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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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THE PRESIDENT'S CORNER

By Wade Catts



In this issue's message, I want to focus on our upcoming annual meeting at the Loews Don CeSar Hotel in St. Pete Beach, Florida (September 18 through 20). Frequently, we hear the following when planning and organizing our annual meetings.

"So, I looked at the conference program, and I don't see anything there that really benefits my firm. We're a small firm and

only do local and regional work. My business isn't really affected by national preservation issues like proposed changes to the National Historic Preservation Act, or streamlining NEPA, or other national preservation concerns."

I understand that demands of business, budgeting for several days out of the office, and the associated travel costs are concerns when deciding to attend ACRA's annual meeting. So why come to ACRA's 20th Annual Meeting?

First, your input matters in our industry. ACRA represents a broad range of firms in terms of size, national distribution, and lines of service. We all know that CRM firms do the majority of cultural resources management work in the United States, and some of that work is directly affected by federal dollars and decisions, while other projects may seem to be far removed from national connections. Regardless of your role in CRM or where your work falls in the spectrum of projects, national regulations affect all of us, from the smallest niche firm to the largest engineering, environmental, and architectural firms. "Streamlining" a process can have major "downstream" consequences. Understanding CRM's role in the process and procedure of regulations is as important as understanding potential changes to those regulations, for small changes can have big effects. From a big picture industry perspective, all of us need to be aware of what is happening at a national level, for many state and local governments and municipalities apply national criteria when making CRM and historic preservation decisions. Government relations is a significant part of what ACRA members ask our association to focus on; consequently, the annual

meeting always includes government updates. Yes, there will be sessions focused on regulations, Section 106, and what is happening on Capitol Hill. Keeping abreast of these issues is integral to our business planning.

But that is only a part of the overall meeting. Other sessions will look at industry best practices, understanding federal and state audits, and the role of CRM in disaster preparedness and response. This year we are indeed fortunate to have as our keynote speaker Mr. Erik Hein, Executive Director of the National Council of State Historic Preservation Officers (NCSHPO). Recently ACRA was invited to attend the NCSHPO meeting in Philadelphia and address their Board of Directors, so our visibility at a national level is growing.

Second, we are coming up on the 50th anniversary of the National Historic Preservation Act in 2016. Anniversaries are opportune times to not only reflect on achievements and milestones but also to look forward and plan for the future. What will our industry look like over the next 50 years? Increasingly, I see this as an extremely important dialog in which CRM professionals should engage. All of us have a say in this, and our conference this year is particularly geared to hear from you as we look toward the future of CRM. On Thursday we have a workshop/roundtable sponsored by the Florida Public Archaeology Network (FPAN) scheduled to do just that, followed by a Saturday morning session looking at the decade ahead. We also have a session looking beyond compliance and beyond the United States and what CRM's role may become. ACRA will help shape the future of our industry, and these sessions are great opportunities to become involved.

Third, we have a great education session planned for you. We will bring CRM professionals and Historic Preservation educators together to discuss industry needs and requirements, understand academic concerns, and work to achieve a better-trained and -prepared workforce for our industry. For CRM to continue as a viable industry, we need to develop and strengthen our ties to academia. While we have been at this for nearly five decades, is CRM having an impact on the curriculum of non-preservation degrees, such as history, architecture, engineering, or urban planning? We have been making real progress in reaching out to colleges and universities

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to make our industry needs known, but input from our ACRA members is crucial to making this work.

Finally, there are other reasons for attending the conference that we customarily tout to members—networking and the chance to meet other CRM practitioners. These may seem to be cliché, but they are true. The value of ACRA and of meeting other CRM professionals face-to-face is the opportunity to learn from each other and to develop potential teaming opportunities. Whether you are a large established firm, a small niche firm, or a recent start-up, there is knowledge to be gained and wisdom to be imparted at our meeting that you do not want to miss. This year we are making a special effort to welcome first-time conference attendees by providing mentors to assist with their introduction to ACRA.

So if you have not attended the meeting before, this would be a great time to come.

What else can I say that will get you to attend the ACRA meeting? In a nutshell, the conference committee has worked extremely hard to develop a program that is not narrowly focused (on only archaeology issues, for example) but instead provides a broad coverage of topics pertinent to CRM. These topics are both current and oriented to the future of our industry, so this a great year to come to Florida. I hope to see you there!

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



Don CeSar Hotel, St. Pete Beach, Florida.

A WORD FROM ACRA HEADQUARTERS

By Taylor Dubord, ACRA Executive Director

I hope everyone has had a great summer! Our ACRA headquarters team has been busy over the past few months.



