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Research, and Sagebrush Consultants*
Jackson, Michigan

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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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Government Affairs Consultants

Cultural Heritage Partners, PLLC

THE PRESIDENT'S CORNER

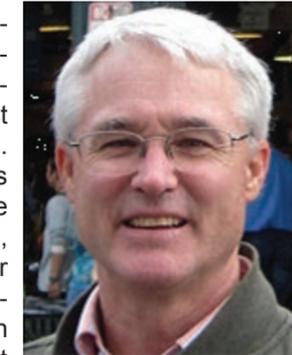
By Wade Catts

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 had 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., Hunter Research, Inc., JMA, Sagebrush Consultants, and Versar). Having the booth for the entire length of the conference was a real benefit, as our presence there linked with several of the sessions and with a presentation to the Association of Transportation



Archaeologists. At one point I had a graduate student come up to the booth and say: "I just heard a presentation where ACRA was mentioned, and I thought I should come by and find out about the Association." We have gained a number of new members through our SAA presence, including small and medium firms as well as Associate members. A list of new members is included in this newsletter, and I hope you will reach out to them and welcome them to ACRA.

In addition to the ACRA booth at the SAA meetings, the CRM Expo, organized by ACRA past president Terry Majewski, was an outstanding event. The largest expo yet held at the SAAs, it was an opportunity for students to connect with CRM firms and find out about our industry, our locations nationwide, and our job possibilities. There is an article in this newsletter with more details.



Don Weir (CCRG, Inc.) and Mike Polk (Sagebrush Consultants, Inc.) manning the ACRA booth at the SAA meeting.

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

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2013–2014 COMMITTEE, SUBCOMMITTEE, AND TASK FORCE CHAIRS

Awards - Al Tonetti, ASC Group, Inc.

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

Conference - Chad Moffett, Mead & Hunt, Inc.
Education Committee Liaison - TBD

Education - Cinder Miller, Gray & Pape, Inc. and Kerri Barile, Dovetail Cultural Resource Group

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

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

Internships Subcommittee - Duane Peter, Versar, Inc.

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

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

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

Government Relations - Ian Burrow, Hunter Research, Inc.

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

Image and Branding - Tabitha Burgess, Versar, Inc.

Marketing Materials Subcommittee - Tabitha Burgess, Versar, Inc.

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

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

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.



Janet Foster (Associate Director of the Historic Preservation Program at Columbia University's Graduate School of Architecture, Planning, and Preservation) and Richard Grubb (Richard Grubb & Associates) at the Vernacular Architecture Forum.

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, this outreach 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 SAAs.

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 workshops, national level speakers, and great topics. There will be something for everyone at this meeting, whether you are a small, medium or large firm, a first-time attendee, or an ACRA veteran. Check out the article in this issue. I also want to remind you that there is little time left to nominate outstanding projects and clients for ACRA awards. Submit your nominations **before June 13** to Awards Committee Chair Al Tonetti (atonetti@ascgroup.net). The nomination form can be found at the ACRA website. We will be presenting our ACRA awards in September in a special ceremony at our annual meeting.

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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 resources 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 sounded 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@johnmilnerassociates.com, or contact Taylor Dubord at headquarters (taylor@clemons-mgmt.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. Fischler—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

A WORD FROM ACRA HEADQUARTERS

By Taylor Dubord, ACRA Executive Director

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.

ACRA CONFERENCE WORKSHOP

THURSDAY, SEPTEMBER 18, 2014; 1:30–5:30 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-renowned 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.

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!



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.



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.

Check the ACRA website for details on registration and updates on the program.

If you have an idea contact Chad Moffett at (916) 971-3961 or chad.moffett@meadhunt.com.

IN MEMORY OF AN ESTEEMED COLLEAGUE: DANIEL G. ROBERTS, 1947–2014

By J. W. Joseph, Ph.D., RPA, New South Associates



and similar books. Dan graduated from high school intent on pursuing a degree in archaeology, and his advisor recommended Beloit College in Wisconsin. Dan applied, was accepted, and began his undergraduate studies at what was then one of the top undergraduate anthropology programs in the country. Dan studied with Robert J. Salzer, William S. Godfrey, and Marco Bicheria 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 logically 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 Management, 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

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Daniel G. Roberts passed away May 24, 2014, from prostate cancer coupled with the long-term effects of Parkinson's disease. Dan was a pioneer in the fields of cultural resource management (CRM), historical archaeology, and public archaeology and was one of ACRA's founders.

