# ACRA Board of Directors

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<th>Company/Institution</th>
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<tr>
<td>Ralph Bailey</td>
<td>Brockington and Associates, Inc.</td>
<td>Mt. Pleasant, South Carolina</td>
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<tr>
<td>Kerri Barile</td>
<td>Dovetail Cultural Resource Group</td>
<td>Fredericksburg, Virginia</td>
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<td>Linda Scott Cummings</td>
<td>Paleoresearch Institute, Inc.</td>
<td>Golden, Colorado</td>
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<td>Charissa W. Durst</td>
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<td>Donn Grenda</td>
<td>Statistical Research Inc.</td>
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<td>Chad Moffett</td>
<td>Mead &amp; Hunt, Inc.</td>
<td>Sacramento, California</td>
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<td>Tom Motsinger</td>
<td>PaleoWest Archaeology</td>
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<td>Kimberly Redman</td>
<td>Alpine Archaeological Consultants, Inc.</td>
<td>Montrose, Colorado</td>
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<td>Ann Scott</td>
<td>aci consulting</td>
<td>Austin, Texas</td>
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<tr>
<td>Keith Seramur</td>
<td>Seramur and Associates, PC</td>
<td>Boone, North Carolina</td>
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<tr>
<td>Al Tonetti</td>
<td>ASC Group, Inc.</td>
<td>Columbus, Ohio</td>
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<td>Lyle Torp</td>
<td>The Ottery Group, Inc.</td>
<td>Silver Spring, Maryland</td>
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<td>Joe Trnka</td>
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<tr>
<td>Andrew Weir</td>
<td>CCRG, Inc., Coastal Carolina Research, and Sagebrush Consultants</td>
<td>Jackson, Michigan</td>
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(Officers and staff are listed on Page 2)

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ACRA Officers and Staff

ACRA Officers

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Government Affairs Consultants
Cultural Heritage Partners, PLLC

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

THE PRESIDENT’S CORNER

By Wade Catts

ACRA’s officers, board members, committees, and headquarters staff have been working extremely hard since our last newsletter a few months ago.

One of the major initiatives I have begun is for ACRA to be more visible at national, regional, and state meetings, whether those are archaeology conferences or historic preservation conferences. Our presence at these events raises awareness on the part of conference attendees about the CRM industry, what we do, and how that professional work is linked to the larger historic preservation efforts in the United States. A related component of increasing visibility and awareness is to reach out to the academic programs that are training students to become CRM professionals. We have a membership category—Associate—for such institutions of higher learning and for agencies, and we should try and increase their numbers in our ranks. Our outreach efforts this spring have done just that.

ACRA has had tremendous success this spring in getting our message out. We have displays on both coasts at the Society for California Archaeology annual meeting and the Middle Atlantic Archaeological conference (Pennsylvania). We have also been present at the meetings of the National Association of Environmental Professionals (NAEP) (Florida), at the Gas and Preservation Partnership meeting in Pittsburgh, and at the annual Meeting of the National Council of Public History (California), where flyers announcing our annual meeting were available.

Our most significant efforts occurred at the Society for American Archaeology (SAA) annual meeting in Austin, Texas, and at the Vernacular Architecture Forum (VAF) meeting in New Jersey. Thanks to all of the ACRA member firms who contributed their people to staff the SAA booth (Brockington and Associates, Inc., CCRG, Inc., Coastal Carolina Research, and Sagebrush Consultants, L.L.C.), we have gained a number of new members through our SAA presence, including small and medium firms as well as Associate members.

Our involvement with the VAF meeting was quite exciting. As the article in this newsletter explains, the VAF is a meeting of professionals who work with architectural resources and cultural landscapes, and may be analogous to a national archaeology conference. Thanks to Richard Grubb of Richard Grubb & Associates (RGA) for handling the booth and to...
representatives from his firm and Hunter Research, Inc. for assisting. We should also acknowledge the VAF conference organizer Janet W. Foster, Associate Director of the Historic Preservation Program at Columbia’s Graduate School of Architecture, Planning, and Preservation. Janet readily agreed to have ACRA at the VAF conference—a first for us—and recognized the important connection between academics and the professional CRM industry. As with the SAA conference, our booth was successful in raising awareness, getting our message out, and recruiting new members. In addition to ACRA, financial support for our booth was also provided by Hunter Research, Inc., RGA, and Dovetail Cultural Resource Group.

This newsletter also includes updates and announcements for several other important initiatives with which ACRA is involved. There is an article here reporting the results of the first GAPP conference held in March. A number of ACRA member firms provided principal speakers and were in attendance, and the article provides details as to next steps. As a supporter of this effort to have the preservation community/CRM industry and the gas industry reach agreement outside of a regulatory framework, ACRA’s leadership will continue to carefully monitor this initiative and report back to our membership.

Our government affairs consultants have been really engaged in the machinations on Capitol Hill. As has been reported in the Monthly Member Updates and is reported in depth in this issue of the newsletter, our Government Relations Committee, chaired by Ian Burrow, and Cultural Heritage Partners, PLLC (CHP) has been responding to several issues, notably concerns for the Military Land Act, funding for the Historic Preservation Fund, and suggestions to add detailed language regarding cultural landscapes to the National Register of Historic Places. Ian and I have been in Washington, D.C., several times this winter and spring explaining ACRA’s goals, mission, and industry metrics. Recently, at the Preservation Awards ceremony, ACRA’s industry numbers—1,300 firms nationwide employing 10,000 professionals—were included in the opening remarks by representatives. It is clear we are making a difference among preservation organizations and agencies. In addition to their work on Capitol Hill, we are working on developing a CRM day slated for the fall, which will bring our message to federal agencies.

The upcoming 20th Annual ACRA meeting at St. Pete Beach in Florida (September 18–20, 2014) will be a tremendous event, and I hope to see you all there. Conference Committee Chair Chad Moffett (Mead & Hunt) is pulling together an absolutely great meeting, with outstanding work and agents. In addition to their work on Capitol Hill, we are working on developing a CRM day slated for the fall, which will bring our message to federal agencies.