Conference Planning

We have been busy working with the program chair and committee to develop a great 20th Annual Conference on September 18–20, 2014, in St. Pete Beach, Florida, at the Don CeSar. The schedule is almost complete, and we have two great workshops we hope you'll enjoy. This year, we will also be offering a one-day registration, along with our regular full conference registration. Make sure to check the [Website](#) for more information and updates.

Sponsorship

Sponsorship opportunities for the 20th Annual Conference are now available for as little as \$250! This is a great opportunity to get recognition among your peers! [Click here to view the sponsorship form](#). Sponsorships items are assigned on a first come, first serve basis.

APA/AICP Accreditation

ACRA is now registered with the American Institute of Certified Planners (AICP) and will be able to offer accredited courses for Certification Maintenance (CM) credits. This gives us the opportunity to host educational webinars and have accredited educational sessions at our future conferences where certified planning professionals can gain CM credits.

ACRA Web Site

Just a reminder, if you haven't already, make sure to visit the ACRA web site! It was recently redesigned and improved. There are great new features and an interactive member's only community with blogging capabilities, forums, groups, profile pages, job-posting capabilities and more!

Membership

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

Partnership

We have also re-created 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 50% discount on ALL Partnerships for 2014—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.

Welcome New Members!

We extend a warm welcome to the following new members:

Restoration Services, Inc.—Small 1
Appalachian Archaeology—Small 1

NEW MEMBER PROFILE PLATEAU ARCHAEOLOGICAL INVESTIGATIONS, LLC

By David Harder, Vice President, Plateau Archaeological Investigations, LLC



David and Jenny Harder

Plateau Archaeological Investigations, LLC (Plateau), which is based in Pullman, Washington, conducts archaeological and cultural resource contracting and consulting for federal and state agencies, municipalities, utility companies, engineering firms, and private organizations. Plateau continues to build on over fifteen years of experience while elevating service capabilities and providing client satisfaction by focusing on consulting and other cultural resource services in eastern Washington, north Idaho, and eastern Oregon. We currently have five full-time staff members, including three archaeologists, a GIS specialist, and an anthropologist. As archaeologists, David A. Harder, Michelle M. Hannum, and Louis Fortin regularly lead projects from initial contact by the

client to completion. When not running our GIS services, John Kannady also enjoys leading projects. Jack McNassar conducts archaeological work, but also assists in anthropological review. John J. Creighton, historian, works with Plateau on a part-time basis conducting historical and architectural review. Plateau enjoys providing support to our additional six team members striving toward their graduate and doctoral degrees at Washington State University and University of Idaho by offering part-time, real-life experience in cultural resource management. Our team members proudly maintain memberships in the SAA, SHA, RPA, and other local and more focused professional organizations. We are excited to join ACRA and look forward to the opportunities for professional development offered by ACRA.

Some of the best aspects about cultural resource management are the opportunities to explore our own area and its history more deeply. Many travelers pass by the side roads and small towns of their familiar routes; however, the Plateau crew is often called into these areas and shown the secrets, history, and future. Our projects lead to hiking on new terrain, visiting an area of a city we thought we knew, a different perspective of the town in which we are working, or meeting new clients. And indeed, the Plateau crew “surveys on its stomach.” Most every discussion of field procedures involves a review of the restaurant, bakery, brewery, roaster, or food truck that deserves a visit along the route through the ever-changing agricultural scenery we travel. Our greatest satisfaction, though, has been in bringing clients to an informed position where they understand the inherent value of cultural resources and are prepared to meet any necessary challenges prior to ground breaking.



COME TEST THE WATERS OF ST. PETE BEACH: 20TH ANNUAL ACRA CONFERENCE, 18–20 SEPTEMBER

By Duane Peter, ACRA President Elect

ACRA's 20th Annual Conference in St. Pete Beach is fast approaching. Our conference planning committee has done an excellent job of 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. Come join us, share your ideas, and network with over a hundred CRM practitioners from across the United States.

Below is a summary of selected conference highlights. Workshops: On Thursday, September 18, ACRA is proud to sponsor two half-day workshops.