Dan was born on October 12, 1947, at Philadelphia's Hahneman Hospital and was the only child of Ada Eleanor Wahl and Daniel Baird Roberts. He was educated at the William Penn Charter School, a Quaker school, attended Quaker Meeting, and tried to bring the Quaker values of piety, simplicity, and pacifism with him through life. Dan learned the game of golf while at Penn Charter, joined the school's golf team, and rose to first position and captain by his senior year (1965). The school won the highly competitive Inter-Academic League Championships in Dan's junior and senior years, with Dan one of the few self-taught golfers in the league.

In the eighth grade he visited the University Museum at the University of Pennsylvania and became enamored with Egyptology and archaeology; he would read C. W. Ceram's *Gods, Graves, and Scholars*, James Michener's *The Source*,

mammoth bones, the first artifact discovery that proved Paleoindians had hunted mammoth. Dan applied for a newly created position of Assistant Curator at the ISU Museum and was hired for the job, where he would have worked for Bob Butler. However, the Idaho State Legislature cut funding for education in the 1976 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.

Colleagues in Pennsylvania informed Dan that an architecture firm known as National Heritage Corporation might be hiring an archaeologist. Dan interviewed with Alex Townsend at National Heritage and was offered the position as the number two archaeologist in a two-person shop. Townsend had been the second archaeologist hired by National Heritage, and Dan was the third in the firm's history. In 1977, National Heritage Corporation changed its name to John Milner Associates (JMA). However, Dan was frustrated with the management structure and project development in the archaeology program at JMA and decided that he needed to pursue his doctoral degree. He applied and was accepted into Southern Methodist University's doctoral program with the understanding that he could pursue southern Plains prehistory as a dissertation topic, but arrived in early 1978 to discover that there had been a shift in the program's emphasis and that only doctorate research in Israel or Egypt was then accepted. Dan stayed the winter semester, then returned east where he went back to work for Alex Townsend at JMA.

Dan described Townsend as "one of the shyest and meekest individuals I had ever met, and while he was also one of the nicest people I've met, he was quite ineffective as Director 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 develop a strong department of talented archaeologists and historians. The early 1980s was an era when CRM was becoming 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 emphasized 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 prompt a broader shift in the field and the recognition that CRM could be research archaeology as well as contract archaeology. 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 Dan's extended family; he encouraged each in their research and publications, always offering a strong editorial eye to their efforts.

While Dan's interests had emphasized prehistory through graduate school, his research focus shifted to historical archaeology 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 architectural topics associated with building restorations, as well as recovering archaeological data from new construction locations on historic sites. JMA was also based in the oldest historically continually occupied portion of the nation and hence historic sites were far more common in the Mid-Atlantic and Northeast than there had been in West. Although trained in prehistory, Dan tackled historical 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 Michael at Indiana University of Pennsylvania. Cotter was one of the founders of historical archaeology, a National Park Service archaeologist who worked at Jamestown and who would join the faculty of the University of Pennsylvania. With John Cotter and Michael Parrington, 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 Architectural Historians. Michael 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 urban archaeology would lead to JMA's involvement in the excavation 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 industrial sites to military conflict sites, and for clients ranging from pipeline companies to private developers to state DOTs to federal agencies, particularly the National Park Service,

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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 2006, 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 (SHA) from 2002–2004 and an associate editor 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 Register 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.

THE TWO GREATEST BUSINESS CHALLENGES HERITAGE CONSULTING FIRMS MUST SOLVE FOR FUTURE SUCCESS¹

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 done 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 contracted 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. At 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

¹Paper presented in 2014 at the 79th Annual Meeting of the Society for American Archaeology, Austin. The paper was a part of an organized session entitled "40 Years of CRM (1974-2014): Accomplishments, Challenges, and Opportunities."