Another "first" for ACRA will be our session and booth at the National Trust for Historic Preservation (NTHP) annual meeting, held in Savannah, Georgia, in November. Like our presence at the VAF conference, this is part of our broader messaging campaign to allied groups. We just received word in early June that our session on “The Business of CRM” was accepted by the conference organizers. We will couple this session with our ACRA booth at the meetings, which will mirror our efforts at the SAA.

As I was preparing this message, I got word that my mentor, close friend and colleague, Daniel G. Roberts, had passed away. His obituary is included in this edition. The ACRA and the CRM industry have lost a remarkable man whose career covers nearly the entire history of CRM in the United States. Dan’s influence on the CRM industry cannot be underestimated. He was involved in CRM work for nearly forty years. He was a founder of our trade association, served on countless SHA, SAA, and ACRA committees and the Advisory Council’s National Task Force on Archaeology, and helped develop an entire generation of CRM professionals.

Dan’s passing in some ways epitomizes the changes taking place in the CRM industry. The early practitioners and professionals, those people responsible for day-to-day decisions in the ways that the National Historic Preservation Act and Section 106, the National Environmental Policy Act (NEPA), and state guidance were interpreted and implemented, are stepping down from positions of leadership, and making way for the next generation of CRM professionals. Many of these folks were first-generation CRM company owners and founders of ACRA who worked with the regulations and the regulators to fashion the policies, guidance, and processes that so many now take for granted. Currently, a number of initiatives at the national level are seriously looking at how cultural resource management is taken into account and how it might be implemented differently, “streamlined,” or ignored.

Ironically, we are also about to commemorate the fiftieth anniversary of the National Historic Preservation Act. From my perspective, our industry is generally vibrant (after a rough couple of years), with numerous academic archaeology and historic preservation programs graduating new professionals who will get jobs with professional CRM firms. We are an industry that provides an important “quality of life” service for Americans. While some industries focus on America’s future, our industry focuses on America’s past. Where these two outlooks intersect is now, in the present. We work to identify those places and stories that are important in the historic fabric of our country and how these places can be incorporated into our constantly changing national landscape. In the 50 years that the NHPA has been in existence, the range of property types listed in the National Register—Native American rock art, fragile archaeological sites, enslaved labor quarters, African American burial grounds, post-war housing, industrial sites and building, bridges, and high-status architecture—is truly staggering, and is representative of the local communities, states, and regions of our country, and what they deem to be historically significant. Dan Roberts’ legacy is that he helped make all that happen by assisting his clients in reaching sound and reasoned outcomes for the management of cultural resources. As CRM professionals, we are inheriting this role from him and from his generation (notice I put myself in the next generation). It remains to be seen what our industry will look like in the short-term and long-term—say a decade from now or half a century from now—but Dan’s influence in what we do will be felt for a long time to come.

As always, if you have ACRA issues or concerns feel free to contact me at wcatts@johnmillerassociates.com, or contact Taylor Dubord at headquarters (taylord@clemonsmgmt.com).

**WELCOME NEW MEMBERS!**

We wish to extend a warm welcome to the following new members:

- Advanced Archaeology, Inc.—Small 1
- Asian American Media Group, Inc.—Small 1
- Benjamin R. Fischer—Small 1
- Luan Cao, LLC—Small 1
- Pacific Heritage Consultants, LLC—Small 1
- Indiana University of Pennsylvania Applied Archaeology—Associate
- NCN—Associate
- St. Mary’s College of MD, Anthropology Dept.—Associate
- University of Delaware Center for Historic Architecture & Design—Associate
- Environmental Experts—Small 1
- Plateau Archaeological Investigations, LLC—Medium 1

**AMERICAN CULTURAL RESOURCES ASSOCIATION**

**ACRA EDITION**

**AMERICAN CULTURAL RESOURCES ASSOCIATION**

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SAVE THE DATE: 20TH ANNUAL ACRA CONFERENCE
THURSDAY, SEPTEMBER 18–SATURDAY, SEPTEMBER 20, 2014
PLACE: LOEWS DON CESAR HOTEL, ST. PETE BEACH, FLORIDA

By Chad Moffett, Mead & Hunt, Inc. and Duane Peter, Editor and ACRA President Elect, Versar, Inc.

Do you know what the state of the CRM industry will be in the next 10–50 years? Do you understand the factors affecting our industry and how we may need to adjust? If not, or if you have an opinion that you would like to share, then you need to be in St. Pete Beach from Thursday, September 18 to Saturday, September 20, 2014. Come join us and be a part of discussions that could form the focus of ACRA and our industry in the coming years. Do not be afraid of the water; come test the waters of St. Pete Beach!

Sessions to include:
• Tools you can use: A Handbook for Integrating NEPA and Section 106—Produced by the Advisory Council on Historic Preservation and the Council on Environmental Quality, this session will provide an overview on how the handbook benefits CRM practitioners.
• State of the Industry: What to expect and how to shape the next decade of CRM—As the 50-year anniversary of the National Historic Preservation Act approaches, the conference will highlight the opportunities and challenges facing the CRM industry. Multiple sessions will address shifts in policy and politics, educational needs, and how this affects our clients and the CRM industry.
• Legislative Opportunities—As always, a key feature of the conference is about how to make ACRA’s voice heard in Washington, D.C., to support our industry. Marion F. Werkheiser, with Cultural Heritage Partners, 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.

The ACRA conference committee is busy planning an exciting conference! Please join us at the ACRA’s 20th Annual Conference and learn about topics important to the CRM industry and business intelligence. As always, this is a great time to network with fellow colleagues along with industry and agency leaders.

Who should attend? The CRM industry is diverse—we are building a program that is relevant to CRM practitioners, private industry, public agencies, and other professional services providers such as planners, engineers, architects, and landscape architects.