Bringing it to the People: Making Archeology Public after 50 Years of CRM (10:00 – 12:00 PM)

Emily Jane Murray, Public Archaeology Coordinator, Florida Public Archaeology Network

Jeff Moates, Director, West Central & Central Regions, Florida Public Archaeology Network

The Florida Public Archaeology Network (FPAN) plays a large role in creating community interest and support for archaeological research projects and site preservation throughout the state. Archaeologists with FPAN are employing a diverse set of strategies, from building relationships with local governments and organizations, to employing new technologies to reach a wider audience. This workshop will look at several case studies of successful projects implemented by FPAN that engage local communities and ethnic groups, build interest in archaeological research and resource management, and generate political support for cultural resource management, all crucial elements in developing a sustainable future for the CRM industry. The second half of the workshop will be devoted to a roundtable discussion that is intended to engage ACRA members and other participants with FPAN representatives on increasing the relevance of archaeology to the general public and devising creative partnerships for cultural resource management in the future.



Cemetery Law and Identification: A Primer for CRM Professionals and Planners (1:00 – 5:00 PM)

You have a cemetery on your property. Now what? As urban centers are continuing their cultural evolution and rural areas are increasingly developed, more and more historical-period cemeteries require identification, evaluation, research, and treatment. The role of descendant communities as they seek to plan for the futures of these sacred places is also critical. This workshop will provide a primer on historical-period cemeteries for both preservation professionals and those who deal with cemeteries from a research and planning perspective.

This seminar will present an introduction to cemetery law, notably the presence of cemetery legislation in various local, state, and federal regulations, as well as the place of cemetery law in the context of environmental review. Following this, information will be disseminated on how to record above- and below-ground cemetery remains, including how to identify historical-period cemeteries, the proper way to record headstone data, and how to delineate burial shafts. A basic

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chronology of headstones and funerary remains will also be provided so you can start to understand the context of your graveyard. The goal of the workshop is to provide attendees with a working knowledge of the legislative framework surrounding historical-period cemeteries and pertinent information on the identification and analysis of cemetery remains to aid you in project planning and in obtaining your research objectives.

Conference Highlights:

The Friday and Saturday sessions will provide an overview of a wide range of issues that the CRM industry is facing today. Come join us and be a part of discussions that could form the focus of ACRA and our industry in the coming years.

Government Affairs Update

Erik Hein, Executive Director, National Conference of State Historic Preservation Officers;

Marion Werkheiser and Eden Burgess, Cultural Heritage Partners, PLLC

CRM Beyond Section 106 and Beyond the United States

Christopher Polglase, Technical Director of Cultural Heritage, Environmental Resources Management

George Smith, Florida State University

William Lees, Executive Director, Florida Public Archaeology Network

Uzi Baram, Professor of Anthropology and Director of the New College Public Archaeology Lab, New College of Florida

Tools You Can Use: Integrating NEPA & Section 106

Charlene Dwin Vaughn, Assistant Director, Federal Permitting, Licensing, and Assistance Section, Advisory Council on Historic Preservation

CRM and Disaster Preparedness

Susan Malin-Boyce, Archaeologist, U.S. Army Corps of Engineers

Charlene Dwin Vaughn, Assistant Director, Federal Permitting, Licensing, and Assistance Section, Advisory Council on Historic Preservation

Compliance with Section 106 using the CERCLA

Approach: More Preservation, Less Process

Lesley Cusick, Regulatory Specialist, Restoration Services, Inc.

Update from the Gas and Preservation Partnership (GAPP)

Marion Werkheiser, Cultural Heritage Partners, PLLC;
Mark Boling, President of V+ Development Solutions and General Counsel/Secretary of Southwestern Energy

Federal and State Audits: What You Need to Know

Dennis Dodd, Jr., CIA, CGFM, MacConel & Dodd, LLC

CRM in the Decade Ahead

Lynne Sebastian, Member, Advisory Council on Historic Preservation; Director of Historic Preservation Programs, SRI Foundation

Ensuring Industry Sustainability and Quality: Educating the Next Generation of CRM Practitioners

¹Teresita Majewski, ACRA Immediate Past President; Vice President, Statistical Research, Inc.

Rebecca J. Sheppard, Associate Director, Center for Historic Architecture and Design, University of Delaware

Phil Neusius, Chair, Anthropology Department, Indiana University of Pennsylvania

Best Practices (Digital Curation, Digital Recordation of Buildings, and Geophysics Synthesis)

Francis McManamon, Executive Director, Center for Digital Antiquity

Deidre McCarthy, National Park Service Cultural Resources GIS

William Chadwick, Principal Geoarchaeologist, John Miller Associates, Inc.

