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(Officers and staff are listed on Page 2)
ACRA’s Mission

ACRA improves the quality and effectiveness of cultural resource management firms, advocates for conditions that allow the cultural resource management industry to thrive, and supports responsible cultural resource management solutions.

ACRA’s Vision

A robust and thriving cultural resource management industry delivering responsible solutions that balance development and preservation and enjoying strong support from clients, government, and the public.

ACRA’s Values

- Integrity
- Professionalism
- Collaboration
- Leadership
- Success

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THE PRESIDENT’S CORNER

By Duane E. Peter

These are exciting times for ACRA, for we have adopted a Strategic Plan that focuses on providing services that will contribute to the long-term well-being of your firms and our industry. The plan is guiding the Education Committee, headed up by Cinder Miller (Gray & Pape) and Nathan Boyless (Metcalf Archaeological Consultants), to provide online webinars that will be of benefit to you and your employees. The webinar, “Making Our Voices Heard during August Recess,” produced by Cultural Heritage Partners (CHP), was presented on July 23, and several more business-focused webinars are being developed (see p. 6, this issue). Similarly, the Conference Committee, chaired by Kerri Barile (Dove-tail Cultural Resource Group) has developed a conference program that explores best practices in our industry and provides valuable information regarding business practices. The 21st Annual Conference in Denver promises to be one of our best! Early-bird registration, which ended on July 31, has exceeded our expectations. We will all be reaching for new heights in early October. Regular registration is available.

Of course, advocacy on Capitol Hill continues to be a major focus of our association. With the leadership and support of CHP, we have provided written testimony supporting more funding for SHPOs and THPOs so that they can help us deliver responsible solutions efficiently for our clients. We circulated a call from the National Trust to save Section 4(f) from amendments in the GROW AMERICA Act, and Eden Burgess (CHP) and Ian Burrow (BurrowIntoHistory) briefed members and staff on Capitol Hill on the Historic Preservation Fund in June. More recently we sent a letter in opposition to the discriminatory provisions in SBA’s proposed rules that require woman-owned businesses to use and pay a third-party certifier, while other small business categories (e.g., SDVOSB, 8(a), HUBZone) do not require third-party certification. We are also presently monitoring how the proposed changes to wage and labor laws that would increase salary levels eligible for overtime may affect our industry. Last, but not least, is the breaking news of July 9, in which our quick response to a proposed amendment to HR1937 that would have significantly hampered the Section 106 process for mining operations contributed to Representative Lummis withdrawing the amendment. This type of response is only possible through your continued support of ACRA.

I continue to be amazed by the level of support provided by member firms, our partners, and individuals. Our Sponsorship program, which has raised over $45,000, demonstrates strong support for our organization. We thank you for your support! We have a variety of sponsorship levels available for firms of all sizes. I also encourage you to contact me or one of the committee chairs about serving on one of our committees. We are always in need of fresh ideas and new energy.

I look forward to seeing all of you in Denver for what promises to be an exceptional conference! If you have questions or concerns about ACRA or any of the organization’s initiatives, please do not hesitate to contact me.
IT’S A DATE, DENVER!
ATTEND THE 21ST ANNUAL ACRA CONFERENCE

It is less than a month until ACRA’s annual conference! This is the time of year when we all put down our proposals, shovels, and cameras and join one another for three days of discussion and comradery as we celebrate the field of cultural resource management. This year’s event will be held at the beautiful Omni Interlocken, located outside of Denver, Colorado. Your conference planning committee has been hard at work to create a program relevant to CRM practitioners, private industry, public agencies, and other professional services providers such as planners, engineers, architects, and landscape architects. Sessions range from overarching governmental policy items that directly affect our industry to the day-to-day tasks that keep our companies going. There is something for everyone—from large corporations with thousands of employees to small firms with just a handful of staff.

