element in the business of preservation nationwide. ACRA's leadership will build upon these associations, and will work to develop and strengthen our ties at the national level with these organizations.

This issue of the newsletter contains the results of our salary survey, announcements from our Worker Health and Safety Committee, information about our allied organization, the National Association of Environmental Professionals, and more from the pen of Chris Dore and his Marketing 101 column. The Worker Health and Safety Committee articles are always timely and provide our membership with important updates and announcements. The Marketing 101 Column, now in its third year, is a real contribution for firms of all sizes, and

offers great suggestions on business activities.

The salary survey data are especially important, not only to our member firms, but to colleges and universities where CRM and historic preservation are taught. Students coming into the CRM field, from whatever profession, need to be aware of the state of the industry, career opportunities, and compensation. Our Membership Committee is reaching out to institutions of higher learning to make them aware of our salary and industry information, and perhaps to get them to join our ranks as Associate members.

ACRA will be advertising at several events and conferences in the upcoming year. Among these are the Vernacular Architecture Forum, the National Council of Public History, the National Association of Environmental Professionals meeting, the Middle Atlantic Archaeology Conference, and the Society for California Archaeology meeting. We will also be at the Society for American Archaeology annual meeting in Austin, Texas, and many of you will be part of the CRM Expo at that meeting. Marketing our association to a wider audience is important for name recognition and for letting allied groups know what ACRA is about. If you are planning to attend a state, local, or regional conference that has marketing potential, please let Tabitha Burgess (tburgess@versar.com), the chair of the Image and Branding Committee know, and she will work with you to ensure you have the handouts, display, or whatever you need to make your efforts a success.

The February MMU also announced that there are several board openings in 2014 for ACRA. Taking an active role in the leadership of the association is the best way to understand how ACRA functions and to have a say in ACRA's future. Please contact Terry Majewski (tmajewski@srcrm.com) no later than March 15 if you are interested and willing to serve.

I also want to remind you that this is the time to nominate outstanding projects and clients for ACRA awards. Submit your nominations to Awards Committee Chair Al Tonetti (atonetti@ascgroup.net) before June 13. The nomination form can be found on the ACRA website.

I hope the winter season will end soon, so that we can all get on with the outside business of CRM. I hope to see some of you at the SAA meetings in Austin. As always, if you have ACRA issues or concerns feel free to contact me at wcatts@johnmilnerassociates.com, or contact Taylor Dubord at headquarters (taylor@clemonsmgmt.com).

2013–2014 COMMITTEE, SUBCOMMITTEE, AND TASK FORCE CHAIRS

Awards - Al Tonetti, ASC Group, Inc.

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Education Committee Liaison - TBD

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Liaison - Kay Simpson, Cultural Resource Analysts, Inc.

Membership - Varna Boyd, URS Corporation

Newsletter - Duane Peter, Versar, Inc.

Nominating - Teresita Majewski, Statistical Research, Inc.

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

Strategic Planning - Duane Peter, Versar, Inc.

ByLaws and Policy Task Force - Mike Polk, Sagebrush Consultants, L.L.C.

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

GAPP UPDATE

*By Marion Werkheiser and Eden Burgess
Cultural Heritage Partners, PLLC*



Significance & Valuation (SV) Working Group

The SV group is tackling the question of how, given the absence of regulatory oversight, companies and consultants should proceed once sites that may be impacted by development have been identified. The group is developing a concept for assessing significance of sites and a clear decision-making process, and is working on a demonstration project to present at the March Summit for feedback.

Adoption, Implementation, & Assessment (AIA) Working Group

The AIA group is focused on turning GAPP's promise of voluntary best practices into reality on the ground. The participants are examining other models of voluntary practices to ensure that GAPP's process is perceived and accepted as legitimate and credible. The AIA group benefits from the involvement of those with experience developing voluntary practices, providing related training, and assessing whether voluntary practices are working once they are implemented.

Public Value & Public Engagement (PVPE) Working Group

The PVPE group is examining how to engage the public in the GAPP process and communicate the public value created by the GAPP approach, particularly the powerful narrative of GAPP's collaborative effort between the energy industry and preservation advocates. The PVPE group would value input and involvement from people experienced with community engagement, communications, and public relations.

GAPP is a collaboration between the energy industry and the historic preservation community to advance energy exploration while protecting historic and cultural sites. Its primary goal is to develop model voluntary practices that will balance business and preservation interests.

ACRA is proud to support this groundbreaking effort and to be a sponsor of the [upcoming kickoff summit](#) on March 21, 2014, in Pittsburgh, Pennsylvania. Registration for the summit is open, and several ACRA member firms are also sponsoring this event. GAPP is pleased to offer ACRA members a 20 percent discount off the registration fee by using the code "ACRA," or click [here](#) to be taken directly to GAPP's discounted registration page for ACRA members. We hope ACRA will make a great showing! If your firm is interested in sponsoring the event, please contact us!

Four working groups meet separately twice a month to pursue GAPP's agenda and begin developing our model voluntary practices. GAPP welcomes additional participants in these working groups:

Identification & Information Resources (IIR) Working Group

The IIR group is exploring the roles that technology, data, information sharing, physical examination, and predictive modeling play in identifying cultural or historic resources. The group is examining data collection models and expects to share its vision at the March conference for feedback.

To join a working group or to ask about other opportunities to get involved, check out GAPP's [website](#) or [Facebook](#) page or email [Marion Werkheiser](#). Thank you!

ACRA'S 2013 SALARY SURVEY

*By Donn R. Grenda, Chair, Salary Survey/CRM Survey Committee and
Teresita Majewski, ACRA Immediate Past President*

The results of the 2013 ACRA Salary and Membership Study have been finalized, disseminated to those who participated, and posted on the ACRA Web site. ACRA contracted with Vernon Research Group to independently collect the information and maintain the confidentiality of the responders. Donn Grenda (Statistical Research, Inc. [SRI],) chair of the Salary Survey/CRM Survey Committee, and committee members Nurit Finn (Wapsi Valley Archaeology, Inc.) and Immediate Past President Teresita Majewski (SRI) worked with Vernon on the details of the survey and its implementation.

The questions asked in the 2013 instrument were basically the same as in the previous surveys, but Vernon reviewed the questions and suggested ways to make them more straightforward to answer. We also provided a PDF of the questions in advance so that needed information could be reviewed and compiled before actually responding to the on-line questions. The baseline for the survey was essentially the end of 2012. Below we summarize some of the results of the survey. The questions were grouped by organization demographics, general financial information, employee benefits and compensation, and ACRA involvement.

The on-line survey collected data from 47 ACRA-member firms and 60 non-ACRA-member firms from throughout the United States. The western region of the country was the best represented by the sample (49 percent), with 26 percent of the sample from the South, 14 percent from the Midwest, and 11 percent from the Northeast. Full-service CRM firms made up 42 percent of the sample, with specialized CRM firms 32 percent, providers of CRM services to other CRM firms 23 percent, and CRM departments in a non-CRM firm three percent. The sample included for-profit corporations, limited liability corporations, and for-profit sole proprietorships. Services offered by the responding firms ranged from archaeology, history, architectural history/preservation planning, to cultural anthropology and geomorphology/geoarchaeology.

