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## ACRA's Mission

Our mission is to promote the professional, ethical, and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the association by:

- promoting and supporting the business needs of cultural resources practitioners;
- promoting professionalism in the cultural resources industry;
- promoting and providing educational and training opportunities for the cultural resources industry; and
- promoting public awareness of cultural resources and its diverse fields.

A basic tenet of ACRA's philosophy is the cost efficiency of private-sector firms in meeting the need for expertise in cultural resource management. ACRA is strongly opposed to unfair competition from tax-supported contracting programs. We believe that a greater benefit to society, and to the resources, derives from the existence of a healthy community of tax-paying, job-generating, private-sector CRM businesses.

## ACRA OFFICERS

### President

**Michael R. Polk, Sagebrush Consultants L.L.C.**

### President Elect

**Lucy Wayne, SouthArc, Inc.**

### Vice President (Government Relations)

**Jeanne Ward, Applied Archaeology & History Associates**

### Executive Director

**Crista LeGrand, Clemons and Associates, Inc.**

### Treasurer

**Colin Busby, Basin Research Associates, Inc.**

### Secretary

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

## 2009 COMMITTEE CHAIRS

**Executive** - Mike Polk, Sagebrush Consultants L.L.C.

**Government Relations** - Jeanne Ward, Applied Archaeology & History Associates

**Awards** - Charissa Durst, Hardlines Design Company, Inc.

**Communications Steering Committee** - Loretta Lautzenheiser, Coastal Carolina Research Inc.

**Competitive Practices** - Nurit Finn, Wapsi Valley Archaeology

**Conference** - Joan Deming, Archaeological Consultants Inc.

**Education** - James Karbula, William Self Associates, Inc.

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

**Membership** - Steve Dasovich, SCI Engineering, Inc.

**NAICS** - Christopher Dore, The Louis Berger Group, Inc.

**Newsletter** - Lucy Wayne, SouthArc, Inc.

**Policy** - Loretta Lautzenheiser, Coastal Carolina Research Inc.

**Salary Survey** - Brian Thomas, TRC

**Strategic Planning** - Teresita Majewski, Statistical Research, Inc.

**Worker Safety** - Tom Euler, SWCA Environmental Consultants

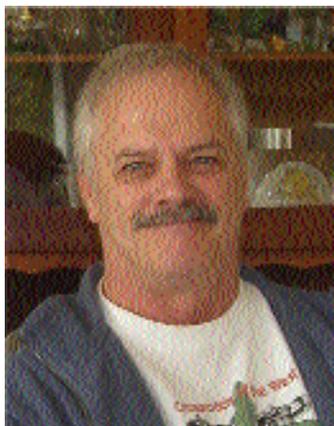
**Liaison Committee** - Elizabeth Jacox, TAG Historical Research & Consulting

**Finance Committee** - Colin Busby, Basin Research Associates, Inc.

## PRESIDENT'S CORNER

### LOOKING FOR REDEMPTION IN AN UGLY TIME

*By Michael R. Polk*



Whether it is real or not, it appears that some inkling of economic recovery is on the horizon. I get some sense of this from the steady stream of archaeological crew opening announcements across the country, which suggests that our industry is receiving some portion of the stimulus money

being distributed, and/or the economic recovery in general is beginning. As one who has ridden the crest and ridden the bottoms of these cycles (I've been in business for 26 years), I know how scary and how bleak such low times can seem and be to live through. The worst for my wife and I (she is an archaeologist and business partner) was in 1985 and 1986 during one of the worst energy slumps in many years. It was a time when we were only a few years into running our own business, after having taken over a branch office from a company we had been working for since 1980, but which had decided to pull out of Utah. After our initial shock at being fired, we began to feel pretty good about our chances for success in CRM. The cultural resources industry was relatively new, and we were cowboys, out testing the waters. Jobs seemed to be flowing in at a fairly rapid rate. There was just the two of us,

working out of our house, and we thought we were doing pretty well. We were buying equipment, we had our first truck, we had two children and prospects looked good. We were not prepared for what lay just beyond the horizon.

Many parts of our business plan were suspect. First, as I remember, we really didn't have one. We were "accidental entrepreneurs." We fell into doing business, in large part, because we had few choices in life at the time and, after our employer left, people kept calling us to do work, and it seemed a logical thing to do. Second, and most important to the point of this column, is that we didn't understand our market or the economy in general. It was kind of a hand-to-mouth experience for us. Work was there and we took advantage of it, largely taking advantage of what had been developed prior to us starting our business. Most of our business, by far the largest part, was in the oil and gas business. It was glorious, luscious work, which seemed to stretch to the horizon. Companies kept calling, I would drive, sometimes 250 miles one way to Wyoming and eastern Utah, and survey well pads, access roads, pipelines, and other facilities. The number of jobs available was boundless, or so we thought.

1984 was a good year; the energy sector was down from earlier in the decade, but it was still healthy. The year 1985 was as different as a year could be. I have been told that there was a day (can't remember the date) in Vernal, Utah, which has long since been known as "Black Monday." The oil

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industry, which had been doing so well, came to an immediate and rather ugly halt. Companies stopped drilling, construction jobs dried up, all of the businesses, which depended upon the search and pumping of oil and gas, reeled from the shock. People walked away from their houses because they owed more on them than they could sell them for. Across the West this happened and it wasn't a short event. The main problem was that overproduction and lagging demand resulted in the price of oil dropping from \$30 a barrel (how would that be today, eh?), to \$10 or so. Natural gas prices fell as well. Our work dropped out from under us. Our income fell to a quarter of what it had been. We scrambled for work, trying to find anything that we could to stay alive. Ann and I bid on jobs 300 and 500 miles away, and traveled to northern Idaho and South Dakota to do surveys for much less than we were used to doing them for, just to survive. We often thought and planned of options where we might have to return to California, perhaps to even do something completely different than this crappy CRM deal. Eventually, we did survive and returned to much better economic times. But, since that ugly, desperate time, we have been very cautious, very wary of how we do business, and it has helped serve us well. There have been down times, difficult times, but not like we experienced in 1985 and 1986.