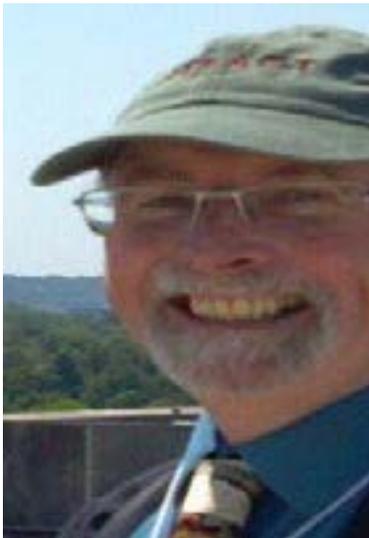
We will also be having a new member recognition reception on Thursday night, Awards ceremony on Friday evening, and a luau on the beach to close out the conference on Saturday.

Check the ACRA website (acra-crm.org) for details on registration and updates of the program and make your reservations to test the waters at St. Pete Beach.

CRM BEYOND COMPLIANCE AND BEYOND THE UNITED STATES

By Ian Burrow, ACRA Vice President for Government Relations

The concept for the upcoming conference session “CRM Beyond Compliance and Beyond the United States” evolved from a rather more gloomy idea: “CRM without 106.” Being involved in Government Relations can at times generate a degree of pessimism caused by the seemingly endless Congressional attempts to discredit, weaken, avoid, or just simply abolish the statutory and regulatory structures that we refer to generically as “106.” It was in one of these down times that the idea came about of considering how the CRM industry would look without Section 106.



Although there are exceptions, most CRM firms currently still rely on U.S.-based, compliance-driven projects as their main source of revenue. Whether our work is federally, state, or municipally based, it is for the most part predicated on the idea that someone, somewhere, needs to engage our CRM expertise because it is required of them by government fiat. This is a reasonable way of securing some broader public benefit from enterprises, public or private, that may have narrower primary purposes.

In the polarized world of today’s national politics, however, one person’s “reasonable” is another’s “intolerable.” The historic preservation system we currently have is based on concepts with which some people profoundly disagree. Given the right circumstances, this could translate into political action that profoundly changes it—probably not for the better from the standpoint of CRM professionals.

However, as planning for the conference progressed, it increasingly seemed that this Cassandra-like, End-Times approach was altogether too negative. The CRM expertise that has been built up over the almost 50 years since the passage of the National Historic Preservation Act is applicable outside

the limits of the United State and the compliance-based environment in which it started.

It is clear that there are growing opportunities for CRM firms beyond the United States. For example, the Society for American Archaeology (SAA) just held a meeting in Lima, Peru, on Improving Standards and Practices in Cultural Heritage Compliance in Latin America. Although as “insiders” we are well aware of some of the weaknesses of the American historic preservation program, it is looked to as a model in some countries where such programs are either weak or non-existent. SAA President Jeff Altschul and others have been taking the lead in this area, and now seems like a good time for ACRA to consider in more depth how it might take an active part in the promotion, creation, and development of effective CRM industries in other parts of the globe.

Beyond compliance, in the United States or beyond, lie other opportunities. The growing momentum of the Gas and Preservation Partnership (GAPP)—the subject of another session of the conference—has highlighted the proactive way in which portions of the corporate world now approach their interactions with the communities where they operate. Historic preservation and cultural heritage issues are part of this approach, and we are well-placed to provide the expertise that these companies and organizations need.

Many of us devote some part of our time to involving the public in what we do through presentations, programs and publications. A glance through any historic preservation or archaeology magazine shows that heritage tourism is a viable industry these days. As business-savvy enthusiasts for cultural heritage, ACRA members are also in a good position to move into this market.

This conference session assembles a panel of four individuals with valuable expertise and perspectives on these and related topics.

Uzi Baram “Community-based Heritage Research and Outreach: Terminology and Observations.”

Uzi is professor of anthropology and director of the New College Public Archaeology Lab at New College of Florida in Sarasota, Florida. His research on the Middle East examines the intersection of archaeology and heritage tourism. As a faculty member at New College, he has created local programs in archaeology and heritage studies.

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Bill Lees “Public Attitudes to CRM: The impact of the Florida Public Archaeology Network.”

Bill is executive director of the Florida Public Archaeology Network (FPAN) and a member of the Florida Historical Commission. As director of FPAN, he has developed a unique program for public involvement in archaeology and cultural heritage.

Chris Polglase “Cultural Heritage Consulting: Working To National and International Standards Outside of the United States.”

Chris is technical director for Cultural Heritage at Environmental Resources Management. He has managed projects and conducted investigations throughout the continental United States, the Arctic, the Caribbean, Europe, and the Caucasus. He is an expert on cultural heritage management

programs, most specifically related to oil and gas project impacts on cultural heritage.

George Smith “CRM Opportunities in the Fulbright Specialist Program.”