ACRA CONFERENCE WORKSHOP
THURSDAY, SEPTEMBER 18, 2014; 1:30–3:30 PM

Cemetery Law and Identification: a Primer for CRM Professionals and Planners

You have a cemetery on your property. Do you understand how that affects plans for development? As urban centers continue to evolve and rural areas are increasingly developed, more historic period cemeteries require identification, evaluation, and treatment. Understanding the role of descendant communities in the decision-making process is also critical. This workshop will present an introduction to cemetery law at national and state levels, provide data on how to record above- and belowground cemetery remains, and give basic details on the chronology of headstones and funerary remains.

The workshop will be taught by nationally-recognized cemetery expert, Dr. James Davidson, who is an Associate Professor of Anthropology at the University of Florida, author of the country’s most comprehensive catalogue of historic coffin hardware, and a mortuary expert on cemetery disinterment projects across the country.

Happy summer! ACRA Headquarters has been busy this spring improving some things and working with the Board of Directors and committee chairs to increase the value of being an ACRA member. Have you had a chance to visit the ACRA website lately? If not, make sure you visit www.acra-crm.org, login and check out the great new members only community. Not only does our website have a new look, we have some cool new features for our members including an interactive community with blogging capabilities, forums, groups, profile pages, job-posting capabilities, and more! On a similar note, we have closed down the ACRA list-serve (ACRA-L), but not to worry! The new website has a forum area where we have created a new “ACRA-L” and a new “ACRA-L Members Only.” All ACRA members can sign up for both forums in the member’s only area of the website. Nonmembers can easily join the ACRA-L Forum by clicking the tab on the homepage.

We have been busy working with the program committee to develop a great 20th Annual Conference on September 18–20, 2014, in St. Pete Beach, Florida, at the Don CeSar. Not only are we creating an exciting and educational program, we will be having some great networking receptions and dinners as well. This year, we will also be offering a one-day registration, along with our regular full conference registration. For more information on the program, check out the conference update by Chad Moffett and Duane Peter and check the website for more information and updates. Registration will be opening soon so keep an eye out for the announcement.

If you are not already a member of ACRA or you know of a firm who is not, NOW is the time to join. Not only will your firm be able to reap the invaluable benefits of an ACRA member, you will also receive $50 off your 2014 membership dues!! That is an opportunity you don’t want to miss.

We have also restructured 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. If you have any interest in becoming a partner, now is the time to do so; we are now offering a 30% discount on ALL Partnerships—new and returns!

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.

A WORD FROM ACRA HEADQUARTERS

By Taylor Dubord, ACRA Executive Director

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Gods, Graves, and Scholars: Egyptology and archaeology; he would read C. W. Ceram’s The Red Land and become enamored with Dan, one of the few self-taught golfers in the league. League Championships in Dan’s junior and senior years, with 60,000 books, one of the largest vintage collections in the country. Dan studied with Robert J. Salzer, William S. Godfrey, and Marco Bichiera and worked with Salzer on a 14-week field school on the Northern Lakes project in northern Wisconsin. Graduating in 1969, Dan worked as a some times paid, some times volunteer, field technician on projects in Kentucky, Illinois, and Wisconsin. Returning home, Dan found work with Barbara Liggett in 1971 at the National Park Service excavations at Franklin Court, as well as excavations at Budd’s Row in Society Hill and Gorgas Mill in Mount Airy. While working as a field tech, he also drove a cab to make “real” money. In 1973, he went to work with the Pennsylvania Historical and Museum Commission on surveys along the Susquehanna River. Ready to begin the next stage of his career, with a primary interest in lithic technologies at that stage in his career, Dan applied to and was accepted by Idaho State University (ISU). In the fall of 1974, he drove to Pocatello, Idaho, to begin his graduate education with full tuition and a research assistantship. At ISU, Dan fell under the tutelage of Robert Butler and worked with Butler on ISU contracts. For his M.A. thesis, he sample surveyed 300,000 acres of BLM land along the Tetons, camping on the desert floor as he and his team moved from one sample zone to the next. Butler taught Dan to write logi- cally and professionally and to fairly critique other’s work, and he taught Dan that archaeological knowledge “is mostly made up of ideas rather than facts.” Dan used his survey of the BLM lands as his thesis topic and graduated in 1976 with an M.A. in Anthropology with an Emphasis in Cultural Resources Manage- ment, certainly one of the first graduate degrees given in CRM since the term had only been coined in 1974. While at ISU, Dan began collecting vintage paperback books. Over time, he would amass a collection of more than 60,000 books, one of the largest vintage collections in the country. Dan continued work with ISU after graduation, excavating at the Wasden Site near Idaho Falls, an important early man cave site where he discovered a Folsom point in a cluster of mammoth bones, the first artifact discovery that proved Paleoindians had hunted mammoth. Dan applied for a newly cre- ated position at the Archaeology Department of the ISU Museum after his dissertation was accepted for the job, where he would have worked for Bob Butler. However, the Idaho State Legislature cut funding for education in the 1978 budget, and the position was eliminated. With his work at the Wasden site completed, Dan was left high and dry in Pocatello and returned home to Philadelphia. Dan described Townsend as “one of the shyest and meek- est individuals I had ever met, and while he was also one of the nicest people I’ve met, he was quite ineffective as Direc- tor of Archaeology.” In 1982, Dan was promoted to JMA’s Director of Archaeology, replacing Townsend. Dan actively marketed JMA’s cultural resource program and began to de- velop a strong department of talented archaeologists and historians. The early 1980s was an era when CRM was be- coming institutionalized in government contracting, and under Dan’s leadership, JMA grew into one of the nation’s largest and most prominent CRM firms. Dan’s approach to CRM em- phasized commitment to the resources and the community; he published extensively on CRM projects as well as on the CRM process and encouraged JMA staff to follow his lead. At this stage in the history of CRM, publication was largely seen as the domain of academia, and Dan’s efforts helped professionalize the field and the recognition that CRM could be research archaeology as well as contract ar- chaeology. Dan published in national, peer-reviewed journals such as Historical Archaeology, American Archaeology, and Archaeology as early as 1984. JMA’s cultural resource staff became a well respected group within the academic community; he encouraged each in their research and publications, always offering a strong editorial eye to their efforts. Dan’s interests had emphasized prehistory through graduate school, his research focus shifted to historic ar- chaeology at JMA. This shift was a product of two factors. First, JMA was an architectural firm, and many of Dan’s early projects focused on providing archaeological input to architec- tural topics associated with building restorations, as well as re- covering archaeological data from new construction locations on historic sites. JMA was also based in the oldest historically con- tinuously occupied part of the nation and historic sites were far more common in the Mid-Atlantic and Northeast than there had been in the past. Although trained in prehistory, Dan tackled historic archaeology with the same self-direction he had applied to golf. He sought out the advice and friendship of two prominent Pennsylvania historical archaeologists, John Cotter at the University of Pennsylvania and Ronn Mi- chael at Indiana University of Pennsylvania. Cotter was one of the founders of historical archaeology, a National Park Ser- vice archaeologist who worked at Jamestown and would join the faculty of the University of Pennsylvania. With John Cotter and Michael Parranting, Dan co-authored The Buried Past: An Archaeological History of Philadelphia, which was published by the University of Pennsylvania Press in 1992 and which was awarded the Antoinette Forrester Downing Award of the Society of Archceological Historians. Cotter was the editor of the Society for Historical Archaeology’s journal, and Dan worked with him as an associate editor and became a lifelong friend. Dan’s growing interest in historical archaeology and ur- ban archaeology would lead to JMA’s involvement in the exca- vation of Philadelphia’s First African Baptist Church (FABC) Cemetery, a landmark cemetery relocation project where Dan also implemented a program of public archaeology, including site tours. Dan and JMA’s work at FABC would ultimately lead to their involvement in New York City’s African Burial Ground project, another nationally recognized cemetery project with a strong public outreach element. While best known for his work on historic cemeteries, Dan worked on a broad range of historic sites with JMA, from urban domestic occupations to military conflict sites, and for clients ranging that pipeline companies to private developers to state DOTs to federal agencies, particularly the National Park Service. ...continued on Page 9
General Services Administration, and U.S. Army Corps of Engineers. In 1988, Dan persuaded JMA to provide financial and managerial backing to New South Associates, a Georgia firm created by J. W. Joseph, Tom Wheaton, and Mary Beth Reed. JMA remained a shareholder in New South through 2004, and the two firms collaborated on multiple projects. In 1994, Wheaton and Joseph discussed the prospect of a trade association for the CRM industry and involved Dan in those conversations. Wheaton subsequently held a forum on the topic at the Southeastern Archaeological Conference in Lexington, Kentucky, where multiple firm owners expressed interest. Dan in turn called his colleagues at CRM companies around the country to see if they too had an interest in such a trade organization, and hearing unanimously that they did, he urged the formation of an association. Dan recommended that New South provide the services of Wheaton as director until the association was established. ACRA resulted from these conversations and Dan was integral to its organization, attending the formation meeting in Denver, hosting ACRA’s first Board of Directors meeting at JMA’s offices in West Chester, reviewing ACRA’s Bylaws and Constitution, and serving on ACRA’s Board of Directors from 1995 to 2003 and as vice president from 1997 to 1998 and from 2001 to 2003. His service to ACRA was recognized by receipt of the Board of Director’s Award in 2011 in recognition of individuals “that have made a significant contribution to the practice of cultural resource management in the United States.”