If I had to put one word to what happened to us, what we didn't do to help us better weather that storm, it would have to be diversification. We didn't do it. We were caught up on the wave, we were riding the bull, we thought we had reached the Promised Land with our work in the oil and gas

industry. We didn't understand the economy, and we didn't understand the industry that we worked so hard for. It was a boom and bust cycle industry, and we didn't understand the need for us to seek out work for companies in many other totally different kinds of industries, ones that might have a different economic cycle than oil and gas. At that time, most of our eggs were in one basket and we paid for it, in spades. If there is a distinct advantage in owning a business, it is that one has the opportunity to diversify. Note, I say "opportunity."

Despite the fact that many ACRA companies lie in locations where one industry may dominate, if you get sucked into that model, you are destined, sooner or later, to fall victim to the same ugly scenario that we did. You need to find diversity in your business. It may take years to accomplish, but you will never be more thankful that you did it than when you see a part of your portfolio of companies drop out from under your feet without warning. It happened in a smaller way to us with mining, and again with oil and gas - like right now. But, we made a conscious effort to change the model that we were using and it has served us well. There are still ups and downs, but they are far more buffered than they once were.

I do not open a difficult chapter of my life lightly, but to give you incentive and hope that by following proper business practices, diversifying your business and having ACRA as an important part of your portfolio of assets, you will find that CRM can provide more security for you and your employees than you may have once thought possible.

## MEET YOUR ACRA HEADQUARTERS STAFF



In April 2009, after 6 months serving as ACRA's Associate Director, CJ Summers was promoted to the position of ACRA Executive Director. CJ has a solid operations background and brings effective leadership coupled with efficient organizational skills. She participates in voluntary organizations by being a member of the American Society for Association Executives and the

Association Management Companies Institute. She understands non-profit organizations.

CJ recently separated from the US Army where she served as a Signal Officer for 10 years. Her experience in the military included leading a team of 55 people in a deployment to Kuwait in support of Operation Enduring Freedom, producing over 5 million printed flyers and circulars. She managed a company of over 250 people, managed the maintenance and tracking of over 12 million dollars in equipment, and created and implemented a system to track the medical readiness of over 750 people. CJ was selected ahead of her peers for promotion to Major; only 1% of the class was selected.

Prior to her military career, CJ worked at Clemons & Associates, Inc. as a meetings and member services manager. She was responsible for activities including budgeting, financial management, membership recruitment and retention, annual meetings and promotions. CJ is a graduate of Goucher College in Baltimore, MD, with a degree in Communication. Contact CJ at 410-933-3459 or [cjsummers@clemonsmgmt.com](mailto:cjsummers@clemonsmgmt.com).



Shannon Jones is the newest Association Coordinator at ACRA Headquarters. She is a graduate of Villa Julie College in Baltimore, MD, where she studied Communications and Art. Shannon is excited to join the team and looks forward to being a part of ACRA's future!

Call or email Shannon with questions about meeting registration, sponsorships, dues, member services and contact information updates, etc. at 410-933-3483 or [shannonj@clemonsmgmt.com](mailto:shannonj@clemonsmgmt.com).



ACRA Webmaster Stacey Johnson has been in the association management business for over two years. She enjoys assisting the members and making the website the best it can be! In her spare time, this self-proclaimed "music junkie" enjoys photography, concerts and traveling.

Call or email Stacey to update your profile for the ACRA consultant database or any other website updates at 410-933-3453 or [staceyj@clemonsmgmt.com](mailto:staceyj@clemonsmgmt.com).

## A MESSAGE FROM THE EXECUTIVE DIRECTOR

*By CJ Summers, Executive Director*

I am excited to be the new Executive Director for ACRA. I have enjoyed each interaction with the members of ACRA. It did not take long for me to realize that this is an organization with many enthusiastic volunteers and dedicated people. It is exciting to work with people who have a true passion for what they do.

You may have noticed a new ACRA Update in your Inbox on the 15th of each month. This new forum will provide you with an overview of ACRA's previous month's activities, plans for upcoming events and any other information of value to share with fellow cultural resource companies. Please look for this "Monthly Update" in your Inbox on the 15th of every month. If there is anything specific you would like to see in this update, please email Shannon at ACRA Headquarters. This update is for you, the ACRA member.

I have been working with the Program Committee for the Annual Meeting scheduled for September 17-20 in Providence, Rhode Island. The committee has worked hard to provide great educational sessions and fun social gatherings. ACRA Staff have been busy updating the website with all pertinent meeting information. The website is your best source for hotel accommodations, transportation information and up-to-date news about the meeting. The webpage

also has registration and sponsorship forms. Bookmark this page and check back regularly for the latest information!

I am really looking forward to continued work (and play) with ACRA for many years to come. This is the start of a great relationship. I hope to personally meet each of you. Remember, we are your ACRA Headquarters. If I can be of assistance to you throughout the year, please contact me.

Regards,

CJ Summers  
Executive Director  
ACRA Headquarters  
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[www.acra-crm.org](http://www.acra-crm.org)

*"promoting the professional, ethical, and business practices of the cultural resources industry"*

**Mark your calendar for ACRA's 15th Annual Conference at the Renaissance Providence Hotel, Providence, RI, September 17-20, 2009.**

## 2009 ACRA CONFERENCE

### PROVIDENCE, RI

HOSTED BY GRAY & PAPE, INC.