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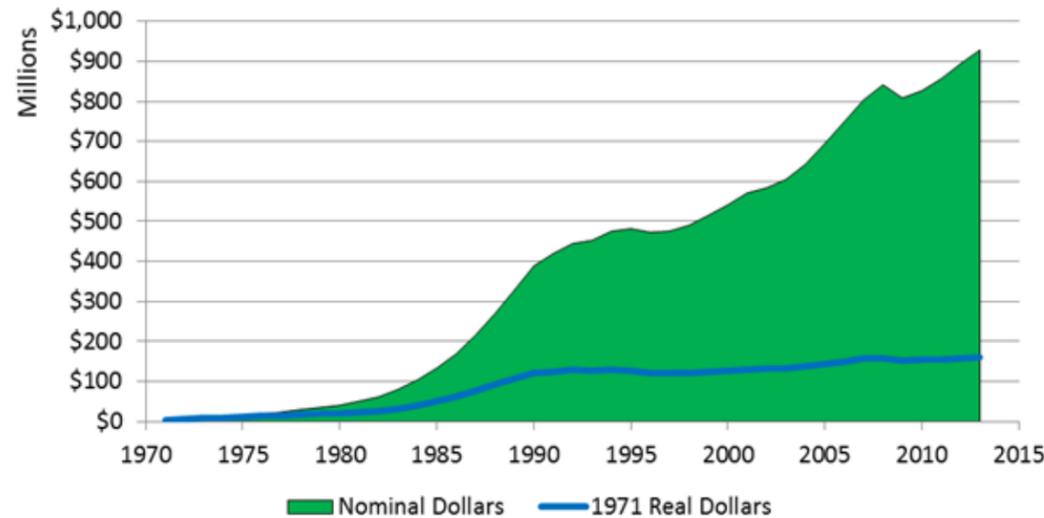


Figure 1. American heritage compliance industry: nominal & real growth

archaeological research. Their concern really was not starting 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 successful. 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 sufficient 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 different 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 businesses 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 priorities 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 annual 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 Program (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 resource ESOPs have failed and reverted to non-ESOP ownership 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 commoditization, 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 entrepreneurs retire. For near-future success, firms must respond to two major business challenges: differentiation and capitalization. These challenges, at this particular time in our industry, require that firms rethink business assumptions.

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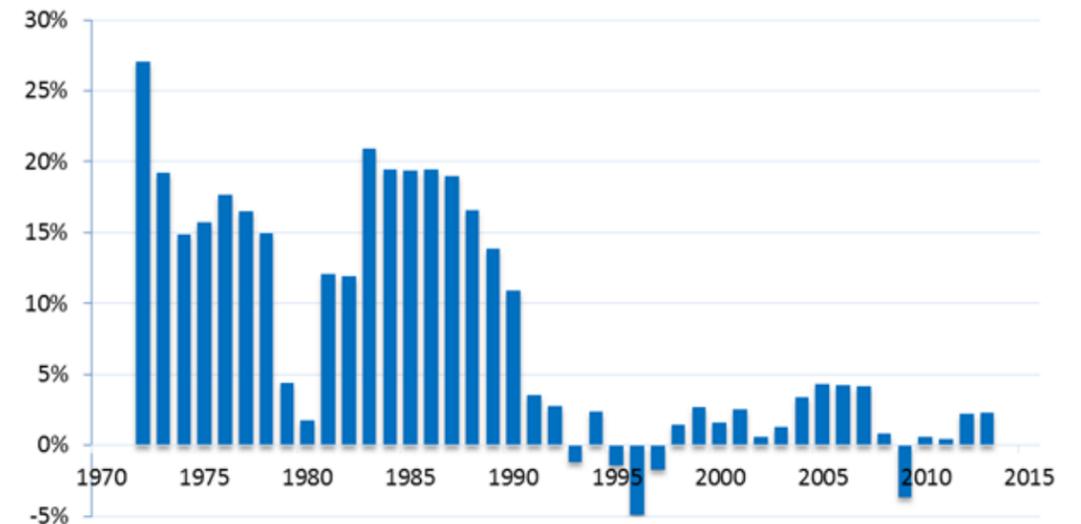


Figure 2. American heritage compliance industry: real growth

Differentiation

Prior to about 2000, cultural resource compliance services were viewed by the marketplace as value-added professional 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 professionals (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 commodity services.