Dan’s service to the professional associations of archaeology was unparalleled—in addition to his service to ACRA he was on the board of the Society for Historical Archaeology from 1988 to 2004; on a variety of committees with both the SHA and the Society for American Archaeology (SAA); on the Grievance and Standards Board of the Registry of Professional Archaeologists (RPA) (1991–1993); Vice President (1997–2002) and President (1987–1989) of the Pennsylvania Archaeological Council; and Associate Editor for the Society for Pennsylvania Archaeology from 1988 to 2004. His stature in the field was such that he was selected as a Member of the Advisory Council on Historic Preservation’s National Task Force on Archaeology representing the SAA, SHA, ACRA, and RPA. Dan was awarded the SAA’s Presidential Recognition Award for "service above and beyond the call of duty to the Society and the cause of American archaeology," an Award of Merit from the Philadelphia Archaeological Forum, and the SHA’s Award for Excellence in Public Historical Archaeology was established by colleagues in his name. Throughout his career, Dan operated with the philosophy that we all share the same objectives, to bring consideration of the past into planning for the future, and that we are all part of the same team. For Dan, developing partnerships and collaborations made the discipline of CRM stronger and better. JMA’s work with a variety of firms and subconsultants on large-scale projects such as the REX pipeline and the U.S. Army Corps of Engineers, St. Louis District ARRA contract helped meet demanding project schedules and deliverables while benefiting JMA, its partners, and its clients. Dan’s vision and philosophy of CRM is very much a part of ACRA’s DNA. While Dan’s life may have come to a close, his legacy carries on.

Dan is survived by his wife of 19 years, B.J. Titus, his co-workers at JMA, and all of us who were fortunate to know him as a colleague, mentor, advisor, and friend.

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The two greatest business challenges consulting firms must solve for future success

By Christopher D. Dore

Introduction

Over the last 40 years, there has been a fundamental shift in American archaeology. Within the United States, we have seen the near complete transformation of archaeology from a public archaeology within academia, museums, and government to a private archaeology dominated by for-profit firms. Today, defined by dollars spent, only an immaterial amount of archaeological work in the United States is conducted outside of the private sector. For example, 2015 will likely mark the first year that revenue for private-sector archaeological compliance will top $1 billion (Figure 1). In contrast, grant funding from the National Science Foundation for archaeological work has hovered around $7.5 million for the past few years (less than one percent of the private-sector dollars spent on archaeology). We can debate whether the shift from a public to a private archaeology has been a good one. Regardless, though, it is the system we currently have.

Most archaeologists employed by private companies, and the shareholders of these firms, are motivated by science, research, preservation, and the quest to learn about the past. The vast majority, even including shareholders, are not primarily motivated by business metrics. However, as the cultural resource industry evolves and matures, the necessity to focus on business issues has become paramount. The reason? If companies do not succeed as viable businesses in our for-profit system, they will be unable to achieve their scientific objectives.