General financial information requested in the survey included gross annual sales, total overhead, overhead breakdown, profit margin, and types of contracts that companies worked on. Most of the organizations that responded worked on federal contracts. Gross annual sales ranged widely in the sample (Figure 1). The total overhead rate varied widely from 25 percent of direct labor or hourly pay rates to over 150

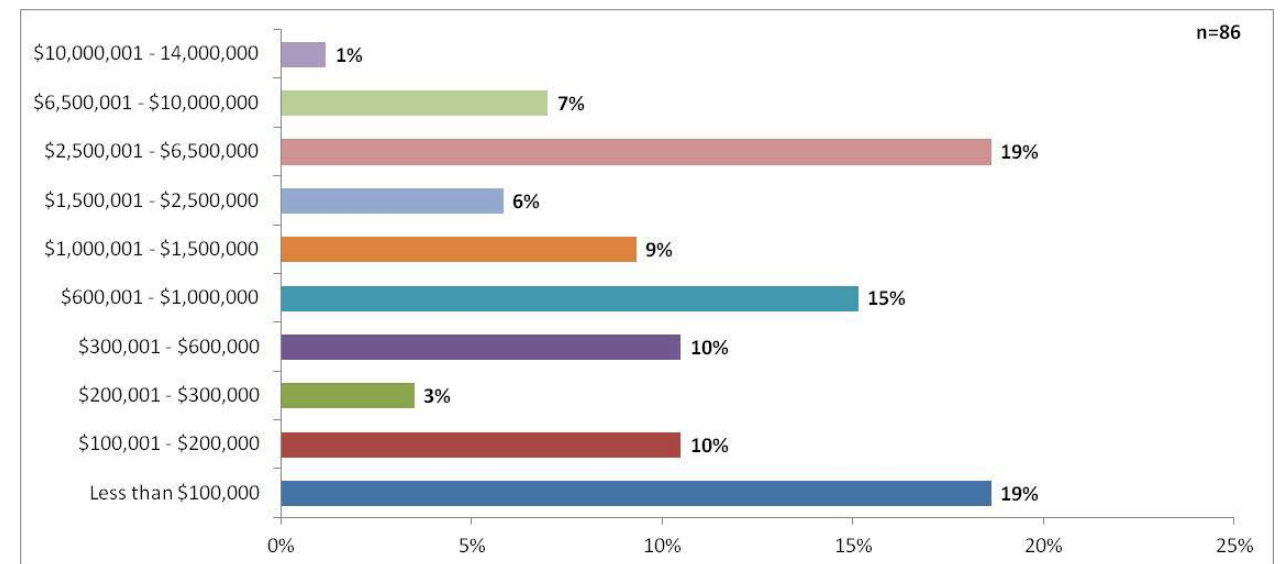


Figure 1. Gross annual sales of the organizations that responded to the survey.

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A C R A E D I T I O N

percent, but this is likely related to variation in company size, number of employees, and benefits offered to employees.

The answers to the employee-related questions were fascinating. For over half of the organizations, 30 percent or fewer of their regular employees were permanent, full-time salaried employees. For half of the organizations, 13 percent or fewer of their regular employees were permanent, full-time hourly employees. For half of the respondents, 12 percent or less of their regular employees were temporary employees. More than half had 14 or fewer employees on their payrolls. Employee level of education varied widely.

The questions regarding employee benefits covered paid time off, including holidays, insurance coverage, retirement plans, workers' compensation, and professional development.

insurance, just over half did not cover the premiums, but about one-third covered the entire amount. About two-thirds of the organizations offered a retirement plan. The majority of the organizations offered workers' compensation coverage.

Compensation information was collected for subcontractors and employees by various job titles. Summary data for all 15 subcontractor positions for which data were requested are provided in Table 1. The three highest-paid subcontractor positions were geomorphologists/geoarchaeologists, geophysical/GPR providers, and computer specialists. The position that had the most employees across organizations was archaeological technician. Table 2 provides a summary of average hourly rate by position, and Table 3 provides information on average annual salary by position. Results by

	Sample Size	Mean	Median	Std. Deviation	Minimum	Maximum	Range
Archaeologists	48	\$41.23	\$30.00	\$29.18	\$12	\$150	\$138
Architectural Historians	41	\$56.02	\$50.00	\$36.45	\$12	\$150	\$138
Computer Specialists	22	\$59.41	\$42.50	\$42.49	\$12	\$144	\$132
Editors	20	\$31.25	\$25.00	\$16.02	\$12	\$65	\$53
Ethno/Paleobotanists	21	\$46.81	\$40.00	\$28.60	\$12	\$125	\$113
Geomorphologists/Geoarchaeologists	34	\$64.50	\$75.00	\$31.97	\$12	\$125	\$113
Geophysical/GPR	23	\$60.43	\$50.00	\$30.84	\$12	\$120	\$108
GIS Specialists	27	\$37.44	\$25.00	\$25.68	\$12	\$125	\$113
Graphic Artists	19	\$35.11	\$24.00	\$24.84	\$12	\$100	\$88
Historians	37	\$45.49	\$35.00	\$28.85	\$12	\$150	\$138
Historic Preservation Planners	19	\$47.49	\$40.00	\$26.75	\$12	\$110	\$98
Photographers	16	\$49.38	\$38.00	\$40.14	\$12	\$150	\$138
Urban Planners	11	\$56.91	\$40.00	\$47.01	\$12	\$180	\$168
Web Designers	18	\$43.39	\$30.00	\$28.81	\$12	\$115	\$103
Zooarchaeologists	15	\$38.47	\$30.00	\$22.12	\$12	\$75	\$63

Table 1. Hourly rates for 15 subcontractor positions paid in 2011 and 2012.

It was surprising to find that some organizations did not give permanent employees any paid vacation days! The average number of paid holidays for permanent employees was six. Most organizations offered support for employees' professional development. Health insurance was provided by 72 percent of the responding organizations, and of those, over one-third covered the entire premium. Just over one-half of the firms surveyed did not cover life insurance premiums, but about one-third covered the entire amount. For disability

individual position are also provided. The archaeological technician information warrants further analysis that is beyond the scope of this summary. Data collected on compensation for support staff such as graphic artists, editors, and production assistants suggest that employees in these categories tend to be paid less than their CRM colleagues.