The 2009 American Cultural Resources Association Annual Meeting is right around the corner! Gray & Pape, Inc. is looking forward to hosting this year's conference from September 17 - 20, 2009 at the historic Renaissance Providence Hotel in Providence, Rhode Island. Programming at this year's conference has been designed to help your business adapt to the challenging economic and compliance environment that our industry faces in 2009. Between the difficult economy and the federal, state, and local agencies scrambling to keep up with projects linked to stimulus funding, many ACRA members have seen either sharp drops in business or, conversely, clients with very aggressive expectations regarding project scheduling. The 2009 ACRA conference program has been designed to provide your firm, large, medium or small, with critical and timely information to help you through these trying times.

The conference includes three key components designed to help ACRA businesses survive and thrive in challenging times. First, a new Conference Workshop will be offered. A description of the workshop is provided below. Second, our keynote speaker, Reid Nelson, the Director of Federal Agency Programs at the ACHP, will address American Resource and Recovery Act funding, its impact on federal agencies and the compliance process. The keynote address will be followed by a panel discussion that includes representatives of key federal agencies working in this new fast paced compliance environment. Third, an afternoon-long session of the workshop will be devoted to providing strategies to businesses to help them

survive in the slower economy. These sessions are specifically geared to helping **your** business achieve success in today's world. **THIS IS AN ACRA CONFERENCE YOU WON'T WANT TO MISS!**

Other Programming Sessions will include: Alternative Mitigation Strategies, New CRM Technologies, Women-Owned Businesses in ACRA, Archiving for the CRM Industry, How to Work More Effectively with your Clients, and a special Student Speednetworking Event!

Hoping for a little fun at the ACRA conference in Providence? The Program Committee has a number of special events planned. Our annual dinner will be held on the Majestic, a luxury yacht that will tour around Narraganset Bay.



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In addition, the committee has organized two tours for your enjoyment. The first, an afternoon-long venture to the Historic Arnold House, will be held on Thursday. Built by Eleazor Arnold in 1693, the Arnold House is a rare surviving example of a "stone-ender," a once common building type first developed in the western part of England. With an exposed fieldstone end wall and pilastered chimney, the Arnold House was originally a two-story structure with an integral lean-to and four rooms on each floor. A front gable, possibly original, once topped the structure. The result was a much grander dwelling than the typical Rhode Island stone-ender. Donated to Historic New England in 1919 by Preserved Whipple Arnold, the house has undergone two phases of restoration. In 1920, stabilization efforts



were directed by Norman Isham, a leader in architectural restoration, and in 1950, a complete structural rehabilitation of the house and chimney was undertaken. It was during the latter work that the decision was made to remove later alterations and

return the building to its 17th century appearance. While some details, including the leaded glass windows and the front door and surround, are 20th century replacements, the overall image of the building is still a recognizable icon of early settlement in Rhode Island. The Clemence-Irons House, another Rhode Island stone-ender, is nearby. Busses or vans will be provided for this tour, and based on interest, additional stops can be added!

Following the conference on Sunday, is a visit to Small Wonders: Shannock and Kenyon Villages, in South County, RI. Picturesque Shannock is a hidden gem that was once a hub of industry and a bustling village. Sited on the Pawcatuck River, the Carmichael Company and Colombia Narrow Fabrics generated 400KW of energy, powering the mills and the villages that housed hundreds of employees. This tour of Shannock and Kenyon Mill (still operating) will highlight industrial engineering and the original architecture of the Clark Family homesteads, as well as river restoration and public access initiatives.

Register for the conference today and get the early bird discount! In addition, make your hotel reservations soon to guarantee placement in the ACRA block. Go to <http://www.acra-crm.org/> and follow the link to the conference.

**We are looking forward to seeing you all in Providence in September!**

(See page 9 for Conference Workshop information)

## 2009 ACRA CONFERENCE WORKSHOP

### Engaging a Changing Workforce: New Game, New Rules

ACRA is pleased to announce the addition of a new workshop to the 2009 Conference! The workshop taught by Learning Café is entitled "Engaging a Changing Workforce: New Game, New Rules" and it will be hosted on Thursday Sept. 17 from 9-5. The cost to ACRA members is \$300. You can register for the workshop right now on the ACRA website: <http://www.acra-crm.org/> and follow the link to the conference.

You probably notice subtle changes every day - differences in work ethics, communications, career outlooks, expectations of bosses, retention factors, what keeps people engaged in their work - and on and on.

If you are working today, you are part of the New Game - the dramatic change to four generations working side by side, cubicle to cubicle, and network to network. This generational mix has potential for conflict and misunderstanding -- and huge opportunities for productivity, creativity and knowledge sharing.

The game of work has changed and we need new roles and new rules to succeed with the four generation workforce. This workshop focuses on what every employee and manager can do to get in and stay in the game, and how they can create productive, energizing workplaces.

Engaging a Changing Workforce looks at talent through a generational lens. We'll examine the "touch points" - the places where leaders and team members connect (or clash) in every phase of the work:

- Attracting and retaining the talent that your organization needs
- On-boarding with ease and "gluing" new hires to your team
- Boosting productivity and work satisfaction
- Improving communication and reducing conflict
- Maximizing contributions and sharing knowledge

## 2009 ACRA AWARDS REMINDER

*By Charissa Durst, Chair*

This is a reminder to all members that the deadline for receipt of nominations for the 2009 ACRA awards is FRIDAY, JULY 10, 2009. Awards will be presented at the 2009 ACRA Annual Meeting in Providence, Rhode Island. The 2009 categories are: Industry Award, Public Service Award, Quality Product Award Large (>\$50,000) and Quality Product Award Small (<\$50,000). Information on each award category and nomination forms are available on the ACRA website at <http://www.acra-crm.org>. There is a link in the box in the lower right corner of the home page under News and Announcements.