George is courtesy faculty at the Department of Anthropology at Florida State University. Among his many roles he is also an expert member on the International Committee on Archaeological Heritage Management for the United States International Council on Monuments and Sites (ICOMOS), on the editorial board of the journal *Heritage and Society*, and co-editor for the Cultural Heritage Management section of the *Encyclopedia of Global Archaeology*, published by Springer.

This will be a wide-ranging discussion of CRM opportunities outside the compliance “box.” Bring your ideas and questions, join the discussion, and explore the opportunities!

AMERICAN PLANNING ASSOCIATION ACCEPTS ACRA AS ACCREDITED VENDOR

By Tom Scofield, Preservation Planner, Leesburg, Virginia



ACRA is now registered as an American Planning Association/American Institute of Certified Planners (APA/AICP) Certification Maintenance (CM) program provider. AICP is the American Planning Association’s professional institute, providing recognized leadership nationwide in the certification of professional planners, ethics, professional development, planning education, and the standards of planning practice.

AICP’s Certification Maintenance program encourages planners to engage in ongoing professional development activities by providing links to organizations and agencies that offer education and training opportunities that will keep them up-to-date with the latest trends, technologies, and best practices in the planning profession. The Certification Maintenance program requires that certified planners complete 32 hours of professional development activities every two years.

With this accreditation our association will be able to offer accredited courses for Certification Maintenance credits. This gives us the opportunity to host educational webinars and have accredited educational sessions at our future conferences where attending certified planning professionals can gain CM credits.

Consider the ways that CRM links with planning efforts at local, state, and national levels and whether you are involved in projects that may have planning components or that may have important educational components. If you have ideas for webinars or courses, contact our Education committee chairs: Kerri Barile (kbarile@dovetailcrg.com) or Cinder Miller (cmiller@graypape.com). Go to the AICP’s CM provider handbook to find out more about how to design and develop courses ([cmproviderhandbook.pdf](#)).

EXPLORING THE VIABILITY OF FRANCHISING IN THE CRM SERVICES INDUSTRY

By Maria A. Audin, Archaeology & Historic Resource Services, LLC

Running a successful business can be rewarding, but it takes hard work and dedication to keep it successful, especially when a business has grown enough to consider expanding its operations. Often, businesses expand by opening satellite offices in other regions. However, this approach can be costly, since business owners must provide the funds for such expansions themselves. One popular alternative to direct expansion is franchising, which can expand a business without the owner having to put up the capital, as the potential franchisees make the investment. Through franchising, an established business owner can expand his or her brand while providing small business owners an opportunity to receive a tested system of operations that can boost their profits and performance.



Although no CRM services companies have yet attempted to do so, the nature and structure of the industry appears to offer considerable potential for franchising opportunities, especially in the area of back-office operations. For instance, many CRM consultants are knowledgeable about their respective fields; however, some may not possess the business background, resources, or experience to run a successful company without assistance. As a result, they may struggle with mundane tasks such as billing, payroll, obtaining insurance, paying contractors, locating work, managing a job site, and providing the necessary reports to the appropriate agencies in a timely manner.

In these cases, franchising could offer consultants the opportunity to make use of tested administration, management, and operational procedures, allowing them to focus on the task of consulting. Larger firms operating as franchisors would, in turn, profit from the licensing of their brand names and methods to franchisees. Thus, franchising would provide CRM consulting firms of all sizes the tools to expand existing businesses or start new ventures.

However, it is important to note that the success of franchising as an industry-wide practice would depend upon a

consistent source of potential franchisees in the form of small businesses. CRM consulting businesses vary in size, but according to the American Cultural Resource Association, the industry is limited to approximately 1,300 CRM consulting firms, of which only 29.2% are classified as small businesses that gross under \$100,000/yr.¹ Additionally, not all small businesses will exhibit both the ability and desire to become franchisees. Therefore, while some markets may contain enough potential franchisees to allow firms to pursue a franchising model, this is not necessarily the case throughout the industry.

Due to the limited number of potential franchisees within the industry and the variable conditions firms may face in their home markets, it is necessary to consider the viability of employing a franchise system on an individual basis. This article explores some models, advantages, disadvantages, and other considerations CRM services companies should examine when determining whether franchising may be a viable method of expanding their businesses.

What is Franchising?