The final survey questions dealt with involvement in ACRA. Most ACRA-member firms that responded had been members over ten years. Most firms with an ACRA

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A C R A E D I T I O N

	Sample Size	Mean	Median	Std. Deviation	Minimum	Maximum
Archaeological Technician	52	\$15	\$15	\$2.91	\$10	\$25
Archaeologist/Field Director/Project Archaeologist	40	\$24	\$21	\$9.72	\$9	\$70
Business Owner/Principal	24	\$53	\$49	\$22.91	\$9	\$104
Crew Chief	37	\$19	\$18	\$4.77	\$14	\$35
CRM Division/Department/Group Manager	21	\$35	\$35	\$13.36	\$9	\$70
Editor	27	\$24	\$24	\$6.13	\$9	\$35
Graphic Artist	22	\$23	\$22	\$9.06	\$9	\$55
Historian/Architectural Historian/Preservation Planner	32	\$28	\$26	\$12.04	\$9	\$75
Laboratory Director	31	\$23	\$24	\$6.08	\$9	\$37
Laboratory Technician	38	\$15	\$15	\$2.78	\$10	\$25
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	36	\$36	\$30	\$17.42	\$9	\$104
Production Assistant	18	\$18	\$18	\$5.34	\$9	\$27
Project Manager	32	\$32	\$32	\$11.38	\$9	\$70
Regional Office Manager	10	\$35	\$25	\$19.34	\$9	\$67
Senior Archaeological Technician	43	\$17	\$17	\$4.11	\$9	\$35

Table 2. Average 2012 hourly rates for employees by position.

	Sample Size	Mean	Median	Std. Deviation	Minimum	Maximum
Archaeological Technician	3	\$31,297	\$30,611	\$1,744.29	\$30,000	\$33,280
Archaeologist/Field Director/Project Archaeologist	21	\$49,712	\$48,000	\$9,673.67	\$38,000	\$75,000
Business Owner/Principal	43	\$90,518	\$85,000	\$36,333.07	\$30,000	\$200,000
Crew Chief	10	\$41,251	\$42,850	\$6,071.03	\$32,000	\$50,476
CRM Division/Department/Group Manager	19	\$89,149	\$85,000	\$24,675.98	\$56,576	\$150,000
Editor	8	\$49,525	\$48,500	\$7,527.43	\$38,000	\$64,000
Graphic Artist	11	\$45,494	\$45,000	\$5,850.08	\$38,000	\$55,120
Historian/Architectural Historian/Preservation Planner	18	\$52,191	\$47,500	\$16,695.80	\$35,000	\$100,000
Laboratory Director	16	\$45,601	\$43,000	\$7,033.49	\$34,819	\$60,000
Laboratory Technician	2	\$31,370	\$31,370	\$1,936.77	\$30,000	\$32,739
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	30	\$60,541	\$58,000	\$15,242.56	\$30,000	\$109,700
Production Assistant	7	\$39,896	\$40,000	\$7,527.85	\$31,370	\$52,000
Project Manager	21	\$64,110	\$60,000	\$16,083.36	\$40,000	\$109,700
Regional Office Manager	14	\$74,628	\$73,671	\$13,385.02	\$49,530	\$104,000
Senior Archaeological Technician	8	\$38,892	\$39,358	\$6,685.03	\$29,120	\$47,500

Table 3. Average 2012 annual employee salaries by position.

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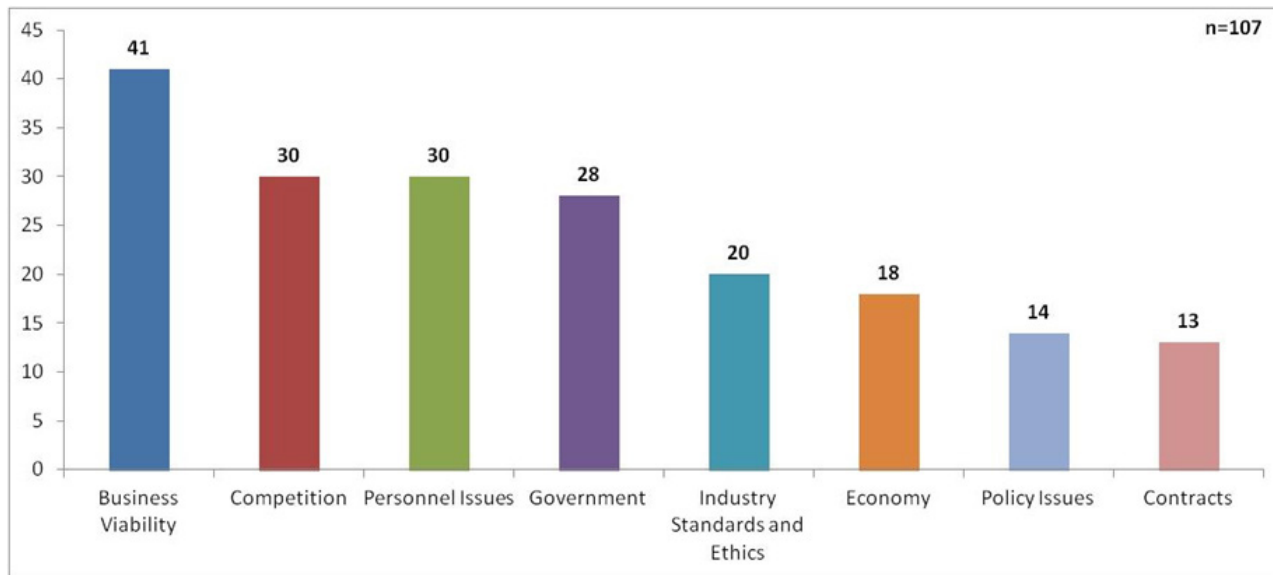


Figure 2. Survey respondents' assessment of the biggest challenges facing their businesses today.

membership had employees who had attended an annual ACRA conference. Over two-thirds of these organizations had employees who had served on the ACRA board. Most respondents were generally familiar with the benefits that ACRA has to offer. Responders were also asked to rank the biggest challenges in the CRM industry; the area mentioned most often was business viability, followed closely by competition and personnel issues (Figure 2). The three top industry concerns included insurance costs, public sector competition against private industry, and having a separate CRM NAICS code. The availability of continuing education opportunities was the highest-rated concern regarding professionalization of the CRM industry. The remaining questions asked about membership benefits and satisfaction with ACRA and its activities. Most respondents were somewhat or extremely satisfied with ACRA. When asked how ACRA can better help business owners, the top answers were to advocate for the industry and educate about the industry.

Vernon Research Group provided us with a value-added Kano Analysis of the survey results. By defining "threshold," "performance," and "excitement" attributes, Kano Analysis provides organizations with a better understanding of the meaning of respondents' ratings on questions that ask for a satisfaction rating and suggests key focus areas for ACRA. Threshold attributes are "must-have" attributes, and for ACRA this is to provide "activities to promote and help private CRM

businesses." Performance attributes are strongly correlated with overall perceptions. ACRA must perform well in its efficient use of membership fees and in the advocacy it does on the federal level in order to maintain overall perceptions and satisfaction. Excitement attributes are the unexpected "delighters" when performed well. The ACRA quarterly newsletter was noted as an excitement attribute, a differentiating area that can increase positive perceptions. You are invited to review the Kano Analysis and come to your own conclusions, but for us it is reassuring that all of the areas noted as areas to watch are ones that ACRA as an organization has made priorities.