Virtually every firm in the compliance industry can do technical work at a high enough level of quality to successfully 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 government 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 commodity 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 services so they are not identical. There are many examples

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of commodities that have been “branded.” My favorite is Egglund’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 heritage 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 excellence 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 much higher 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 should 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

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*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 Archaeological 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 AT THE VERNACULAR ARCHITECTURE FORUM

By Richard Grubb, Richard Grubb & Associates

In an effort for ACRA to reach out to architectural historians and raise awareness of our association, for the first time ever ACRA had a display table at the Vernacular Architecture Forum (VAF) Conference, May 7–10, 2014. The conference theme of “Down Jersey: From Bayshore to Seashore” focused on the vernacular architecture and landscapes of southern New Jersey, from ca. 1700 to 2000, including sites in Atlantic, Cape May, Cumberland, and Salem counties in New Jersey.

VAF was organized in 1980 to encourage the study and preservation of all aspects of vernacular architecture and landscapes through interdisciplinary and multidisciplinary methods. Members receive the quarterly Vernacular Architecture Newsletter, the biannual journal, *Buildings & Landscapes: Journal of the Vernacular Architecture Forum*, and advance notice of VAF conferences and tours. The VAF is administered by an all-volunteer Board of Directors. Board members are a dedicated group of professionals and scholars from diverse disciplines who live and work in all parts of the United States and Canada.

ACRA’s booth at the conference was in exchange for underwriting the registration fees for students so they would be able to attend. In addition to ACRA sponsorship, the CRM firms of Richard Grubb and Associates (RGA), Hunter Research, Inc., and Dovetail Cultural Resources Group provided generous support. The booth at the conference was manned by Richard Grubb, with Paul McEachen from RGA and Patrick Harshbarger from Hunter Research also contributing their time at the exhibit table. The ACRA logo and supporting firm logos were all prominently displayed on signs at the meeting and in each conference participant’s program.

ACRA’s presence at the VAF was a success. There were more than 230 attendees at the conference, and ACRA

registered several new members and 13 attendees, ranging from students to university professors to government agency personnel, requested additional information and will be contacted by ACRA in the future. Next year the VAF Conference is in Chicago, and the main organizer of next year’s VAF Conference has requested ACRA’s support and presence in 2015.

You can find out more about the VAF at <http://www.vernaculararchitectureforum.org/index.html>



Patrick Harshbarger (Hunter Research, Inc.) on the left, new member Rebecca Sheppard (University of Delaware Center for Historic Architecture and Design), and Richard Grubb (Richard Grubb & Associates) on the right at the ACRA booth during the VAF conference

ACRA AWARDS 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 on-going 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 on-going 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 support 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 support 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.

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.
- Supporting documentation is critical and must emphasize the nominee's achievements. *Poor supporting documentation is often the foremost reason nominees are not selected for an award.* Supporting 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.

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



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.washingtonpost.com/blogs/the-fix/wp/2014/05/05/republicans-have-an-82-percent-chance-of-winning-back-the-senate/>), what challenges face these two critical supports of ACRA, 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

Digitizing the National Register Records: Blessing or Curse?

A major ongoing 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 will be 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 maintaining ownership of the paper records.

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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 12 of 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 cultural resources during development.

One such effort is the Federal Permitting Improvement Act of 2013 (S. 1397, available here: <https://www.govtrack.us/congress/bills/113/s1397/text>). 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 of the issue. 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.

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.

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.

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 stakeholders, including ACRA member firms and their clients. Although the HPF is authorized to be funded up to \$150M per year, those funds have never been fully

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allocated by Congress; in fact, federal lawmakers have rarely appropriated more than half that amount. See the full history here: <http://www.ncshpo.org/current/hpf.htm>. Every budget cycle, HPF stakeholders must fight and push for sufficient monies for SHPOs and THPOs. ACRA recently submitted testimony to the House and Senate Appropriations Committees on HPF funding for FY2015. ACRA's letter can be seen on the ACRA website. To ensure that historic preservation offices across the nation remain open for business, CRM firms and others with an interest in seeing Section 106 work smoothly are now considering a campaign to press for full funding of the HPF.