- Multiple nominations may be made in any or all categories.
- All ACRA award nominations will be good for three (3) years. Any nomination that does not receive an award the year it was submitted will automatically be considered for the following year, and if no award is received, again for the year after that.
- If you submitted a nomination in 2008 that did not win, it will be automatically reconsidered for the 2009 Awards, and again in 2010 if it does not receive an award in 2009. Similarly, if you submit a nomination this year and it does not win an award, it will automatically be reconsidered for 2010 and 2011.
- Submit THREE identical copies of your nomination.
- If you are nominating a substantial, multi-volume report, please consider submitting the three copies on a CD in PDF format.
- ACRA will send press releases to three local media outlets of the winner's choice.
- Please direct any questions to Charissa W. Durst, ACRA Awards Chair, at Hardlines Design Company, 614-784-8733.

## INVITATION TO SERVE ACRA AS A BOARD MEMBER OR AN OFFICER

*By Ellen Marlatt, Nominations Chair*

Why not consider serving as an ACRA board member or as an officer? This is your opportunity to have a voice in the governance of the organization and to contribute to its success. In the upcoming ACRA elections to be held later this summer, board member slots for small, medium, and large businesses are open, as well as three officer positions (president-elect, secretary and treasurer). The board meets twice a year (once at the annual meeting and again usually in the spring), and board members are expected to attend both meetings and to serve on ACRA committees. Officers also attend the board meetings and serve on committees, but also obviously undertake additional duties depending on the office. The board also holds a conference call meeting midway between each board meeting.

The board members and officers elected during the 2009 elections process will begin their terms at the end of the 2009 ACRA Annual Conference in Providence, RI.

If you are interested in being considered for a board seat or officer position, please contact Ellen Marlatt, the chair of the Nominations Committee at [emarlatt@iac-llc.net](mailto:emarlatt@iac-llc.net) or at 603-430-.2970, by no later than July 17, 2009. Be sure to indicate which positions you are interested in and what size firm you represent. In order for your name to be on the ballot, your firm's dues must be current.

## PROFESSIONAL LIABILITY INSURANCE

*By Mike Polk and Nurit Finn*

*In 2001, ACRA's President, Mike Polk, gave a paper at SAA explaining the different types of insurance businesses need. One of those is Professional Liability or Errors and Omissions insurance. This is what Mike had to say about this coverage:*

"Perhaps the most critical of all insurances in our profession is that of *Errors and Omissions or Professional Liability Insurance*. While this insurance can easily cost more than the combination of all other policies, it probably represents 70 to 80 percent of the exposure experienced by CRM companies. While you may experience more claims for other risks, such as in Worker's Compensation, in terms of sheer cost, you have the most potential to experience significant financial losses in this area. This exposure stems from one fact: that our main product, usually our only product for the work we do, is information presented in the form of a report or other media presentation. We are paid for our knowledge, skill and expertise in the field. Should a client experience some problem on a project after our work is complete (or even during), and it costs them time and money or creates other problems for them for which they want to be compensated, it's certainly possible that they will come back to their CRM consultant and demand satisfaction. This might easily be expected in the form of monetary compensation. That compensation can run into hundreds of thousands, or even millions of dollars. As we become a more and more litigious society, the chances of any one company being sued for some egregious act related to professional conduct increases dramatically. While the cost for this insurance may appear to be steep, in the

larger scope of your business, it will probably constitute no more than one percent of your overhead expenses. And, unless you have a large bank account which can cover fairly substantial legal fees, this is a necessary cost of doing business.

A brief anecdotal example of this concerned an archaeologist in the western United States who was asked by a client to carry out archaeological surveys, test excavations within an oil field over a period of years. The client company changed management and, for some reason, didn't believe that the archaeological work already performed needed to be done or was ever even asked to be done by their predecessors. They subsequently demanded return of their approximately \$750,000 which had already been paid to the contractor. They ended up taking the contractor to court over the issue (I'm not sure what the outcome of this case was). This is the kind of situation that E & O insurance would cover. Something to keep in mind is, that even if a consultant is right in a situation, the legal costs alone can run into the tens of thousands of dollars. E & O insurance pays for those outlays, usually after a deductible of \$5,000 to \$10,000.

Another situation, not even directly related to work done by a contractor can also be potentially disastrous. An incident or oversight or wrongful action by a prime contractor or one of the subcontractors on a project may drag all parties to the project in on a lawsuit whether they were involved in the situation or not. No matter how far down the food chain a company exists on a project, they can be brought into a lawsuit. . . .

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Overall, for the "basics" a company can expect to spend between 3 and 4 percent of it's overhead for insurance premiums, with about 1 percent of that paying Professional Liability. For a small company, one which grosses half a million dollars a year, insurance would cost about \$15,000 to \$20,000, with perhaps \$5,000 to \$8,000 of that going to a million dollars coverage of E & O insurance. While that seems like a lot of money, it doesn't even scrape the surface of what one lawsuit, one accident, or one incident could cost you in monetary terms, not to mention unrecoverable lost time and agony. Insurance is cheap peace of mind and, in the larger scope of your business' life, not very expensive" (Polk 2001:4-5, 6).

This article is a reminder that the ACRA Board of Directors is pleased to offer a program to help ACRA Member firms obtain Professional Liability Insurance at competitive rates. Nurit Finn of the Board worked with TrueNorth of Cedar Rapids, Iowa, to develop this program because of increasing concern by CRM professionals about obtaining professional liability insurance at a reasonable price.

This program allows for some premium reductions for factors including longevity of the business, no previous loss history, and contracts with hold harmless language. Prior Acts and Tail Coverage are available at additional cost. It includes 10 payment, quarterly, semi-annual, and annual payment options.

Please call Nancy Williams at (319) 739-1333 or email her at [nwilliams@truenorthcompanies.com](mailto:nwilliams@truenorthcompanies.com) for additional information or to obtain a quote. Information and an application are also available in the Business Toolkit on our web page at <http://acra-crm.org/displaycommon.cfm?an=1&subarticlenbr=23>.