We invite you to study the survey and make use of the results. The answers provided by the respondents and the subsequent analysis provide essential longitudinal information on the state of the CRM industry. The data help substantiate industry trends over the long term, and ACRA is the only organization that commissions this kind of study specifically for CRM. ACRA knows that your time is valuable, and we extend our thanks to everyone who took the time to complete the survey.

If you have questions about the results, please feel free to contact us at dgrenda@srcrm.com (Donn Grenda) or tmajewski@srcrm.com (Teresita Majewski).

KEEPING COOL ON CAPITOL HILL: SOURCES OF INFORMATION AND ANALYSIS FOR ACRA'S GOVERNMENT RELATIONS COMMITTEE

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

Every month, ACRA provides member firms with a Government Relations Committee Update to keep you informed about developments and initiatives in Washington that affect the CRM industry. Without giving away too many trade secrets, we now want to give you some idea of how we sift through the enormous amount of information and background noise that comes out of Washington: the White House, Congressional offices, federal agencies, the media, and so on. Part of the committee's job is to cull through this hubbub to identify what might impact cultural resources and the work in which ACRA members are so heavily invested. By providing links and information on some of these sources, we also hope to make it easier for you to keep tabs on the sometimes wacky world of Washington.

Historic Preservation Organizations and Networks

A number of nationwide historic preservation organizations focus some portion of their efforts on the Hill and Washington, D.C., to advocate for their interests in Congress. Some of these organizations attend monthly meetings, dubbed the Preservation Partners, which Cultural Heritage Partners attends on behalf of both ACRA and the Society for Historical Archaeology (SHA). These meetings provide invaluable opportunities to learn and share information about happenings at the respective entities, pending legislation, budget issues, planning and strategy, conferences and events, and other matters of interest to ACRA members. Attendees at the Partners' meetings typically include staff from:

- Advisory Council on Historic Preservation (ACHP)
- National Alliance of Preservation Commissions
- National Association of Tribal Historic Preservation Officers (NATHPO)
- National Conference of State Historic Preservation Officers (NCSHPO)
- National Park Service
- National Trust for Historic Preservation
- Preservation Action
- US/ICOMOS

While there are an enormous number of historic preservation groups around the country (see, for example, the

directory of Historical Societies and Preservation Organizations provided by PreservationDirectory.com), the Preservation Partners are the ones ACRA works with most closely in Washington.

In addition to attending the monthly meetings and sharing information in person, most of these organizations compile newsletters, emails, and other updates that ACRA members can access:

- The National Trust offers a free PreservationNation Blog, and selected articles from Preservation Magazine are posted on the Trust's website. Its online Advocacy Center highlights issues of particular concern to the Trust.
- NCSHPO issues a weekly update called "NCSHPO News." The update focuses chiefly on legislative and regulatory issues in D.C., and also includes a "SHPO Spotlight" section with items on one or more states.
- Preservation Action produces a weekly Legislative Update for subscribers. Its website also contains information on specific issues they are tracking.

In addition to these Partner offerings, the Society for American Archaeology distributes a monthly members-only Government Affairs and International Government Affairs Update to email subscribers. Produced by David Lindsay, SAA Manager for Government Affairs (with content from SAA President Jeff Altschul), it is a thorough review of domestic legislative and regulatory affairs, and is particularly good at tracking bills of historic preservation and archaeological interest.

Electronic Information Sources about Congressional Activities

Sources of information about Congress and its activities proliferate online. Congress' official source of information about pending legislation is Congress.gov (in beta form), which recently replaced THOMAS. This source is much easier to use if you have some information about the proposed law you want to research, such as the sponsoring lawmaker or the bill number. Some of our favorite sources for more general

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Washington news are [The Washington Post](#) (which has a [separate webpage](#) dedicated to Congressional news), [The Hill](#) and [Politico](#). Politico provides free daily e-mail updates on topics including Transportation and Energy, as well as the popular Playbook—an overview of what is going on in D.C. and the politico-celebrity culture. The [Huffington Post's Politics page](#) also provides colorful, off-the-beaten path Washington coverage.

To voice your opinion directly to the horse's mouth (or at least to the horse's staffers), it is easy to track down your representatives' and senators' contact information. Every Congressional member maintains a website, from which you can email the office if you are a constituent. You can also get the member's office telephone number (go to the [House site](#) to find your representative and the [Senate site](#) to find your senators). If you are planning to visit D.C., the committee encourages you to plan ahead and make an appointment to visit your representatives' and senators' offices to discuss your issues and concerns.

Of course, there is no end to on-line sources. If you find a reliable one that you like, use it!

The Federal Agencies

Congress may make the front page, but the worker bees in Washington are the federal agencies. Agencies are responsible for putting White House policies and Congressional statutes into operation on a day-to-day basis, and have regular contact with individuals and business owners—like ACRA members—who must adhere to those policies and laws.

For CRM firms, the agencies that engage in our issues most frequently are the Department of Interior (DOI), currently headed by Secretary Sally Jewell, the Advisory Council on Historic Preservation (ACHP), the Department of Transportation, and the U.S. Army Corps of Engineers. DOI is responsible for, among other things, protecting the nation's cultural resources and heritage. The National Park Service, Bureau of Land Management, and Bureau of Indian Affairs all fall under DOI's jurisdiction. As a result, paperwork related to many, if not all, of the federal undertakings that require compliance with Section 106 cross the desk of someone within DOI during the project. A smoothly functioning and well-funded DOI is an important priority of ACRA's member firms.

Although few people know it, ACHP is an independent federal agency. Established in 1966 by the National Historic Preservation Act—the same law that created the SHPO and THPO system—it advises the President and Congress on

national historic preservation policy. The agency also administers the act's Section 106 review process, so another of ACRA's priorities is to help ACHP protect Section 106. As most of you do know, Section 106 makes most cultural resources management business possible.

Like DOI, the Department of Transportation impacts many federal undertakings that require compliance with Section 106, specifically transportation projects. The Federal Highway Administration (FHWA) enters statewide Section 106 Programmatic Agreements (PAs) to allow state DOTs to conduct 106 reviews on FHWA's behalf. Accordingly, it is in ACRA's interest to have a working knowledge of the DOT's policies and processes, particularly with respect to the Section 106 PAs.

As with the Preservation Partners, some federal agencies issue informative emails and e-newsletters:

- The National Park Service Archeology Program generally issues its Archeology E-Gram on a monthly basis. This is more focused on individuals and activities relating to the program than to legislative or regulatory issues. It has valuable information about grants, upcoming events, NAGPRA, and so on.
- The Department of Defense Cultural Resources Program publishes Cultural Resources Update (the last one was for March/April 2013). It covers DoD programs, policies, and initiatives, plus news from other agencies such as the Advisory Council on Historic Preservation, and notices on training, meetings, and events.
- The Department of the Interior releases a weekly video detailing important events at the Department.