The Industry Today

Most of the largest archaeological compliance firms in the United States today had their beginnings in the late 1970s or early 1980s as the private sector began to develop in response to the National Historic Preservation Act. During the first decade following the passage of this act, the majority of archaeological work was done by museums and academic institutions. Overcome by the increasing volume of work and the constraints of an academic structure on, essentially, private practice, entrepreneurs began to break free and establish private companies exclusively focused on the growing private market for archaeological services. As the time, there were few economic barriers to entry. A typewriter, pickup truck, and a few digging tools were sufficient to be a major competitor for contracts that predominantly came directly from the federal government.

Through a combination of skill and luck, some firms were able to rise to the top. Today, though, it is a very interesting characteristic of the compliance industry that even the largest cultural resource-only firms have only about 1.5 percent market share. While market share is low, the size of the market has grown significantly over the years. Overall market growth has provided many individual firms with the illusion of growth and success, even though these same firms may actually have only maintained, or even lost, market share and underperformed in the market.

The large and mid-sized firms in the industry are sizable businesses with many functional units and multiple office locations. Decades of market development and competition have contributed to a marketplace that is mature and sophisticated. Firms must maintain a high level of expertise in a wide variety of skills, both scientific and support, to be competitive. Most firms, including the largest firms, operate at a size below which is required to achieve optimal operational efficiency and excellence across the large number of functional areas needed. As a result of growth and maturation, barriers to entry in the industry have risen dramatically. Today, it is virtually impossible for a new generation of archaeological entrepreneurs to successfully start a compliance firm without significant capitalization. The days of the pickup truck and typewriter are gone forever.

The goal of starting a company in the 70s and 80s for most founders was to create a job that allowed them to do...
archaeological research. Their concern really was not start-
ing a company simply for the sake of creating wealth. Thus,
the financial focus was on profit and not value. Typically, if a
firm produced a profit at the end of the year, and managed
to do a few meaningful projects, the firm was viewed as suc-
cessful. Owners often left enough money in the firm to cover
upcoming operating expenses and took the rest as “salary.”
This financial model is still typical of the majority of cultural
compliance firms in the heritage industry.

Unfortunately, though, many owners of cultural resource
firms do not understand that simply being profitable is not suf-
cient to increase value (as measured by Net Present Value);
profitability must reach a particular point well above “break
even” to increase the value of the firm. This point is differ-
ent for every firm and depends upon risk, the firm’s capital
structure, and the cost of capital. Simply being profitable is
not sufficient and will reduce the value of the firm unless the
profit is above the value threshold.

Today, many of the original founders selling their busi-
nesses to retire are shocked to find that their business has
very little value despite decades of profitability. New owners,
too, may have very different values than the scientific priori-
ties of the founders and may only care about the return on
their investment. While the performance of individual firms has
varied, the industry as a whole has only grown at a mean an-
nual rate of 1.6 percent since 1990 (Figure 2). This does not
present a very attractive investment opportunity. Thus, many
owners favor selling to their employees to maintain a focus
on quality archaeological research. However, generally low
archaeological salaries may preclude employee ownership.
Using mechanisms like the Employee Stock Ownership Pro-
gram (ESOP) circumvent this and have great benefit for the
seller, but place burdens on the new employee owners who
must aggressively drive firm value higher. A few cultural re-
source ESOPs have failed and reverted to non-ESOP owner-
ship because of this conflict between business requirements
and scientific value.

Business Challenges for Heritage Compliance Firms
Cultural resource firms, and the business model they use,
evolved slowly over the last 40 years of industry growth. The
marketplace today, though, is very different from that of the
initial decades. Today the industry can be characterized as a
large market with small market share, service commoditiza-
tion, a saturated market with no unoccupied geographic or
service niches, high barriers to entry, low value growth, and a
simultaneous transition of ownership as the founding entrepre-
neurs retire. For near-future success, firms must respond to
two major business challenges: differentiation and capitaliza-
tion. These challenges, at this particular time in our industry,
require that firms rethink business assumptions.

Differentiation
Prior to about 2000, cultural resource compliance ser-
dives were viewed by the marketplace as value-added pro-
fessional services. Education, experience, expertise, and
quality had value for which many clients were willing to pay a
premium. Cultural resource professionals were viewed much
in the same way as other highly trained service profession-
als (lawyers, engineers, physicians, etc.). However, over the
last decade there has been a change in client perspective.
The services that are provided today have become commod-
ity services.

Virtually every firm in the compliance industry can do
technical work at a high enough level of quality to success-
fully get their clients through the compliance process. With
the work of firms being equal, the individual firm brand no
longer has market relevance. What was the brand of the last
box of paper clips you purchased? Today, from most clients’
perspective, it really does not matter which firm they hire to
do their compliance work. Yes, we all know from our internal
perspective which firms can do higher-quality work or “better”
research, but this usually has no market value. Until govern-
ment regulators raise the level of quality required to accept
a report to a level where some firms cannot achieve it, there
will be no price premium to be gained by firms doing higher-
quality work.

With commodities, there is no differentiation, and price
converges upon cost. Most cultural compliance firms have
seen profit margins drop over the last decade. Margins have
reached levels below the point that they can add value to
firms and, in some cases, even to the point where staying
profitable at all is a challenge. Without the adoption of a com-
modity business model, the lack of differentiation becomes a
race to the bottom.

You can make money selling commodities. Our world is
full of commodity products we purchase daily, and the firms
that produce these are healthy and creating wealth for their
investors. A commodity business model requires two things.
First, because the margin between cost and price is so small,
you must have large market share and sell high quantities.
Second, you must have hyper-efficient operations. Since price
does not change, you gain advantage over your competitors
by reducing your costs. Every slight decrease in cost per item
is an increase in profit. When you are iterating over millions or
billions of units sold tiny increases in margin become material.