In addition to informative sessions, several exciting events have also been planned to highlight the history of this area and allow our attendees to experience a dash of Denver while you are here. After a welcome reception at the Omni Thursday night, the sessions will open Friday morning with a presentation by Historic Denver to introduce you to the vibrant history of this area. Friday night’s awards dinner will be held at the incredible Wynkoop Brewery in downtown Denver. A charter bus will take attendees downtown for some free time before the event starts. We are thrilled to announce that our keynote speaker that evening is Marjorie Clifton, principal of Clifton Consulting LLC and noted CNN, Fox, NBC, MSNBC, and PBS commentator, who will discuss the public perception of our industry and CRM in the media. Saturday night, we are treated to an open house at the PaleoResearch Institute to enjoy a tour and a fun fiesta as we say goodbye to our colleagues and friends.

Want to get even more out of your conference experience? Attend a workshop... or two! This year we have two unique opportunities to learn about topics pertinent to our field. Cost per workshop is $95. Or attend both for $150! Register for your workshop online through our standard conference registration page.

Understanding and Engaging Space Age Architecture: A Mid-Century Modern Workshop
(Thursday, October 1, 8:00am–12:00pm)
Wade Broadhead (National Alliance of Preservation Commissions/City of Florence, Colorado) will lead participants through an exploration of mid-twentieth-century architecture. As compliance drives us to record Ranch, Minimal Traditional, and other mid-century architectural forms, more and more states are crafting new guidelines for the recordation of these properties. This workshop will discuss the challenges of incorporating mid-century buildings, structures, objects, and districts in our projects and stimulate a dialogue on how these resources will affect our work in the future.

FAR Indirect Rates: What You Really Need to Know
(Thursday, October 1, 1:00–5:00pm)
Accountant Daniel Markham with Markham Associates will discuss how a firm’s business and accounting policies will affect their indirect cost rate. The incorrect selection can have a negative effect on the firm’s indirect cost rate. Policies start at the proposal phase and conclude at the billing phase. This discussion will include several examples of how the selection will affect an indirect rate, schedule, and how the change in policy affects the rate. The workshop is designed to provide very important information for both those who are new to the FAR process as well as established firms who are looking for ways to get the most out of their audit and expenditures.

Early bird registration ended on July 31, but standard registration continues through October 2 ($450.00 member/$500.00 non-member/$200.00 spouse or guest). Discounts are also available for two or more attendees from a single firm. Registration and hotel information is available on our webpage. Want a complimentary registration? Become an ACRA sponsor! Several sponsorship packages offer free conference registrations in appreciation of your support. Sponsors also get special recognition at conference events—just another way to say thanks. For more information on a sponsorship, contact ACRA’s Director of Strategic Initiatives Marion Werkheiser.

See you in Denver!
THANK YOU TO ACRA’S 2015 SPONSORS!

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ACRA’s Continuing Education Subcommittee is actively engaged in developing programs that help ACRA members improve their businesses. Recent direction by the ACRA Board focused our efforts on two primary programs. These initiatives include: the creation of a series of Online Learning Opportunities and a Continuing Education (CE) program focused on developing Core Competencies for CRM professionals.

The Online Learning Opportunities Program

The Online Learning Opportunity (OLO) program consists of a series of learning opportunities that are provided at a fee to ACRA members and other interested customers. These OLOs are solicited by ACRA through an application process and feature business topics and seminars relevant to the CRM and heritage management communities. ACRA’s goal is to provide one OLO to the membership per month. These OLOs vary in cost depending on the length of the presentation, but they will generally last between 1 and 2 hours, and range in cost from $89 to $249. Some OLOs will be provided free to ACRA members depending on the content and presenters. Discounted rates are provided to ACRA members and to partner organizations. Presenters in the OLO program are eligible to receive a stipend of up to $500. All OLOs are vetted through the ACRA CE Subcommittee to ensure quality and relevance of programming.

Our first OLO, by Cultural Heritage Partners, was held in late July. This session helped ACRA members prepare for visits with their Representatives during the August recess. This OLO was provided free to ACRA members.