Understanding the Process: What Is Real and What Is "Just Politics"

Making sense of all of this information can be challenging—and understanding which proposals are made just to score political points and which ones actually have a chance of becoming law is where our government affairs consultants provide substantial value. To accurately assess the potential opportunity or threat from legislative proposals, our consultants keep close tabs on the relevant committees in Congress and individual member's relative power and ability to deliver votes on key issues. Frequently bills are introduced only to score political points or to satisfy a particular constituency,

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and even the bill's sponsor does not expect it to pass (or expect to put any energy into pushing the bill once introduced). Understanding which bills have the full backing of their sponsors, which ones can attract a bi-partisan coalition necessary for passage, and which bills become must-pass legislation requires significant additional sleuthing—and is why it is so important to have close relationships with staff on Capitol Hill who can provide needed context.

An accurate understanding of which proposals are real and which are just window dressing allows ACRA and the preservation partners to prioritize deployment of resources and to call on members to take action only when it has the potential to have an impact. Understanding what is real—and what is not—allows us to keep our costs down, focus our energy and resources, and amplify our voice in Washington.

LIAISON PROFILE: NATIONAL ASSOCIATION OF ENVIRONMENTAL PROFESSIONALS (NAEP)



ACRA maintains professional ties with other preservation and environmental industry organizations. Links to organizations can be found on our website under the Resources Tab – Professional Organizations. Since 2011, ACRA has partnered with the National Association of Environmental Professionals (NAEP) to offer reduced prices to ACRA members for their webinars and in return ACRA has advertised their webinars and annual conferences on ACRA MembersOnly and ACRA-L list serves.

NAEP is an interdisciplinary organization dedicated to developing the highest standards of ethics and proficiency in the environmental professions. Its members are public- and private-sector professionals who promote excellence in decision-making in light of the environmental, social, and economic impacts of those decisions. NAEP emerged in the 1970s parallel to cornerstone environmental legislation that led to the need for qualified environmental professionals. NAEP recognized that environmental project managers had become highly qualified, but there was no mechanism for formal peer recognition such as registration for engineers, certification for urban planners, foresters, architects, etc. In the remarkably short period of two years from concept, NAEP

had its Certification Program in place by 1979. The first issue of its flagship journal, *The Environmental Professional*, appeared the same year.

For many years, the NAEP has included the cultural resources practice as part of its membership base and has included a cultural resources track in its annual conference sessions. The sessions in the cultural resources track are designed to assist environmental professionals understand and negotiate some potential pitfalls of cultural resources compliance. The 2014 Annual Conference, to be held April 7–10, 2014, in St. Petersburg, Florida (<http://www.naep.org/2014-conference>) includes papers on: Coordination vs Substitution in the NEPA and NHPA section 106 Process, Cultural Resources in Transportation and other Linear Corridors, and Merging Cultural Resources and Section 106/NEPA.

In addition to the annual conference, NAEP's 14 state, multi-state, and regional chapters offer wonderful networking opportunities for cultural resources professionals. There is current interest in starting chapters in five additional states. Both the national organization and chapters have many educational and scholarship opportunities for young professionals.

ACRA invites its membership to explore the benefits of NAEP more fully on NAEP's Web site <http://www.naep.org>.

NAEP 2014 Annual Conference: April 7–10, 2014

St. Petersburg, Florida

For full information or to register please go to:

<http://www.naep.org/2014-conference>

MARKETING 101: MARKETING BUDGETS

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

As I write this, it is the start of a new year, and I've been thinking about marketing budgets for heritage consulting firms. A persistent question that I am asked frequently is: How much should my firm spend on marketing? This is a simple question, but one that is not as easy to answer as you may think.

From a corporate accounting perspective, marketing and sales costs are lumped together and go on the income statement under the "selling" portion of selling, general, and administrative (SGA) expenses. These are the expenses associated with selling your services. From a cost accounting perspective, though, you probably want to break things down more finely and in different ways so that you have a better understanding of how your business actually functions—and so you have the data required to create and track a budget for marketing. For example, you may have an account for travel. When your marketing team travels to a conference to staff an exhibit, is the cost of their travel recorded as "travel" or "marketing"? Is the cost of your web site classified as "information technology" or "marketing" and is the cost of staff time spent at a professional meeting classified as "marketing" or "professional development"? You see the problems, and there are many. For the first example, in an ideal world, you would break down travel to include subcategories of travel. Thus, you might have departmental or corporate function subcategories for travel: travel-project related, travel-marketing, travel-professional development, travel-operations, etc. You can see that this can become an accounting nightmare very quickly, but it is essential from an analytical perspective. If done, you can then easily separate travel related to marketing from other marketing costs. The goal is to be able to quickly, easily, and accurately report the "true" costs of marketing for your firm.

Sales and marketing are different (see my column in the January 2012 issue), and in large firms they have different budgets. While having independent budgets for sales and marketing may be overkill for most firms in our industry due to their smaller size, there is one place I do like to make the separation for cost accounting and marketing analysis purposes. This is with proposal expenses. I view proposal preparation as a specific job-related sales expense, not as a marketing expense. I like to subtract the costs of proposal preparation (for jobs that are won) from the profit of the project to get a

clearer understanding of the profit contribution of projects of different types, for different clients, and for different market sectors. To do this is not complicated: each proposal is issued an individual proposal number to which all time and expenses for that proposal are billed. When the job is won and receives a job number, the two numbers are tied together ("related") in the database. If the job isn't won, the costs are just proposal costs unaffiliated with a job. Knowing the costs of proposal preparation (a sales support function) is very important on its own. If the ratio of proposal costs from jobs not won to jobs won gets too high, it probably means you are not adequately screening requests for proposals and making appropriate "go/no go" decisions. (This will be a topic of a future column.)

There are two ways to calculate a marketing budget: the good way and the quick way. The good way strictly looks specifically at your firm's costs and needs, but requires clean data and some analysis. The quick way is called benchmarking, and just compares your firm with (hopefully) firms of similar size, doing similar things, in the same region. I will first present the analytical method and then discuss benchmarking.

Having cleanly coded marketing cost data is important for calculating how much you should spend on marketing. Let's assume that you need \$250,000 in revenue from new clients this year to reach your firm's goals. You know from querying your data that last year you spent \$19,000 to acquire 6 new clients. Your mean cost of client acquisition is calculated by taking your marketing costs divided by the new clients obtained ($\$19,000 \div 6 = \$3,167$). If these six clients produced revenue of \$278,000, each new client contributed \$46,333 in mean revenue. If you need \$250,000 in additional revenue, you need 5.4 new clients ($\$250,000 \div \$46,333 = 5.4$), rounded up to 6 new clients to produce the revenue required. Now, if it takes your firm \$19,000 to acquire 6 new clients, you know that your marketing budget needs to be at least \$19,000. Don't forget to include the cost of marketing labor as a part of your marketing costs.