*Reference Cited:* Polk, Michael R. 2001. Insurance Policies: An Unfortunate, But Necessary Part of Everyone's Business. Paper presented at the *Business of CRM Session*, 66th Annual Meeting of the Society for American Archaeology, New Orleans, LA.

## CRM IN THE NEWS

As those of us who work in CRM are aware, we are producing most of the archaeological research in the U.S. today. Recently *American Archaeology*, the magazine published by the Archaeological Conservancy, recognized this fact with an article entitled "Changing Times" (*American Archaeology* 13(2):28-33). The article was based on interviews with several ACRA members, including our President, Mike Polk of Sagebrush Consultants, Jeff Altschul of SRI and Margie Green of Archaeological Consulting Services, as well as other people familiar with the work of the CRM industry. It included some good photos of CRM projects-primarily in the southwestern U.S.

All of you are probably familiar with the Conservancy from their mailings. They buy land containing significant archaeological resources to hold it in trust and protect the resources. Their magazine provides brief reports on research related to those sites as well as other archaeological research in the news. For more information on the Conservancy and excerpts from *American Archaeology*, see their web page at <http://www.americanarchaeology.com>.



PAST  
PEOPLES  
CONSULTING, LLC

Past Peoples Consulting, LLC, is a woman-owned small business providing complete bioarchaeology services for research and compliance projects. We offer flexible services tailored to client needs and preferences. Excavation of human remains from prehistoric, historic or recent contexts is available for projects where burials are expected, or for unanticipated discovery situations. Depending on the scope of work and permit requirements, osteological analysis can range from collection of complete morphometric profiles to basic in-field study to establish age, sex and cultural/ethnic affinity.

Past Peoples Consulting is built on the substantial experience of Kimberly Spurr, who has worked as a professional archaeologist and osteologist for over 20 years. Her background provides the practical expertise necessary for efficient, comprehensive analyses and focused, well-researched descriptive and synthetic reports, whether the project involves a single burial or an entire cemetery population.

Past Peoples Consulting has a successful record providing bioarchaeology services to Federal and Tribal agencies as well as private companies. By emphasizing thorough, respectful, and professional analysis and research, we provide the client with useful and relevant data that will enhance archaeological or forensic compliance or research projects. Pricing is competitive and depends on the requested services. Rates are not "one size fits all" because human remains are not scientific samples and each project is unique in scope.

For more information or proposals, contact Kimberly at:

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## SOIL SYSTEMS, INC. MERGES WITH PALEOWEST



*By Cory Breternitz and Tom Motsinger*

In January 2009, Soil Systems, Inc. (SSI) merged with PaleoWest Archaeology. Both companies are active ACRA members located in Phoenix, Arizona. SSI President, Cory Dale Breternitz is now Principal and Senior Archaeologist with PaleoWest. SSI was mid-way into its 25th year as a Phoenix, Arizona based company owned by Cory Breternitz and Adrian White. Cory and Adrian acquired SSI from Professional Services Industries (PSI) in November of 1984. At that time, the PSI/SSI Phoenix office was the only remaining SSI office in operation after the closure of the PSI/SSI midwest and southeast regional offices. In November of 1984 PSI announced the closing of the Phoenix SSI office, and Cory and Adrian negotiated a settlement to complete PSI/SSI contracts in exchange for a couple of used vehicles, office, field and laboratory equipment, and registered Soil Systems, Inc. as an Arizona corporation. Soil Systems, Inc., had originally been founded in Phoenix by Nathaniel Fox as a soil testing company providing services to the local construction industry. In the early 1980s, when the private cultural resource management industry started to emerge, the original SSI was purchased by PSI to service contracts with the Phoenix Downtown Urban Development Office. SSI, as a subsidiary of PSI, and then as a newly incorporated company owned by Cory and Adrian, was one of the first half dozen private companies in Arizona following Archaeological Research Services, Inc. (ARS), Northland Research, and Archaeological Consulting Services, Ltd. (ACS), and a few other small

consulting firms, that at the time, were still competing with the long established university and museum based CRM programs.

Within six months of acquiring the company, Cory and Adrian moved into the first of two historic buildings in downtown Phoenix and were awarded the first of many contracts from the Arizona Department of Transportation (ADOT). At the time, Phoenix was in the process of expanding the urban freeway system, and for the next 10 to 15 years ADOT and private companies such as SSI conducted survey, testing and data recovery at some of the largest Hohokam village sites in the Salt River Valley. As a new private firm with the opportunity to investigate some of the most important prehistoric sites in central Arizona, SSI attracted many of the young, enthusiastic, and highly talented archaeologists emerging from graduate programs at the University of Arizona and Arizona State University as these university based CRM programs cut back their own "contracting" divisions. SSI and other private companies offered field experience and research opportunities. Over the years data from SSI projects formed the basis of many Masters theses and Doctoral dissertations. SSI's ADOT Pueblo Grande project was, at the time, the largest and most expensive data recovery project awarded to a private firm. Since then, larger projects have been conducted by numerous firms in the greater Phoenix and Tucson metropolitan areas, but the Pueblo Grande project was the first non-university research project to be conducted and fully reported

by a private company. SSI established a multidisciplinary, outside peer reviewed research team for the Pueblo Grande project that included specialists from academia and ancillary disciplines such as geomorphology, that were not routinely part of contract based compliance work, but that are now considered standard and necessary components of large data recovery projects. In addition to a technical report series, SSI published a monograph series, *Soil Systems Publications in Archaeology*, to distribute the descriptive and interpretive results of SSI projects. SSI researchers also published many articles in peer reviewed journals, and syntheses of large projects were published by university presses.