Franchising is not an industry; rather, it is a business method and relationship of distribution used to expand a business. In essence, it is a relationship between two parties: a franchisor, a person or company which licenses the use of an established method or product, and a franchisee, who purchases the right to operate a business or to make use of certain methods or products under the franchisor's service or trademark.² For example, Huntington Learning Center is a trademark owned by franchisors Dr. Raymond and Eileen Huntington. A franchisee, Mr. Smith, purchases the rights to operate his own Huntington Learning Center. Under the terms of the franchise agreement, the franchisor must provide the franchisee with support and, in exchange, controls the manner in which the franchise is operated by the franchisee. The franchisee pays the franchisor an initial fee (franchise fee) and a contributing fee (royalties) for the use of the trade name, copyrighted materials, and operating methods acquired from the franchisor. Thus, Mr. Smith would pay the Huntingtons for the use of their trade name and operating methods. In return, the Huntingtons provide Mr. Smith with support, a business

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model, and training concerning the operation of a Huntington Learning Center franchise.

There are two types of business franchise models: product distribution and business format. In product distribution franchising, the product is the most important item that the franchisor manufactures. The product may only be sold by a product-distribution franchisee and requires pre-sale preparation by the franchise before the product is sold.³ The franchisor may license its trademark and logo to the franchisee but does not provide it with a system on how to operate the business.⁴

A product distribution franchise focuses on the product that the franchisor manufactures. The franchisor produces a product and the franchisee markets that product exclusively or semi-exclusively.⁵ The franchisee markets the goods manufactured by the franchisor and receives greater recognition from the use of the franchisor's trademark.⁶ For instance, John Deere manufactures a line of tractors and mowers. Its distributors (franchisees), in exchange for the right to sell John Deere products, agree to carry only John Deere goods. Because franchisees only agree to limit the products they market to those of the franchisor, no further control or guidance is offered by the franchisor.

By contrast, a business format franchise provides franchisees with a complete business model that includes the use of the franchisor's trademark, product, services, physical plant, methods of operation, marketing system, computer software, quality control process, and other necessary business services.⁷ The franchisor provides the system, while the franchisee remains responsible for managing and operating the business following franchise guidelines. Thus, the franchisor hands a working business model to the franchisee in exchange for the guarantee that the franchisee will deal exclusively in the franchisor's services and adopt the franchisor's trademark and trade identity.⁸ Businesses such as Marriott Hotels, H&R Block, and Huntington Learning Center can be considered business format franchises, as each of them requires franchisees to conform to a standard operations manual that describes the franchise system.

Although product distribution represents the largest retail sales from all franchisees, 80% of franchises today are business-format types.⁹ This suggests a greater potential opportunity may be found in exploring the business-format model. Regardless of format, however, the ultimate success of a franchise depends upon the individual circumstances of the franchisor. First, the would-be franchisor must be able to present its system in a marketable way. The franchise system

must also be designed in such a way as to be easily learned and implemented by franchisees. Finally, the existing business must have an operating history of more than two years, and the potential franchisor must have available a pool of potential franchisees and clients.

Applying the Franchise Model to Cultural Resource Management

In order to determine whether franchising is a viable option for a given CRM services company, it is necessary to consider not only the requirements franchising would place upon franchisors and franchisees, but also the elements of the industry most likely to be conducive to franchising. This section considers these issues as they might apply to a hypothetical CRM services company seeking to expand its operations through a business-format franchise model.

Choosing an Effective Approach

Because the CRM consulting service industry involves multiple fields and employs a variety of procedures in preservation, archaeology, and architecture, it would be challenging to standardize these fields for franchising, as standardizing such processes can become costly to the franchisor and franchisee. This would not be viable given the variety of services a CRM consultant may be called upon to perform. In addition, attempting to standardize services by mandating that franchisees perform them in a specific way could alienate potential franchisees, especially those already established in the field.

One potentially effective way to franchise a CRM consulting service without introducing such interference is through the standardization of back office operations. Professionals in the CRM consulting service industry are familiar with cultural resources and how to perform related services, but some may not possess the business background to perform the mundane office operations that come with owning one's own business. Franchising back office operations could make office management a less daunting task, allowing CRM consultants to focus on projects that require their expertise. The back office operation has been a proven system with franchises in other industries, such as in the case of Huntington Learning Center. This franchise provides franchisees with proprietary back office procedures, software, and methods for procuring clients, enabling them to focus on tutoring children for academic success. If CRM professionals were part of a consulting service franchise built along similar lines, they

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would have the opportunity to increase their income by acquiring additional clients during time made available by the adoption of streamlined marketing office operations.

Services Available through a Back-Office Franchise Model

The services potentially available to franchisees under a back-office CRM consulting service franchise would be designed to assist with back-office operations, training, and networking with contractors and services. Such services would help ensure the stable and predictable operation of the franchise, enabling the franchisee to focus on projects.