Marketing, though, includes both new client acquisition and existing client retention, so for your total marketing budget, you must remember to add the \$19,000 to the costs that are needed to retain (and grow) existing clients. See the April 2012 column for calculating the costs of retaining clients. Note, too, that this example takes data from the prior

year and uses it for calculations in the current year. Thus, you would need to adjust the \$19,000 upward by approximately 2 percent to \$19,380 to account for inflation.

The easy way to set a marketing budget is benchmarking. Benchmarking is a comparative method where you compare your firm's budget to those of other firms. The trick is finding data on firms that share the same characteristics as yours so that the comparison makes sense. What you gain in speed by benchmarking, though, comes at a cost. The needs and initiatives of other firms may not match those of your firm. You end up with a number in line with the mean of other similar firms, but it may be too high or too low for your firm's needs. Also, one of the biggest challenges firms in our industry face is differentiation, and shaping your firm's financial structure to match those of competitors doesn't help you work toward uniqueness. There was a nice presentation on benchmarking by David James at the 2012 ACRA conference.

There are a number of data sources you can use for benchmarking financial metrics for your firm. These include the periodic data on industry firms provided by ACRA, [Zweig and White's](#) annual *Financial Performance Survey*, [Professional Services Marketing Journal](#) annual *Financial Performance Survey*, [Deltek's Clarity Report](#), and [Risk Management Association's](#) annual *Financial Ratio Benchmarks*. These sources provide great data on many things, but most unfortunately do not single out sales and marketing expenses. The Delta report does, though, and in 2013 they reported that firms with fewer than 50 employees spent 3.8 percent of revenue on marketing and firms with 51–250 employees spent 4.4 percent.

There are other sources that are focused more specifically on marketing. A study entitled, *Defying Gravity: Hinge Competitive Strategy Study of Professional Service Firms* ([Hinge](#) 2008), reports that the marketing budget for architecture, engineering, and construction firms was 3.1 percent of revenue. Frederiksen also reports, not surprisingly, that there is a "well-defined correlation between marketing spend and growth rates" (Pivot Newsletter. Setting a Competitive Marketing Budget: Part 1. [Hinge](#)). A discussion on [marketingpros.com](#) converged on a 3-10 percent number. Scott Margenau of [ImageWorks Creative](#) (2013) reports that firms below \$5 million in revenue spend 7–8 percent of revenue on marketing and that business-to-business firms (most heritage consulting firms) will need to increase that number by 1–3 percent to see solid results.

Having an explicit marketing budget is important. Marketing spending is required to attract new clients and to retain and develop existing clients. Benchmarking is a quick method if you do not have the data you need to tailor a budget to your firm's specific performance goals. It will give you a place to start, but should not be relied on for the long term. I encourage you to get your data in shape and then develop a custom marketing budget each year that is tied to your overall business objectives, your marketing plan, and the specific tactics you will use to achieve these goals.

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.

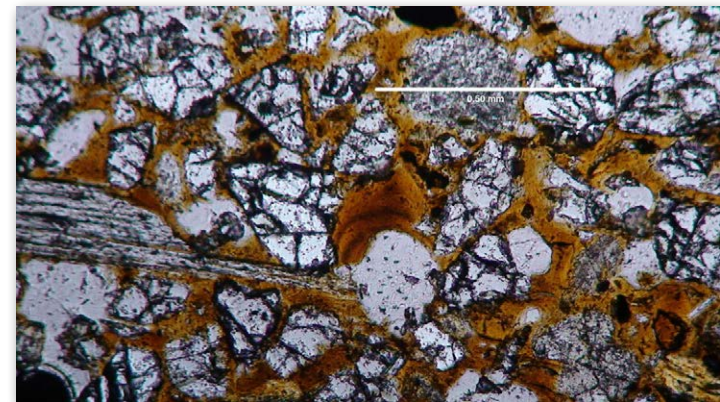
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OSHA'S PROPOSED CRYSTALLINE SILICA RULE

By Keith Seramur, Chair, Worker Health and Safety Committee

OSHA is proposing to amend its existing standard for occupational exposure to respirable crystalline silica. The existing rule was established in 1971 and is based on scientific evidence from the 1960s. The proposed rule is the result of extensive review of recent scientific evidence relating to the health risks of exposure to respirable crystalline silica.

Respirable crystalline silica is defined as airborne particles that contain quartz, cristobalite and/or tridymite. Cristobalite and tridymite are minerals that have the same chemical composition of quartz but a different crystalline structure. Respirable particles are defined as less than four microns in size. Four microns is the boundary between silt and clay-sized particles, so respirable particles are clay-size silica crystals.



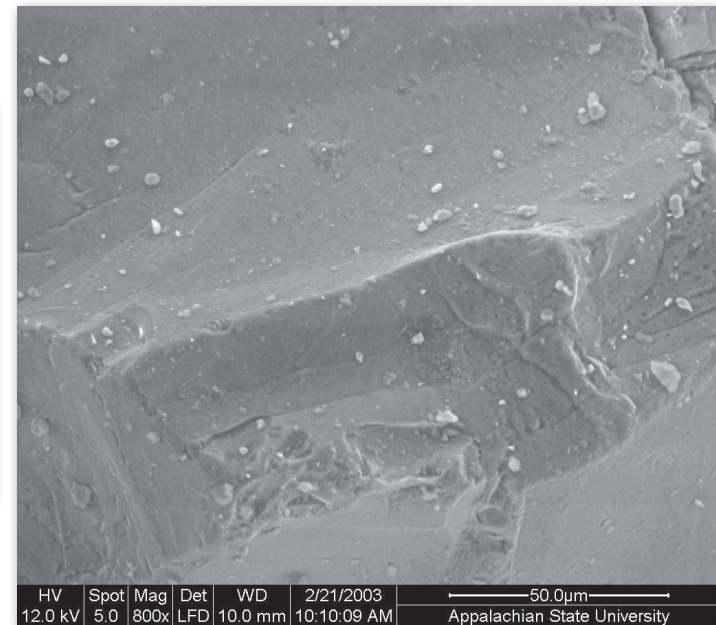
Photomicrograph of an alluvial B-horizon (southeastern United States). Quartz sand grains (white) are not considered a hazard, but the clay coatings (red) include respirable (>4µm) crystalline silica particles. (scale bar = 500 µm).

OSHA has produced a list of affected industries by NAICs codes. This list includes various construction disciplines and different types of manufacturing processes. ACRA firms involved in historic restoration work might be included in the affected industries. Otherwise, few of these NAICs codes apply to ACRA member firms.

OSHA representatives stated in a web chat session "The proposed rule would apply to all employers who have employees that are exposed to respirable silica." Two standards are being proposed, one for construction workers and one for general industry and maritime workers. The proposed standard

for general industry and maritime workers requires measuring the amount of particulate silica if a worker's exposure is at/ or above an action level of 25µg/m³. The rule would require monitoring workers' exposure to silica dust two to four times a year depending on initial silica concentrations measured. Employers will be required to protect workers from respirable crystalline silica exposures above the permissible exposure limit (PEL) of 50 µg/m³. The action level and PEL concentrations are averaged over an 8-hour period.