In addition to the excavation and reporting of large Hohokam villages in the Salt River Valley, such as Pueblo Grande, Casa Buena, Grand Canal Ruins, La Lomita and La Lomita Pequena, SSI conducted surveys, testing, data recovery and compliance consulting for government agencies and private companies throughout Arizona, southern California, New Mexico, southwest Colorado, Utah and Nevada. Fiber optic cable lines for AT&T in the late 1980s and Williams Communications in the late 1990s, provided project transects from west Texas to southern Nevada and from the Arizona/New Mexico state line to Riverside, California. During the 1990s SSI maintained an office in Cortez, Colorado in support of a multiyear data recovery project on the Ute Mountain Ute Indian Reservation under contract to the tribe as part of the expansion of the Ute Mountain Farm and Ranch Enterprise. This multiyear, multidisciplinary project resulted in another seven volume report and numerous peer reviewed journal articles, features in popular archaeologically oriented magazines, spots on the Discovery and National Geographic channels, and in the foreign

media, largely as a result of the mid A.D. 1100s pueblo on Cowboy Wash that produced the first irrefutable scientific evidence for prehistoric cannibalism in the Four Corners Region.

Throughout the late 1990s and early 2000s SSI's client base shifted from government agencies to the private sector as a result of the residential and commercial development boom in Arizona. Large master planned residential communities ranging from 5,000 to over 40,000 acres required the developers to comply with the *National Historic Preservation Act* as part of Section 404 Permits issued by the U.S. Army Corps of Engineers. Survey, testing and data recovery projects at StoneRidge in Prescott Valley, Arizona and over a dozen projects in the Phoenix metropolitan area, such as the Caterpillar Proving Grounds, General Motors Proving Ground, DC Ranch, Superstition Mountain, and Power Ranch, provided large project areas and multiple sites for study. These projects contributed significantly to advancements in our understanding of the Prescott and Hohokam Cultures.

During its nearly 25 year run, SSI conducted over 850 individual projects, produced over 25,000 pages of technical reports, issued 25-perfect bound volumes in the *Soil Systems Publications in Archaeology* series, published journal and magazine articles, supported public programs and popular reports, and provided data for dozens of Masters theses and several dissertations, one of which was awarded the Society for American Archaeology (SAA) Dissertation Prize. SSI employed over 480 persons, including over 100 Native Americans, many of whom are now outstanding archaeologists who gained their first field experience on SSI projects.

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SSI was a founding member of the American Cultural Resources Association (ACRA), and Cory Breternitz served on the Board of Directors from 1995 until 2000. SSI hosted the 2000 Annual ACRA Conference in Phoenix, Arizona, which was the last conference to be hosted by a single institution. Cory also served a term as President of ACRA and was an early editor of the *ACRA Edition* newsletter. Currently, Cory is serving a three year term as a member of the SAA Board of Directors and has served as Chair of the SAA Investment and Finance and the Consulting Archaeology Committees.

In some ways, PaleoWest Archaeology is a young SSI, a cultural-resource-only company founded in 2006 by former SWCA VP Tom Motsinger. The merger of SSI with PaleoWest allows Cory to step back from the day-to-day responsibilities of managing a company and all of the pressures and responsibilities that come with being a small business owner. The merger has allowed Cory to return to his roots and become more involved in individual projects, and participate in on-going field work--in short, regain the fun factor, be an archaeologist again, and share his years of experience with a young, vibrant and growing company. For PaleoWest, it's strengthened the firm by affording it access to SSI's clientele and project stream, while adding the expertise of Cory, as well as two of his top project directors.

A lot of people have asked us, "So, what does a merger like this consist of?" Well, there are lots of ways companies can combine, most of which are acquisitions of some sort (a merger is really just a kind of acquisition). They can do a stock purchase, wherein one company buys all or most of the ownership shares of another. They can do a full or partial asset purchase, where no stock changes hands, but one firm buys all the assets of another--including both tangible assets and intangible ones like

the purchased firm's goodwill and potential for future earnings. Or one firm can just dissolve, and the other hire its key people, including its owner. Compensation can include some combination of cash, an earnout agreement for splitting future profits, an employment agreement with salary and incentives, or an ownership share in the resulting company. The employment agreement is where it gets kind of fun, because the acquiree can negotiate for all manner of lifestyle items she or he hadn't been able to consider while owning a company--leave time, travel support to a project in Peru, resources and time to write and publish a book, a seat on a 501(c)3 board, a satellite internet hookup to his or her sailboat in the Sea of Cortez, or whatever the acquiring company can afford to offer. In this case, it was an acquisition by PaleoWest that included some cash consideration, an employment agreement with Cory, and a commission-based earnout.

We know there are a lot of great ACRA firms that were launched by that bold cadre of early entrepreneurs (like Cory) in the late 1970s and early 1980s. Succession options are myriad, including selling to key employees, setting up a qualified Employee Stock Ownership Plan, selling to a multidisciplinary Architecture & Engineering firm, or just riding your wave into the shore. In this case, the cultural fit was great between the two firms, Cory got to park his firm with an archaeology-focused one, and a newer full-service CRM firm got more-than-a-little bit stronger. Oh, and we're happy to report that everyone's having a load of fun!

If any ACRA members have questions about details of the deal or acquisitions in general, we're happy to share our experience. You can reach Cory at [cbreternitz@paleowest.com](mailto:cbreternitz@paleowest.com), or Tom at [tmotsinger@paleowest.com](mailto:tmotsinger@paleowest.com).

## FROM CAPITOL HILL

*By Nellie Longworth, Government Affairs Consultant*

### **FY10 Historic Preservation Appropriations in the House of Reps - Good News!**

The House Appropriations Subcommittee on Interior and Environment, chaired by Rep. Norman Dicks (D-WA), moved quickly in getting the subcommittee recommendation to the full House Appropriations Committee. On June 18, the Appropriations Committee supported the subcommittee numbers for historic preservation.