The CE Subcommittee has a number of OLOs in the approval pipeline. Keep the dates below in mind for upcoming CE training.

<table>
<thead>
<tr>
<th>OLO Title/Subject</th>
<th>Proposed Date</th>
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<tbody>
<tr>
<td>Human Resources Basics</td>
<td>September 2015</td>
</tr>
<tr>
<td>Update on the GAPP Initiative</td>
<td>October 2015</td>
</tr>
<tr>
<td>Best Practices in Safety for CRM Firms</td>
<td>November 2015</td>
</tr>
<tr>
<td>How to Hire and Train an Intern to Increase Value in your Business</td>
<td>January 2016</td>
</tr>
<tr>
<td>Curation Challenges and Solutions for the CRM Industry</td>
<td>February 2016</td>
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<tr>
<td>Harnessing Social Media for the CRM Industry</td>
<td>March 2016</td>
</tr>
<tr>
<td>Best Practices in Budgeting for CRM Projects</td>
<td>Spring 2016</td>
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<tr>
<td>Marketing to the Federal Sector</td>
<td>Spring 2016</td>
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The CE Subcommittee is actively seeking providers and suggestions for any and all topics that are of interest to ACRA members.

The Core Competencies Program

In addition to the OLO program, the CE Subcommittee is focused on developing a program for ACRA members to identify the core professional competencies necessary for CRM providers to run their businesses. The program will provide all CRM professionals with a curriculum that outlines essential educational requirements that are consistent with attaining excellence in the field of CRM. The program will endorse training courses, workshops, and other learning activities that meet the professional and business standards of the CRM industry. CRM professionals will receive certificates of recognition for participating in the program. All ACRA OLOs will be included as part of the Core Competencies Program. ACRA aims to have the curriculum for the program developed by 2016.

ACRA invites providers of training courses or other professional development programs to participate in its CE initiative by applying to provide OLOs. Copies of the forms necessary to apply to provide an OLO are available on the ACRA website. The standards for accepting an applicant to provide educational content are explained on the application form. Eventually, a process will be developed to accept training programs into the Core Competencies Program.

If you have suggestions for topics or providers, or if you are interested in helping to develop the ACRA OLO or Core Competencies program, please contact Cinder Miller at cmiller@graypape.com.
2015 ACRA-SAA CRM EXPO A GREAT SUCCESS!

The 2015 ACRA-SAA CRM Expo at the Society for American Archaeology meeting in San Francisco on April 18 was another successful event. All of the tables were filled, and there was a huge turnout. In addition to the usual participants, we were pleased to have six university CRM programs represented. A special thanks to Carol Elick of ACRA-member firm Archaeological and Cultural Education Consultants for helping to welcome attendees and for preparing a list of participants to distribute to everyone who attended. Watch for information on the 2016 Expo to be held at the SAAs in Orlando, Florida. Again, space will be limited, so please sign up early. We know it is a lot of work to bring your company displays for the event, but the participants are very grateful. Again this year, ACRA conducted a post-event survey of participants, and the names of all of those that responded to the survey were entered into a drawing for a free registration to the 2015 ACRA annual conference. Congratulations to this year’s winner of the drawing—Stantec. Overall, participants were pleased with the venue and with this year’s turnout. Thanks to everyone who participated! For questions about the 2016 Expo, contact Terry Majewski.
Seventy years ago, Congress passed the Flood Control Act of 1944. This act created arguably the most extensive public works program ever in the United States, as it authorized the construction of dams, irrigation projects, and hydroelectric and flood-control devices throughout most of the country. The act also resulted in one of the most massive archaeology programs yet undertaken: the Smithsonian Institution River Basin Surveys (RBS) and the National Park Service’s Interagency Archeological and Paleontological Salvage Program (IASP). Both programs began in 1946. The RBS operated until 1969, while the IASP continued to 1975. These two marked the onset of cultural resource management and the modern era of American archaeology and contributed to the passage of the major cultural resource legislation that still guides federal agencies and the federal preservation program. As such, the activities of the RBS and the IASP and the results of those activities continue to influence American archaeology today.