The proposed silica rule requires that engineering con-



SEM image of aeolian quartz sand grain with adhering respirable (>4µm) crystalline silica particles.

trols (controlling dust with water spray) and changes to work place practices (limiting access to high silica areas) must be used first to protect a worker's exposure. In cases where these measures are insufficient to reduce exposure below the PEL, respirators would be required to supplement these controls. OSHA is looking for engineering controls to be used first and only to use Personal Protective Equipment (PPE) as a supplement to other controls.

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The rule includes a table of construction activities and a list of silica control methods that can be used to limit exposure during each activity. A company can employ these silica control methods instead of measuring the silica exposure. This is provided as a lower-cost alternative for small businesses. The table of activities (jackhammering, cutting concrete, tuck pointing, etc.) will not help ACRA firms avoid the cost of measuring silica exposure.

There is a medical surveillance component to the proposed rule. Medical exams that include chest X-rays and lung function tests must be offered to workers exposed to silica above the PELs for more than 30 days per year. Workers that need to wear a dust mask or respirator are considered as potentially exposed to silica above the PEL. Medical exams must be provided every three years.

The training requirements in this standard are similar to OSHA's current Hazard Communication Standard. Employers are required to ensure that affected workers can demonstrate knowledge of:

- The silica standard;
- Operations involving silica exposure;
- Procedures to protect employees; and
- The medical surveillance program.

Employers will have to keep a record of each worker's silica exposure and medical exams.

More information can be found on OSHA's web page for this respirable crystalline silica rule at <https://www.osha.gov/silica>. Several fact sheets are available on this Web site that summarize OSHA's reasoning for the proposed rule, estimated cost to industry, and highlights of the rule. The notice of proposed rule making can be found in Vol. 78, No. 177 of the *Federal Register* at this link <https://federalregister.gov/a/2013-20997>.

What is Crystalline Silica?

Respirable crystalline silica—very small particles at least 100 times smaller than ordinary sand you might encounter on beaches and playgrounds—is created during work operations involving stone, rock, concrete, brick, block, mortar, and industrial sand. Exposures to respirable crystalline silica can occur when cutting, sawing, grinding, drilling, and crushing these materials. These exposures are common in brick, concrete, and pottery manufacturing operations, as well as during operations using industrial sand products, such as in foundries, sand blasting, and hydraulic fracturing (fracking) operations in the oil and gas industry.

ACRA 2014 ELECTIONS

There will be several open positions on the 2014 ACRA ballot. Participating in ACRA governance is the best way to understand how ACRA functions and to have a say in planning the future of your association. Board service is a wonderful opportunity to make lasting friends while contributing to ACRA's continued success.

Officers and board members are expected to attend two board meetings a year and be available for conference call meetings between the in-person meetings. Service on at least one ACRA committee is also required. The expenses of board service are not covered by ACRA, although ACRA sometimes picks up meals during board meetings.

If you are interested and willing to serve, please contact me (tmajewski@sicrm.com) by no later than March 15, 2014.

Teresita Majewski
ACRA Immediate Past President and Nominating Committee Chair

THE CENTER FOR DIGITAL ANTIQUITY SHARES NEW INFORMATION ABOUT DIGITAL ARCHAEOLOGICAL DATA MANAGEMENT

By Francis P. McManamon, Executive Director, Digital Antiquity

The Center for Digital Antiquity is teaming up with the Society for American Archaeology (SAA) and the Register of Professional Archaeologists (RPA) to provide online seminars focusing on the issues of managing digital archaeological data.

On March 20, Digital Antiquity will present an online seminar, "Introduction to Digital Repositories for Archaeological Materials: tDAR (the Digital Archaeological Record)," which will introduce participants to the types of digital repositories that are available and options for accessing and archiving archaeological materials. Readers interested in participating in the seminar should contact SAA for registration information.

The seminar will outline what archaeologists should look for when choosing a digital repository for their own materials. Using tDAR as a case study, participants will learn about online digital archiving strategies and the means to discover and access information, particularly the extensive "gray literature" in archaeology, upload their data to the repository to ensure that it is preserved, and search for and analyze data as part of their research projects.

Examples will be shown of how the tDAR digital repository can be used to store, edit, manage and preserve their digital archaeological files and projects. This will include how to use the different features and tools in tDAR to actively curate their data, for example, by controlling access permissions to confidential archaeological information.

SAA online seminars provide continuing professional development opportunities to student and professional archaeologists. They are offered on a wide range of high-interest topics from September through May each year. Instructors are RPAs and top scholars in their field. All seminars are certified by RPA for Continuing Professional Education (CPE) credits.

For more information on Digital Antiquity, contact Francis P. McManamon, Ph.D., RPA, Executive Director, P.O. Box 872402, Tempe, AZ 85287-2402, info@digitalantiquity.org.

ADVANCED METAL DETECTING FOR THE ARCHAEOLOGIST LITTLE ROCK AND SCOTT, ARKANSAS OCTOBER 3–5, 2014

Advanced Metal Detecting for the Archaeologist (AMDA) will present its fourth class offering in Little Rock and nearby Scott, Arkansas on October 3–5, 2014. AMDA is certified under the Register of Professional Archaeologists' continuing professional education program. The goal of the class is to provide professional archaeologists with an understanding of current best practices in metal detecting, and to provide the opportunity to gain hands-on experience with a variety of devices from a variety of manufacturers.

The course is offered with 16-credit and 24-credit options. Under the former, there are 8 hours of classroom work and 8 hours of field instruction/experience. Under the latter, the field portion is expanded to 16 hours and the classroom remains 8 hours. Fees will be \$275 for 16 credits and \$350 for 24 credits.



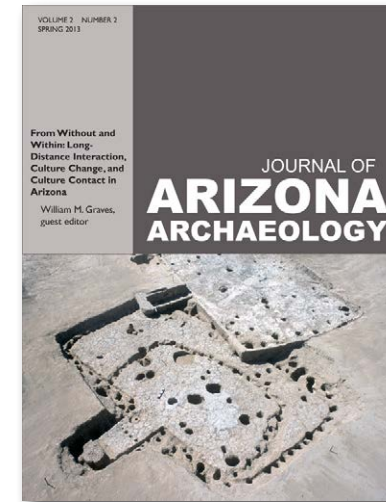
For more information, please contact Chris Espenshade at cespenshade@ccrginc.com or Patrick Severts at (770) 594-4734 or pseverts@newsouthassoc.com.

For an application form, please see <http://www.newsouthassoc.com/amda/index.html>.