The numbers:

<u>PROGRAM</u>	<u>FY09 ENACTED</u>	<u>OBAMA FY10</u>	<u>HOUSE APPROP COMM</u>
State Historic Preservation Officers	\$42.5 million	\$46.5 million	\$46.5 million
Tribal Historic Preservation Officers	\$ 7 million	\$8 million	\$8 million
Save America's Treasures	\$20 million	\$20 million	\$30 million
Preserve America	0	\$3.15 million	\$6 million

The Senate is planning to mark up their appropriations in the next week or two. It appears that it will support the House numbers for historic preservation.

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## Action on the Highway Reauthorization Bill

House Transportation and Infrastructure Committee Chairman James Oberstar (D-MN) has introduced "A Blueprint for Investment and Reform" which is the *Surface Transportation Reauthorization* to be enacted by September 30, 2009, the end of this fiscal year.

Chairman Oberstar's six year, \$450 billion reorganization of the Transportation agency consolidates or terminates 73 current programs. The Transportation Enhancements program - a favorite funding source for historic preservation - has been moved to a new Office of Livability with several other DOT programs that emphasize intermodal and transit planning. One program terminated is the National Historic Covered Bridge Program.

The Highway Trust Fund expires on September 30th of this year. While the White House has suggested an eighteen month delay of the reauthorization, Chairman Oberstar is anxious to move quickly on the measure and has called a House committee markup on June 24th. The Chairman is keenly aware that the last reauthorization required 12 extensions before the bill was finalized. This should be avoided this year as an expiration of the Highway Trust Fund without a completion of the new measure, could stop projects funded by the *American Recovery and Reinvestment Act*, possibly deepening the recession.

## National Trust Undertakes a Report on Section 106

The National Trust has participated in many aspects of Section 106 to insure that agencies and applicants honor the Section 106 process, a requirement of the *Historic Preservation Law* (U.S.C. 470f). The requirement is that agencies must consider the impacts that federal undertakings have on historic sites that are listed or eligible for the *National Register*. Over the years, there have been circumstances where agencies have not given serious consideration to undertaking the Section 106 process at the earliest stage of a project. There are even cases where the 106 process has been deferred until after agency decisions had been made.

This is going to be of great importance during the next several years as the economic stimulus and recovery funding puts money and pressure on getting infrastructure projects of many sizes underway and completed. The National Trust Report - due in late summer - will provide recommendations to the Advisory Council and its new chairman to influence the Council's policies under the new administration.

The Trust will be interviewing many who have experience with Section 106 in both government and the private sector. The Trust has hired Leslie Barras for the interviews. Leslie is a lawyer and author with experience in regulatory issues: environment, cultural resources, natural resources, transportation and Section 106.

National Trust Assistant General Counsel Betsy Merritt said the Trust welcomes ACRA as a participant in the interview process. If you are interested in being interviewed for the project, please contact Nellie Longsworth ([Nellbabe@aol.com](mailto:Nellbabe@aol.com)).

## FROM THE ACRA LIAISON COMMITTEE

*By Elizabeth Jacox, Chair*

### Upcoming Meetings

#### **TRB ADC50/ABE80 Summer Meeting Coming Soon**

The Committee on Historic and Archaeological Preservation in Transportation (ADC50) and the Committee on Native American Transportation Issues (ABE80) of the Transportation Research Board of the National Academies will hold their Summer Meeting, July 19-22, 2009 in Sheridan, Wyoming.

The theme for this joint meeting is "Connecting the Continent," and it will be hosted by the Wyoming Department of Transportation (WYDOT), with assistance from the Wyoming State Historic Preservation Office. Preliminary session topics include Western Battlefields and Transportation Concerns, Historic Highways and Bridges, Best Practices in Tribal Consultation, DOT Contributions to Archaeology (it's the 50th anniversary of the Caltrans program!), NCHRP Research on Transportation and Planning, Mid-Twentieth Century Architecture and more!

For additional information on the meeting, contact the local coordinator, Julie Francis, via email: [Julie.Francis@dot.state.wy.us](mailto:Julie.Francis@dot.state.wy.us) or call (307) 777-4740 or visit the ADC50 committee website: <http://itre.ncsu.edu/adc50/09summermeeting.htm>

#### **The ACRA Liaison Committee Needs Your Help**

The purpose of the Liaison Committee is to provide information exchange between ACRA and groups with related concerns and interests. Following is a list of the organizations with which we've had liaisons in the past and/or we'd like to maintain active connections. If you are a member of any of these groups and would like to act as liaison, or if you belong to a group which is not on the list and you think ACRA would benefit from a connection, please contact Elizabeth Jacox, Liaison Committee Chair at [ejacox@taghistory.com](mailto:ejacox@taghistory.com).

Advisory Council on Historic Preservation  
 American Gas Association  
 American Institute of Archaeology  
 American Institute of Architects  
 American Planning Association  
 American Society of Landscape Architects  
 FPForum  
 National Association of Environmental Professionals  
 National Council on Public History  
 National Council of SHPOs  
 National Hydropower Association  
 National Mining Association  
 National Park Service  
 National Trust for Historic Preservation

Northwest Hydroelectric Association  
 Register of Professional Archaeologists  
 Society for American Archaeology  
 Society of Architectural Historians  
 Society for Historical Archaeology  
 Society for Industrial Archaeology  
 Southeastern Archaeological Society  
 Southeastern Society of Architectural Historians  
 State archaeological organizations  
 State historic trusts  
 TRB ADC50/ABE80  
 Vernacular Architecture Forum

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As a liaison, your job would be simple. Behave normally, participate in the organization for which you are liaison by reading the newsletter and journal articles, and attending the annual meetings. Then, when you have a few minutes, write a short report on what's been going on--was the annual meeting a success? What important topics were discussed? Has someone in the Liaise group published an important paper? Has its board taken action on an issue which is of shared concern with ACRA? Every once in a while, you will receive a communication from the Liaison Committee requesting information for this column or to find out if your Liaise group has taken action on something that's become a hot topic for ACRA. And sometimes you will be asked to pass information about ACRA to your group--such as our annual conference information. That's it.