Most heritage compliance firms, though, cannot achieve
sufficient market share to make a commodity business model
viable. This is primarily due to the lack of capitalization. Plus,
most would prefer to maintain the value-added professional
services business model they already have. Fortunately, it is
possible for firms to redefine commodity products and ser-
VICES so they are not identical. There are many examples
...continued on Page 13

Figure 1. American heritage compliance industry: nominal & real growth

Figure 2. American heritage compliance industry: real growth

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of commodities that have been “branded.” My favorite is Eggland’s Best. If you can take a commodity as basic as an egg, brand it, and charge a premium for it, you can certainly differentiate cultural compliance services.

Differentiation is hard for cultural resource companies, though, because the easiest way to differentiate, on technical expertise, has no real market value. As noted earlier, essentially all firms have the skills to get their clients through the compliance process adequately. So, if differentiation on technical and scientific skills is not an option, how will firms be, or appear to be, different to clients? How will they offer a service their competitors cannot? How will this service bring so much value to a client that they are willing to pay a premium for it?

**Capitalization**

Working capital is essential for growth, competitiveness, scientific capabilities, and achieving scales of efficiency. Yet, capitalization has never really been a major topic of interest or concern in the historical industry. Cultural compliance companies have relied on their retained earnings for capital. As mentioned, after dividends are paid to shareholders many firms only have sufficient funds left for sustaining operations and not for financing growth. When owners remove profits, they leave their firms in a position of competitive disadvantage. The lack of sufficient working capital is one of the main reasons that the cultural industry is so fragmented. Expansion, organically or through acquisition, is expensive and requires capital.

Why is growth important? It is important for business reasons because having large market share provides “pricing power”—the ability to influence market pricing. Additionally, as mentioned, the size of most firms is too small to achieve high levels of efficiency across all functional areas and operate at optimal levels of efficiency. It is important for scientific reasons because having large market share allows a firm to set and influence scientific standards, build advanced capabilities, add expert scientists, and do more archaeology.

Profits are necessary to invest back into the business to increase the value of the company. When profits are put in the bank, they currently earn one or two percent interest. When profits are used to acquire a successful competitor, open a new office, start a new service offering, etc., they return a high rate of return and grow value. As founders and owners of cultural compliance companies are replaced by those who do not necessarily care about archaeological research, or who may care but are not willing to subsidize the research, firms will need to be restructured to return value to investors.

With such a high level of fragmentation in the cultural compliance industry, an economically inelastic service (i.e., required by law), firms operating at a suboptimal size for efficiency, and transitions in ownership, there are many reasons that firms could capitalize growth at this point in the history of the private-sector compliance industry. To enable capitalization and take advantage of market opportunities, though, firms must figure out how to generate profits at levels that increase firm value, compensate investors for business risk, and build wealth for shareholders. This is currently at odds, though, with the business model used in the cultural industry. It is also at odds with the corporate culture that has evolved in most firms over the last 40 years. It is a challenge, though, that must be overcome.

**Conclusion**

It is time to rethink assumptions about private-sector archaeological compliance and the business model that has evolved over the last 40 years of practice. While once acceptable, the maturation of the market, commoditization of services, and the first big wave of ownership succession are requiring a different way of doing business. To achieve success in the next 5–10 years, firms must return value to shareholders and differentiate firms from competitors (or embrace a commodities business model). While firms will have different ways of achieving solutions, these two issues must be addressed.

While most of us in this industry are motivated by science and our quest to learn about the past, we need to realize that archaeology in the United States has almost completely been privatized over the last 40 years. While we may be motivated by science, our science will be hindered if we are unable to operate our private, for-profit businesses as successful ventures. There is not a tradeoff between good business and good science. The stronger our heritage businesses are, the better our science will become.

**About the Author**

*Dr. Christopher D. Dore has both a doctoral degree in anthropology and a master’s degree in business administration. His career experience includes holding executive positions in leading cultural resource and environmental consulting companies. Dr. Dore has served his colleagues and the industry as the President of the American Cultural Resources Association and the Treasurer of the Society for American Archaeology (SAA). He has received a Presidential Award from the SAA and currently is the editor of Advances in Anthropological Practice. Dr. Dore currently serves as a consulting archaeologist, expert witness, Adjunct Professor of Anthropology at the University of Arizona, and Treasurer of Archaeology Southwest. There are solutions to the challenges presented in this paper! Dr. Dore is available to help your firm achieve these solutions, do better science, and add firm value: chris@dore.us, (510) 381-2889.*
ACRA AWARES 2014 ANNOUNCEMENT

By Al Tonetti, ACRA Awards Committee Chair

ACRA awards recognize private and public sector clients of ACRA member firms for CRM accomplishments and commitments exceeding those required by various laws and regulations. ACRA awards also recognize ACRA member firms or employees thereof who have made a long-term and ongoing public service commitment to CRM. The deadline for receipt of nominations is FRIDAY, JUNE 13, 2014, 5 p.m., EDT. Awards will be presented at the 2014 ACRA Annual Conference in St. Pete Beach, Florida, September 18–20.

Award categories are:

**Industry Award-Private Sector**

Presented to an ACRA firm’s private sector client who has demonstrated accomplishments and commitments above and beyond those required to meet laws and regulations pertaining to CRM. Recognition can be for completed single or multiple projects, or for an ongoing commitment.

Eligibility criteria include nomination by an ACRA member firm in good standing, documentation of the nominee’s adherence to following the spirit and letter of cultural resource laws, regulations, or standards, the nominee’s commitment to supporting outstanding research or documentation, and examples of their projects, actions, or funding support documenting work above and beyond simple compliance with the law.

**Industry Award-Public Sector**

Presented to an ACRA firm’s public sector client who has demonstrated accomplishments and commitments above and beyond those required to meet laws and regulations pertaining to CRM. Recognition can be for completed single or multiple projects, or for an ongoing commitment.

Eligibility criteria include nomination by an ACRA member firm in good standing, documentation of the nominee’s adherence to following the spirit and letter of cultural resource laws, regulations, or standards, the nominee’s commitment to supporting outstanding research or documentation, and examples of their projects, actions, or funding support documenting work above and beyond simple compliance with the law.