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 Volume 2, Issue 2 of the *Journal of Arizona Archaeology* (JAA), which was guest edited by William M. Graves of Statistical Research, Inc. The ACRA Edition editor thanks William Graves for providing this write-up. The publishers of JAA, the Arizona Archaeological Council (AAC), generously allowed us to reproduce the cover of this issue.

Journal of Arizona Archaeology



Volume 2, Number 2, Spring 2013
From Without and Within: Long-Distance Interaction, Culture Change, and Culture Contact in Arizona
guest edited by William M. Graves

The AAC is excited to announce the publication of Volume 2, Issue 2 of the *Journal of Arizona Archaeology*. The journal is a peer-reviewed periodical that focuses on the

presentation of emerging ideas, new methods, and current research in Arizona archaeology. It is a forum for the scholarly, yet straightforward communication of research and management related to Arizona's archaeological record. The journal is published twice a year, and issues frequently contain articles authored by employees of ACRA-member firms engaged in cultural resource management (CRM) in Arizona.

The theme of this guest-edited issue is "From Without and Within: Long-Distance Interaction, Culture Change, and Culture Contact in Arizona." This theme was also the focus of the 2011 AAC Fall Conference, which took place at the Arizona History Museum in Tucson. At the conference, scholars from academia and CRM explored themes of long-distance exchange, culture change, and extra-regional interactions and social relations in a diverse set of case studies, ranging from Late Archaic farming populations to contemporary undocumented migrant sites along the U.S.-Mexico border.

Two of the articles in this issue are based on research presented at that conference—Christopher P. Garraty's (Logan Simpson Design) essay "Social Identity and Political Competition in a Culturally Diverse Landscape: Decorated Pottery from the Mescal Wash Site, Southeastern Arizona,"

and Stephanie M. Whittlesey's and J. Jefferson Reid's paper "Macaw Symbolism and Ritual at Grasshopper Pueblo and Paquime." Garraty's article focuses on the analysis of a collection of painted pottery from the Middle Formative period site of Mescal Wash in the southeastern portion of the state. His study of decorated ceramic use over the long occupation of the site suggests that within this culturally diverse landscape, identity was dynamic and was based, in part, on long-distance social relations and interactions as well as on increasing supra-household political competition. In their article, Whittlesey and Reid examine the distribution and the treatment of macaws at both Grasshopper Pueblo and Paquime. Macaws represent an obvious example of a long-distance interaction and exchange in the Southwest. The variation that they identify in the breeding and consumption of these birds at the two sites highlights the diversity in how these birds were incorporated into religious ritual practice across the region.

In their essay "Variability in Far Western Puebloan Subsistence Strategies: The View from the Uinkaret Plateau, Northwest Arizona," Jacob L. Fisher, Joel C. Janetski, and Keith L. Johnson provide a detailed and important examination of the diversity inherent in Far Western Puebloan subsistence strategies and mobility patterns. Their case study from Antelope Cave on the Uinkaret Plateau identifies this site as a location of occasional rabbit drives by village dwellers, who occupied this particular locale seasonally. These hunting activities were supplemented by the harvesting of crops grown nearby. Their study contributes to our understanding of Virgin Anasazi subsistence and mobility strategies by exploring the relative contributions of farming, hunting, and gathering to overall subsistence practices.

Kelly L. Jenks provides an intriguing look into the daily life and practices of the Tubac Presidio's inhabitants in her essay titled "An Analysis of Majolica Ceramics from the Hispanic Presidio Community at Tubac, Santa Cruz County, Arizona." Jenks's study of the majolica pottery from excavations conducted at Tubac highlights the value of examining data from existing collections. Majolica tableware was an integral part of the everyday life of the Presidio's colonial inhabitants and was imported from a variety of manufacturing locales in Mexico; these sources produced vessels with both Old

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World and New World decorative styles. The use of majolica at Tubac was an expression of a “Hispanic” colonial identity that was adopted by people of diverse social class and ethnic background and who found themselves living together in this frontier community.

Through the *Journal of Arizona Archaeology*, emerging ideas and results of current research can reach a larger

audience. The journal continues to provide a scholarly forum through which those who practice archaeology in Arizona can keep up-to-date on developments in the field. The journal is a benefit of membership in the AAC. To join the AAC and receive the *Journal of Arizona Archaeology*, please visit: <http://arizonaarchaeologicalcouncil.org>.

Please consider submitting information on your new publication to the ACRA Edition editor for future “Book Corner” columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum resolution 300 dpi) and not be embedded in the text file. Permission from the publishers should be obtained prior to submitting the “Book Corner” and must be sent along with the image and the file.

A WORD FROM ACRA HEADQUARTERS

2014 is already turning out to be a great year for ACRA. Along with our everyday member services, our team at ACRA headquarters has been busy working on some great things for our members. We have redesigned and updated the Web site. Not only has the look been updated, but now members have some great new features including an interactive members only community, group pages, and both company and personal profiles.

Headquarters, along with the executive committee, has recreated the [2014 Partnership Program](#) to make it stronger and more beneficial for both the partners and the association. The exclusive Partnership Program is designed for organizations to increase their image and profile not only within ACRA, but also in the overall CRM industry.

We have been busy working with the program committee to develop an amazing 20th Annual Conference. Make sure to mark your calendar for September 18–20, 2014 in St. Pete Beach, Florida—you don’t want to miss this conference.

If you are not already a member of ACRA, [NOW is the time to join](#). Not only will you be able to reap the invaluable benefits of an ACRA member, you will also receive 50% off your 2014 membership dues!! That’s an opportunity you don’t want to miss.

Contact [Taylor Dubord](#), ACRA Executive Director, with any questions you may have about the 2014 Partnership program, the 2014 Annual Conference, questions about joining, or any other ACRA–related questions you may have.

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ACRA EDITION ANNOUNCEMENTS AND UPDATES

DO YOU HAVE SOMETHING FOR THE BOOK CORNER?

The Book Corner column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. Please consider submitting information on your new publication to the *ACRA Edition* editor for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum resolution 300 dpi) and not be embedded in the text file.

Editor's Note: as part of our ongoing efforts to have the newsletter be relevant to our members, we request that you provide topics that you would like to see discussed or an article that addresses the issue. We would also like to highlight new ACRA member firms or personnel accomplishments. I will be contacting ACRA members in the coming months for input. You may contact me at dpeter@versar.com.

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 Web site 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.

ACRA Consultants Database

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

2014 ACRA Edition Schedule

ISSUE	DEADLINE	RELEASE
Winter	January 24	February/March
Spring	April 18	May/June
Summer	July 18	August/September
Fall	October 3*	November/December

*To allow time for submissions following the annual conference

ACRA Edition Submission Instructions

Clearly identified text files should be sent in MS Word format. Images should have explicit file names and be sent as a separate digital files, and complete captions must be included. The preferred format for images is .jpg, and the minimum resolution of the image must be 300 dpi. Do not embed images in the text file or in the body of an email.

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 on this issue or submissions for a future issue, please contact:

Duane Peter
Editor and ACRA President Elect
dpeter@versar.com