You do not have to be a member of the ACRA board or the Liaison Committee to act as a liaison. All you have to do is let us know you're interested and willing. We will provide regular updates as to who is the liaison for each organization so ACRA members will know who to contact for information or to send information to that organization.

## REMINDER CONCERNING SHPOS/THPOS

*By Lucy Wayne, President Elect*

As you are aware from the last newsletter and from online postings, ACRA sent a letter to the SHPOs and THPOs asking that they consider referring people/businesses that need cultural resource services to the ACRA consultant database in addition to whatever lists they currently use. This is just a reminder that if you have a chance to talk to a SHPO or THPO--or their staff--please encourage them to use and/or recommend the ACRA consultant database. Obviously, referrals to the ACRA database could help all of us get more work--which I'm sure everyone wants in the current economy! Thanks.



## HISTORIC WILLOW DAM WINS ACEC AWARD



MADISON, WI ... Mead & Hunt was recognized with the 2009 Engineering Excellence Award for their work on the Willow Dam Road bridge, embankment and spillway. The bridge carries a local road over the Tomahawk River and the Willow Flowage dam in the town of Little Rice, in Oneida County, Wisconsin. The annual competition, sponsored by the American Council of Engineering Companies of Wisconsin, provides the opportunity to highlight and celebrate achievements in engineering.

Mead & Hunt provided design services to replace the deficient and functionally obsolete single-lane bridge above Willow Dam, including reconstructing wider approaches atop the dam embankment. The Willow Dam and its reservoir were determined eligible for the National Register of Historic Places in 1991 as part of the Wisconsin Valley Improvement Company reservoir system. The reservoir system played a significant role in developing the region's pulp paper and hydroelectric producing industries.

The project goal was to safely accommodate traffic, replace a structurally deficient bridge, reduce long-term maintenance expenditures, and maintain the hydraulic capacity and performance of the dam and connected spillway. Project goals were achieved while following Federal Energy Regulatory Commission (FERC)

requirements, along with historic preservation and environmental regulations.

The structural upgrade of the Willow Dam project exemplifies how engineering and historic preservation can work together to develop a cost-effective design that maintains public safety despite the complexity of the improvement.

"Mead & Hunt's expertise in bridge and dam design, FERC compliance, and historical issues made for a well-rounded team and resulted in a project that today exhibits a one-of-a-kind structural improvement over a high-hazard dam," said Richard Meehan, Town of Little Rice Chairman.

### For more information, contact:

John A. Rathke, PE, SE - Project Manager,  
Transportation  
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e-mail: [amy.squitieri@meadhunt.com](mailto:amy.squitieri@meadhunt.com)

Mead & Hunt provides professional consulting services in architecture, historic preservation, transportation, infrastructure, and water resources engineering to clients throughout the US.

Mead & Hunt is employee-owned with nearly 400 people in offices nationwide.

In 2008, Mead & Hunt was ranked as the fourth largest engineering firm in the state by Wisconsin Builder magazine for the third year in a row. The firm was named the best engineering firm and one of the top three architectural design firms by *Corporate Report Wisconsin* magazine in its "Best of Wisconsin" competition in 2007 and 2008.

## AAA SURVEY

The AAA Committee on Practicing, Applied, and Public Interest Anthropology (CoPAPIA) has launched an effort to survey anyone who has ever received a Masters in any field of anthropology from a North American institution prior to 2008. As far as we know this is the most comprehensive effort ever undertaken to get feedback from anthropology Masters graduates and understand where their degrees have taken them.

Each year there are at least 1,000 anthropology Masters degree graduates in North America according to data gathered by AAA. Where do they go? What are their career patterns? What reflections do they have on their Masters education?

We want to find out, and need your help to do so. I am serving on an Advisory Network for the survey, and think you will find it to be relevant and important. I urge you take the survey and forward the information on to other Masters graduates in your personal networks. The survey is geared towards the MA experience, but PhDs are welcome to provide responses as well.

Below is the online survey link. The anonymous survey takes approximately 20 to 30 minutes to complete, but we are finding that some respondents are spending much more time at their option, providing descriptions of their careers and current situations. Details and information about the survey can be found on a CoPAPIA information web page at:

<http://www.aaanet.org/cmtes/copapia/MAalumnisurvey.cfm>

Queries can be directed to:

[MASurvey2009@aaanet.org](mailto:MASurvey2009@aaanet.org).

If you know others who may be interested in this survey (e.g., MA graduates who have moved to other states, etc.), please feel free to forward this message, and ask them to forward it in turn.

Those who wish to take the survey can go to the following URL:

<http://research.zarca.com/k/SsRXQTsVTsPsPsP>

Thank you very much for your assistance in making this 2009 MA survey a success.

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### ACRA's Members-Only Listserver

MembersOnly is a private email forum intended to promote dialogue between ACRA members, and to provide a venue for the membership and the board of directors to share information, and to post queries and comments for discussion. To participate in MembersOnly, visit [www.acra-crm.org](http://www.acra-crm.org) and click on the link under ACRA forums.

### 2009-2010 ACRA EDITION SCHEDULE

DEADLINE	PRODUCTION
September 1	September 11
November 6	November 16
January 11	January 22

#### ACRA Edition

is a bi-monthly publication of The American Cultural Resources Association. Our mission is to promote the professional, ethical and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the 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 federal and state legislative activities. All comments are welcome.

#### Please address comments to:

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