The Senate and House Congressional Staff held a briefing in mid-May, "Preservation and the National Park Service," with Dr. Toothman noting that the HPF generates billions in economic activity and millions of jobs. She explained that currently, the program receives only \$47M in funding, less than one third of the authorized amount. She notes that this adversely affects state, federal, and local projects; states have insufficient money to conduct surveys; and sites do not get added to the National Register and are unprotected by Section 106. Dr. Toothman also reminded attendees that authorizing legislation for HPF funding expires in 2015.

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

By Teresita 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 heritages 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 27!

HPF authorization also came up at the Secretary's Historic Preservation Awards on May 19, where Deputy Secretary Mike Connor discussed the need for full funding of the \$150M authorized for HPF. (Also: NPS Director Jon Jarvis' speech referenced the \$1B revenue statistic from ACRA's 2012 survey!)

Conclusion

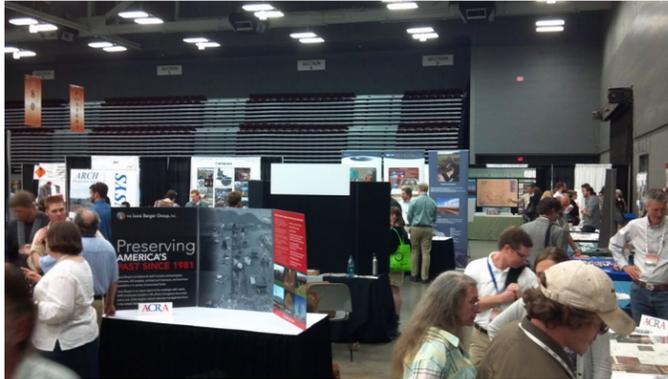
Myriad challenges face ACRA and its members as 2014 marches on. As midterm elections approach, ACRA members should pay close attention, and consider supporting the candidates who support their businesses, historic preservation, and the legislation that makes CRM possible. We will continue to monitor "streamlining" efforts in Congress and the agencies to ensure that the importance and significance of good data and effective regulation to what we do is well understood by decision makers and those who advise them. ACRA is working ever more effectively in concert with other historic preservation interests, and is continuing to position itself as a distinctive and trustworthy voice on Capitol Hill and beyond.

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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universities that train the students who become our employees, 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; ACRA; Alpine Archaeological Consultants, Inc.; Anthropology Department, Indiana University of Pennsylvania; Archaeological and Cultural Education Consultants; Brockington and Associates, Inc.; Commonwealth Cultural Resources Group, Inc.; Desert Archaeology, Inc.; Environmental Planning Group; the Federal Highway Administration (U.S. Department of Transportation); R. Christopher Goodwin & Associates, Inc; HDR, Inc.; HRA Gray & Pape; John Milner Associates, Inc.; Logan Simpson Design; Louis Berger Group, Inc.; Metcalf Archaeological Consultants, Inc.; New South Associates, Inc.; Statistical Research, Inc.; Three Bears Consulting, Adams State University; SWCA Environmental Consultants; TRC



Carol Ellick at the ACE Consultants table.

Environmental Corporation; PaleoResearch Institute, Inc.; PaleoWest Archaeology; Prewitt and Associates, Inc.; Versar, Inc.; and William Self Associates, Inc.

I want to express my sincere appreciation to those who participated in this year's event and staffed the tables with sometimes large contingents from your companies and organizations. It is no small feat to fit the Expo into a full conference schedule, prepare and bring your displays and accompanying materials, and spend three hours answering questions from an extremely varied group of visitors.

By way of thanks, participants were invited to a joint reception cosponsored by ACRA, Cultural Heritage Partners, PLLC, Statistical Research, Inc., and Versar, Inc. at a historic venue not far from the convention center. In addition, we photographed as many of the displays as we could during the Expo and provided those to participants. Feedback is being solicited from participants on their perceptions of the Expo and how we can continue to improve the event (the survey will be sent to the contact person each company designated for the 2014 expo). Each participant from 2014 that responds to the questions by the deadline noted on the survey will have their organization's name entered into a drawing for a free registration to the 2014 ACRA conference in St. Pete Beach, Florida, September 17–20. Plans are already underway for the 2015 Expo at the SAA Annual Meeting in San Francisco, where I hope we are able to accommodate even more participants. Those who participated in 2014 will have the first chance to sign up for the 2015 Expo. For questions about the 2015 Expo, please contact me at tmajewski@srcrm.com or at (520) 721-4309.