The back-office operations of the franchise system would consist of human resources accounting and payroll, administrative, business and liability insurance, technical support, call center, report templates, market analysis, marketing materials, and IT services. The franchisor would provide the franchisee with detailed instructions and guidance on organizing employee files and would offer instructions for incorporating the business, obtaining a federal tax ID number, purchasing the required insurance for the franchise, and completing and maintaining other documentation necessary for the operation of the business.

The franchise system would include accounting and payroll services that would be provided by the franchisor as part of the franchise system, as well as a variety of other services and potential programs that would be designed to streamline the process for creating invoices, entering expenses, and calculating payroll so that the time spent in the office is mainly used for working on projects.

Other services provided could consist of an editing service for those franchisees who would like their reports reviewed prior to sending them out to clients and regulatory agencies, as well as AutoCAD and GIS services for any franchisee requiring them for a project. The franchisee could access report templates that provide information about a state's required reporting format. They could also offer a call center to route potential clients to the appropriate franchise without infringing on another franchisee's territory.

Training on the use of franchise-specific systems, software, and other tools would be provided to the franchisees in order to streamline their current office system so that owners could focus on bringing more contracts or projects into the company. Franchisors might also provide periodic technical writing classes for those who wish to improve their writing. Webinars and workshops would be provided to the franchisees to enhance their knowledge and skill set within their industry.

Part of the franchise service would provide the franchisee access to a network of professionals and specialized equipment vendors. For instance, if a CRM consultant required temporary employees for a project or the expertise of a specialist in archaeology, then the contractor database would provide franchisees with a list of qualified individuals. In addition, a franchisee would be able to use this network to contract out with another franchisee if he or she met those qualifications. This would provide the franchisee contracting the work the benefit of using another franchisee within the system, thus keeping the work among the franchises.

Advantages and Disadvantages of Franchising within CRM Services

Franchising a CRM consulting service would offer a variety of advantages and disadvantages. In determining whether franchising is a viable model for a CRM services company, it is therefore important to consider the advantages and disadvantages for the franchisor and franchisee.

Brand

There is recognition in a brand name, and this is an advantage for both franchisor and franchisee. The franchisor invests heavily in a brand name, and a franchisee stands to benefit from an established brand. The added service of the franchise, paired with a reputable name, helps sell the new services to clients, so having a potential franchisee take on the franchisor's brand makes the brand more recognizable for both the franchisor and franchisees. A client associates the brand name with CRM consulting services and thinks of the franchise when a project needs a CRM consultant. However, a potential franchisee that is already established in the field might not want to sacrifice his or her own brand, so potential franchisors must carefully consider whether requiring such an action will diminish their chances of attracting franchisees.

Territory

When taking on a new franchisee, a franchisor typically conducts a market analysis and provides the franchisee with the guidelines and area radius of his or her dedicated market territory. Some franchisees view this as a benefit to their business, as it allows CRM consultants to work within a given territory without the threat of competition within the franchise. Such incursions are generally avoided, as infringing upon another franchisee's territory within the same franchise

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organization leads to litigation and causes friction among the network of franchisees. However, since a CRM consulting service usually is not anchored to a particular state, firms often conduct businesses in many states. However, franchise systems and the agreements and laws that govern them do not account for this. CRM consultants who routinely travel outside their base of operations to work on projects may find their income streams limited by franchising, since by becoming franchisees, they will no longer have the freedom to move beyond the designated territory provided by the franchisor. Potential franchisors must take this potential loss of income into consideration when determining whether to pursue a franchise model.

Network of Services

The tools, resources, and marketing materials for a potential franchisee can cost significantly less than owning a business. The franchisor would put as much emphasis on marketing as on brand and negotiate discounts on marketing materials, specialized programs, and resources (specialized equipment and office supplies) at a savings to the franchisees, especially if the vendors see the financial gain in servicing the franchise. For a vendor to agree to such an arrangement, the franchisor would stipulate to their franchisees that they could use only these vendors for their marketing materials, rentals, and office supplies. The franchisee may want to use another vendor, which can cause a breach in contract and can cause friction between the franchises. The advantage of networking is getting the brand name out to potential clients, who may need CRM consulting services for projects. Negotiating pricing with contractors will reduce the overhead costs of hiring specialized equipment or the use of contracts for specialized projects. The disadvantage of networking stems from poor service of either the contract or the franchisee. If a franchisee or client is unhappy with how a contractor has performed their job or report, this will have a negative effect upon the entire franchise.