**Public Service Award**

Presented to an ACRA company, or current employee thereof, who has made a long-term contribution to the study, management, and/or preservation of cultural resources, or who has contributed volunteer efforts and resources for the betterment of their immediate community, county, state, etc. Contributions may include, but are not limited to, training students for CRM careers, internships, and the development and delivery of environmental, preservation, and interpretive programs.

Eligibility criteria include nomination by anyone, of an ACRA member firm or current employee thereof in good standing, and documentation of a long-term and ongoing commitment to volunteer or community service, or a specific event or project, that went above and beyond what is typically expected for donated or volunteer services.

**Presenting Sponsors**

ACRA thanks its sponsors for their generous support of the 2014 ACRA Annual Conference:

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**Submit Nominations**

Submit one digital copy of your nomination form and supporting documentation. All supporting documentation must emphasize the nominee’s achievements. Submitting Nominations:

- The nomination form and instructions are available on the ACRA website [http://acra-crm.org/]
- Multiple nominations can be made in any category.
- Submitting documentation is often the foremost reason nominees are not selected for an award. Submitting documentation includes, but is not limited to, images illustrating the project, press releases and articles about the project, examples of project reports, letters supporting the nomination, etc. All supporting material should be provided in digital format, preferably as .pdf files. They will not be returned. Do not send originals.
- Submit one digital copy of your nomination form and supporting documentation.
- Please direct any questions to Al Tonetti, ACRA Awards Committee Chair, ASC Group, Inc., 800 Freeway Drive North, Suite 101, Columbus, OH 43229, (614) 268-2514 x3547, atonetti@ascgroup.net.

ACRA expects the nominator, or a representative thereof, to be present at the ACRA Annual Meeting for the award presentation. The nominator is expected to get the nominee to the award presentation to accept the award.

**Submit by Friday, June 13, 2014**

FRIDAY, JUNE 13, 2014, 5 p.m., EDT

TWO PILLARS OF THE CRM INDUSTRY: GOOD DATA AND EFFECTIVE REGULATION

By Eden Burgess, Cultural Heritage Partners PLLC and Ian Burrow, Vice President for Government Relations

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Introduction

Cultural Resource Management (CRM) firms depend on both reliable data and consistent regulatory enforcement for their business. Together, those pillars ensure that CRM firms can do their job—that is, undertake CRM studies and investigations. Most CRM professionals rely on the Section 106 review process, and losses in either category would undoubtedly have great impact.

As we approach mid-2014 and a midterm election that may see the Republicans take the majority in the Senate (http://www.washingtongop.com/blogs/the-fax/wp/2014/05/3/), what challenges face these two critical supports of CRM, its members, and the CRM industry writ large, and how is our committee—together with government affairs counsel Cultural Heritage Partners—working to protect them?

Data issues

Digilizing the National Register Records: Blessing or Curse?

A major ongong NPS initiative is digitizing National Register (NR) and National Historic Landmarks (NHL) records through 2012, and arranging to preserve the paper records in perpetuity. At a May meeting, Dr. Stephanie Toothman, Associate Director of Cultural Resources, Partnerships and Science at NPS, reviewed the current status of the effort, referred to as “A Gift to the Nation,” noting that 39 states’ records have been digitized and the other 11 are underway. (The status of the remaining 9 jurisdictions, such as the District of Columbia and Puerto Rico, is unclear.)

The move poses several challenges to CRM firms, as well as to others who rely on easy and prompt access to NR and NHL records. One is that the paper records are being sent to the National Archives and Records Administration’s (NARA) Federal Records Center in Fort Worth for scanning and storage, meaning they are no longer centrally located in the nation’s capital. In addition, while the scanning continues, some delay is expected in obtaining access to records that have not yet been digitized. For redacted files, it may take up to three months for the redactions to be checked through the Freedom of Information Act (FOIA) process. Finally, while NPS is working on preparing a digital nomination form, it has yet to be created, meaning that nominations will continue to be passed from D.C. for review, then to Fort Worth for processing.

The delays—which NPS believes will be much reduced as the project reaches its end—pose a challenge to data access at the moment.

Data Access at the State Level

The National Conference of State Historic Preservation Officers has noted several concerns regarding the digitization project’s impact at the state level. ACRA firms are concerned among those affected:

- An increase in information requests to SHPOs from the public.
- Diminished review times.
- Review of revisions to previously listed properties. Without easy access to the files, it may be difficult to give proper consideration and evaluation to requested changes.
- How to implement Section 304’s requirement to withhold sensitive information.
- Fragmenting the records, with the electronic records becoming the property of NARA and NPS and the paper records maintaining ownership of the paper records.

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ACRA- SAA CRM EXPO AT THE 2014 SOCIETY FOR AMERICAN ARCHAEOLOGY MEETING IN AUSTIN

By Teresa Majewski, ACRA Immediate Past President

After a hiatus at the Society for American Archaeology (SAA) meeting in Honolulu in 2013, the jointly sponsored ACRA- SAA CRM Expo returned stronger than ever at the 2014 SAA meeting in Austin. The Expo is a venue for CRM companies of all sizes, agencies that employ CRM professionals, and universities that offer CRM training to showcase their missions, research, services, programs, products, and career opportunities in the cultural and heritage resource management fields. The space designated for the Expo in the main convention center exhibit hall on Saturday April 26, 2014, was filled to capacity. We even had to turn away someone who wanted a table because the fire marshal set the capacity at 271. Hundreds of visitors passed through the Expo during the three-hour period that it was open. Having the event on Saturday afternoon in the main exhibit hall coincided with the last hours before book publishers packed up. Traditionally, this is the time when conference attendees make their final pass through the exhibit hall to make their last-minute book purchases, and this year was no exception. If you walked down any of the aisles in the hall, you would literally “run into” the Expo.

The event was not only for students, though many certainly came to discuss employment opportunities, drop off their resumes, and learn more about the industry. It was also a time to learn more about the diverse services we offer, the

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Cuts to HABS/HAER and National Register Staff

Planned staffing cuts at NPS will likely cause additional delays in accessing data and information. According to the American Institute of Architects, an early retirement plan at NPS may cause as much as a 50 percent reduction in staff and pay-grade reductions. The NR and NHL programs may lose 18 positions. With these sharp staffing cuts, NPS will probably be unable to process nominations promptly and efficiently, risking long delays to the system. Similar reductions are apparently also envisioned for the HABS/HAER/HALS program.