ACRA-cosponsored reception at a midcentury-modern historic home in Austin.

Environmental Corporation; PaleoResearch Institute, Inc.; PaleoWest Archaeology; Prewitt and Associates, Inc.; Versar, Inc.; and William Self Associates, Inc.

GAPP UPDATE

By Marion Werkheiser

The [Gas and Preservation Partnership \(GAPP\)](#) held its inaugural Summit, "Honoring Our History-Fueling Our Future," in Pittsburgh on March 21, 2014, at the Fairmont Hotel. The topic was how to simultaneously and collaboratively encourage energy exploration and protect important historic resources in and around the areas of potential impact of such exploration.

An overflow crowd of 130 professionals included executives from energy companies, including supermajors, energy industry trade associations, cultural resource management firms, engineering firms, state and national professional archaeological associations, state government historic preservation offices, tribal agencies, academic institutions, and law and business consulting firms. Thanks to all of you who attended, and thanks to ACRA for being a sponsor of the conference!

The Pittsburgh Post Gazette provided front page coverage of the event ([available here](#)), and an Associated Press article appeared in 20 major newspapers nationwide ([available here](#)).

The summit advanced three objectives:

- Educate the energy industry about the social and economic importance and methodologies of cultural resource preservation;
- Educate the preservation community about the economic and geopolitical importance and methodologies of energy development; and
- Develop the business case for working together to develop voluntary practices that advance energy exploration while protecting the most important cultural resources.

Perhaps the greatest accomplishment was the overcoming of healthy skepticism from many attendees that in the midst of the nation's highly contentious political environment, two seemingly different interest groups could forge an alliance



of mutual benefit based on shared values and compromise. That is not to say GAPP's job is done, but some essential trust was built in Pittsburgh that will facilitate joint solution-building in the months ahead.

Check the [GAPP conference webpage](#) for updates such as video and photo coverage, speakers' PowerPoint slides, and a concise summary of the main points from each session.

Next steps in GAPP's efforts are to:

- Continue to build the GAPP governing board to expand strategic resources and to reflect (as it does now) equal representation from industry and the preservation community.
- Guide GAPP's four working groups to the production of their respective components of a set of draft voluntary best practices for circulation and feedback. See GAPP working group descriptions here: <http://gasandpreservation.org/working-groups/>
- Expand the dialogue to include other energy industries, including solar, wind, and utilities.

GAPP welcomes new participants. If your company may be interested in becoming more involved in GAPP as a board member, financial or promotional supporter, or through membership in one of GAPP's working groups, please be in touch.

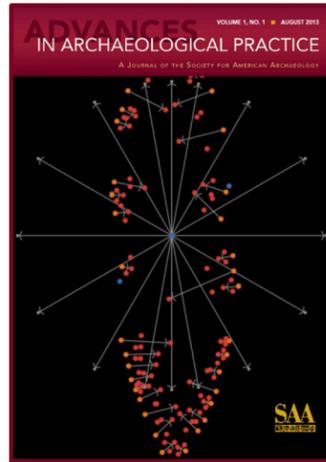
Working Group Membership: workinggroups@gasandpreservation.org



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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.

SOLICITING BOOK CORNER SUBMISSIONS

The Editor is soliciting submissions on publications by ACRA members for the Book Corner column of *ACRA Edition*. This column profiles currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. Please send your submissions to Richard Ciolek-Torello at Statistical Research, Inc. (rct@sricrm.com) along with the title, editor(s) or author(s), publisher, and a short summary of the publication (see previous issues of *ACRA Edition* for examples). 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 cover image for "Book Corner" and must be sent along with the image and the file.

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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.

2013–2014 ACRA Partnership Program

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

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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 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 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:

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