Experienced Talent

Some advantages to franchising can also be disadvantages to either the franchisor or the franchisee. One such advantage is gaining access to an expanded pool of experienced and talented individuals who know about CRM consulting services. As much as this can be an advantage for a franchisor, it could also be a disadvantage. Franchisees are not employees. They are independent business owners and

may have prior experience in running their business, and, as such, may have their own ideas about how the business should be operated. Such ideas may not match those of the franchise system. This can cause tension between the franchisor and franchisee, especially if the franchisee is converting an existing business to a CRM consulting service. However, if a franchisee has never operated a business and comes into the franchise system without preconceived ideas, the franchisee would most likely follow the franchise system without argument. Training a franchisee that does not have prior knowledge of running a business can have its advantages, since the inexperienced franchisee would be more likely to accept the franchisor's system. This can also be a disadvantage, however, since franchisees may need more attention and support until they learn how a business is operated.

Quality Control

The quality of work generated through a franchise is kept to a high standard. Maintaining that quality control is essential, whether it is conducting a service or writing a report, and the franchisor typically maintains that quality control through guidelines and classes. This benefits franchisees, as they know they will receive training and feedback about certain aspects of their jobs. It helps franchisees grow as individuals, improves their skill sets, and makes them more confident in performing their jobs in a quick and efficient manner. However, there may be franchisees that feel they do not need the required training to improve upon skill sets and that it is a waste of their time and effort. This type of attitude can affect other franchisees and can give them a sense that the franchisor feels their work is inadequate.

Financial Capital

Franchising offers franchisors a way to expand a business with less capital, since franchisees pay to buy a franchise. The franchisor makes money by collecting franchise royalties and fees for the use of his or her trade name and franchise system. However, there is a potential downside for the franchisor. The more franchisees the franchisor obtains, the more manageable the cost for those services becomes, since it is spread throughout the franchisees. However, if there is a limited number of franchisees, the cost to the franchisor may become significantly higher in order to keep the royalties and fees at a reasonable cost to the franchisee. Careful attention to the available pool of potential franchisees in a given market is necessary to avoid such problems.

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Viability: Will It Work?

Conceptually, franchising a CRM consulting service has potential for success because it would provide CRM consultants with a developed business model that would streamline office operations, making them more efficient. The franchise system would offer franchisees back-office support, training, and networking opportunities for specialized services, contractors, and equipment providers. These services would give small business owners the potential of gaining specialty services they could not offer clients previously, such as paint analysis or 3D laser scanning, and special resources to work on certain projects that would be obtained through a contractor database. They would also enable a potential franchisor to expand an established business at reduced cost.

However, the success of a franchise system depends on the sale of franchises, so success would ultimately be limited by the availability of potential franchisees. According to ACRA, among the 1300 CRM firms nationwide, 29.2% are small businesses that gross \$100,000/yr. This statistic, however, does not provide an accurate estimate of potential franchisees, as not all small business owners can reasonably be considered potential franchisees. Franchising may not appeal to small business owners for a variety of reasons, including but not limited to, location, the nature of the work they perform, and a personal preference for independent operations. This suggests that with the exception of certain cases, franchising may not be viable for many CRM services companies.

In markets where the concentration of small CRM services firms suggests the availability of sufficient potential franchisees, larger firms may wish to consider the viability of franchising on an individual basis. Careful attention to the requirements, cost, and limitations of franchising will provide insight into whether such a model may be advantageous. Additionally, it may be possible to expand the franchising model to include larger CRM firms or specialty services such as architectural companies, thus opening up more of the industry for consideration, but further research is necessary to determine whether franchising would attract these businesses.

While the current size of the potential market is currently too small to suggest that franchising CRM consulting services is economically viable on a universal level, the presence of numerous small businesses is an indicator that there is growth within the industry. As the industry grows, a larger pool of potential franchisees could emerge, in which case franchising as an industry-wide concept could be more actively considered.

Notes

- ¹ “American Cultural Resources Association,” acra-crm.org, accessed September 4, 2013, <http://acra-crm.org/associations/9221/files/ACRA%20Handout%20FINAL-revis4.pdf>;
² Seid, Michael, and Dave Thomas. *Franchising for Dummies*, Hoboken, NJ: Wiley Publishing, Inc., 2006., 12; ³ *Ibid.*, 6;
⁴ *Ibid.*; ⁵ *Ibid.*, 16; ⁶ *Ibid.*; ⁷ International Franchise Association, *ICFE Study Guide*, 10; ⁸ *Ibid.*; ⁹ *Ibid.*

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