Regulation Issues

Streamlining: Scrutiny of NEPA

NEPA has been in Congress’ crosshairs for quite some time, serving as an easy target for so-called streamlining efforts. As we have reported previously, the House Subcommittee on Public Lands and Environmental Regulation (and other House committees) asked the General Accounting Office (GAO) to review and report on NEPA’s burdens and costs to federal agencies. The resulting report (available at http://www.gao.gov/products/GAO-14-370) did not make any formal recommendations, but was not favorable, stating that agencies do not typically track costs of completing NEPA analyses. Moreover, GAO found it difficult to identify the benefits of NEPA outside of environmental analyses required under other laws. Such information strengthens lawmakers’ efforts to cut back regulations designed to protect the environment and other interests, and is continuing to position itself as a distinctive and trustworthy voice on Capitol Hill and beyond.


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Historic Preservation Fund: Time for Full Funding?

Among its other functions, the Historic Preservation Fund (HPF) provides funds for the State and Tribal Historic Preservation Offices (SHPOs and THPOs). The HPF pays for staff salaries, review of Section 106 documentation, National Register nominations, and other activities related to the federal historic preservation programs. This is an important issue for ACRA, because without adequately resourced SHPOs and THPOs, CRM firms cannot do their work; those offices are a critical part of the Section 106 process. To function efficiently, SHPOs and THPOs must be fully resourced by experienced cultural resource specialists and politically supported, both within their states and nationally, and also by on-the-ground CRM professionals. The resulting report (available at http://www.gao.gov/products/GAO-14-370) did not make any formal recommendations, but was not favorable, stating that agencies do not typically track costs of completing NEPA analyses. Moreover, GAO found it difficult to identify the benefits of NEPA outside of environmental analyses required under other laws. Such information strengthens lawmakers’ efforts to cut back regulations designed to protect the environment and other interests, and is continuing to position itself as a distinctive and trustworthy voice on Capitol Hill and beyond.


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Drawing Unneeded and Unwelcome Attention to NHPA: Landscapes Proposal

Against that backdrop, a proposal from Dr. Toothman – still in the works – to amend the NHPA to include “landscapes” as a Property Type and “landscape architecture” as an Area of Significance seems unwise.

At the May meeting, Dr. Toothman briefly mentioned that without these changes, she and NPS staffers believe that certain properties deserving of inclusion on the NR will not be listed. Certain attendees disagreed, pointing out that many landscapes have been nominated and proceeded through the NR process to a listing without concerns being voiced with respect to the statutory language.

NCSHPO sent Dr. Toothman a letter expressing its lack of support for the proposal, not only because the changes are unnecessary but also because in the current legislative climate, it is unwise to bring NHPA to the attention of Congress. Other issues, in particular full funding for the HPF, should take priority. ACRA, as well as the Society for Historical Archaeology, sent a similar letter to Dr. Toothman stating its opposition to her proposal and its agreement with NCSHPO’s viewpoint. ACRA’s letter can be seen on the ACRA Website.

Ominously, this bill has drawn sponsors from both sides of the aisle, now numbering nine total Senators (five Ds, three Rs and one I). While it is too early to predict the bill’s fate with certainty, the introduction of the measure and bipartisan support is another indication that Congress remains interested in finding ways to cut back regulation.


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www.ncshpo.org/current/hpf.htm

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www.gao.gov/products/GAO-13-197T). The bill’s sponsors believe it takes businesses working on major capital projects too long to receive agency approvals; hence, they propose to streamline and thereby supposedly improve the federal permitting process. The bill as currently written applies only to “economically significant” capital projects (with an initial investment of more than $25 million).

A potentially controversial aspect of the bill is that for a claim pertaining to a NEPA environmental review, the statute of limitations is reduced from 6 years to 150 days. Also, the party filing the claim must have submitted a comment during the environmental review and the comment must put the agency on notice that the public would only have 60 days to file a comment on a draft environmental impact statement after it has been published in the federal Register.
universities that train the students who become our employ
ees, and the agencies that regulate our work or that contract
with us as consultants.

The 2014 ACRA-SAA CRM Expo in Austin.

The “honor roll” of participants included aci consulting;
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Carol Ellick at the ACE Consultants table.

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The institutional subscription price is $199 a year. To subscribe, simply contact SAA’s Coordinator of Membership and Marketing, Josh Caro, via e-mail at josh_caro@saa.org or by telephone at (202) 559-7382.

Advances also seeks articles from employees of ACRA firms. ACRA firms are typically at the leading edge of innovation in archaeology and cultural resource management. Authors take advantage of the journal’s extremely quick publication time, full-color magazine format, global digital distribution, and the ability to use the format to include digital content. The practice of archaeology and cultural resource management includes many topics, and all are welcome in the journal. These may include, but are not limited to, innovations in approach, technique, method, technology, business models, collaboration, compliance, process, ethics, public engagement, stewardship, and training. These are the things that ACRA-member firms are doing every day!

To obtain additional information or submit a manuscript, please see the Advances web site: http://www.editorialmanager.com/advances. Specific questions about submitting a manuscript may be sent to the journal’s editor, Christopher Dore, at editor@dore.us.

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Click here to become an ACRA Partner!
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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 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.

2014 ACRA EDITION

ACRA EDITION ANNOUNCEMENTS AND UPDATES

2014 ACRA ELECTIONS TO BE HELD IN JUNE

Ballots for the 2014 ACRA elections will be sent prior to the end of June to the contact person designated for each firm in ACRA’s membership database. Each member firm has one vote in the election. Positions with candidates on the 2014 ballot will include the Vice President for Government Relations (2-year term) and three at-large board positions (3-year terms). The board has approved the slate prepared by the Nominating Committee earlier this spring. Information on each candidate will be provided along with the ballot, and the results of the election will be announced in July.

2014 ACRA Edition Schedule

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*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:

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dpeter@versar.com