The objective of Dam Projects and the Growth of American Archaeology: The River Basin Surveys and the Interagency Archeological Salvage Program is to draw the attention of the archaeological community and the interested public to the importance of the RBS and IASP and their impact on American archaeology today. The RBS and IASP undertook projects across the continental United States, but their biggest impact was west of the Mississippi, especially in the Missouri River Basin where more than 120 dams were planned on the mainstem and the tributaries. The programs trained a generation of archaeologists and put several regions on the archaeological map. To commemorate the contributions of the RBS and IASP, this collection of contributed articles examines the geographical impact by reviewing the activities of the five field offices and the topical impact by assessing the effects on various aspects of the profession.

The book consists of an introduction and three parts. Chapter 1, entitled “Introduction: The Flood Control Act of 1944 and the Growth of American Archaeology,” was authored by Kimball Banks and Jon Czaplicki. This chapter first reviews the Flood Control Act, the authorized projects, and the authorized funding levels and then the relationship of the act to the origin and operation of the RBS and IASP and, finally the contributions and impacts of these programs to American archaeology.

Part I: The National Park Service and the Smithsonian Institution consists of Chapter 2, authored by Thomas D. Thiessen, Deborah Hull-Walski, and Lynn M. Snyder and entitled “The National Park Service and the Smithsonian Institution: Partners in Salvage Archaeology.” The authors begin with the historical background prior to the inception of the RBS and IASP and then examine the organization, operation, and history of the two; their respective relationships to the Smithsonian Institution and the National Park Service; and how the programs were funded. The chapter closes with a discussion of the legacy of the programs with respect to laboratory and field methods, their collections, and their publications.

Part II: The RBS and IASP Programs includes Chapters 3–9 and reviews the activities of these programs. Chapter 3 is by W. Raymond Wood and titled “The Lincoln Office and the Upper Missouri River Basin.” The Missouri Basin Project, headquartered in Lincoln, Nebraska, oversaw projects in the Missouri River Basin and was open between 1946 and 1962. Because of the number of construction projects planned for the basin, the Lincoln office received the most funds, oversaw more archaeological projects, and operated longer than the other field offices. The activities of the Lincoln office put the Missouri Basin on the archaeological map.

Chapter 4, authored by Michael J. Moratto and Francis A. Riddell, is entitled “Archaeological ‘Appraisals’ of Twenty Stream
Basins in California: Investigations by The Smithsonian Institution River Basin Surveys, 1947–1951.” This chapter reviews the activities of the Berkeley Field Office, which operated between 1946 and 1952. The office undertook activities associated with construction projects in California.

Chapter 5, by R. Lee Lyman, is entitled “The River Basin Surveys in the Columbia Plateau.” The chapter documents the activities of the Eugene Field Office. The office was open from 1946 to 1952 and undertook activities on the Northwest Coast.

Chapter 6, “Archaeological Salvage at Texas Reservoir Construction Projects: 1945–1969,” was written by Edward B. Jelks. The Austin Field Office, which was open between 1949 and 1952, undertook projects in Texas and Oklahoma.

Chapter 7 was authored by Richard A. Krause and is titled “Federal Archaeology in the Southeast.” This chapter documents the activities of the Athens Field Office, which was open between 1950 and 1952 and undertook projects throughout the Southeast.

Chapter 8, by Susan C. Prezzano, is entitled “Contributions of the Washington Office to the Archaeology of the Northeast and Mid-Atlantic.” The Washington Office was the headquarters of the RBS and administered the entire program and also oversaw projects in the Northeast.

Chapter 9, “Upper Colorado River Archaeological Salvage Projects,” by Don D. Fowler, deviates from the previous five chapters as it focuses on the archaeological projects in the Upper Colorado River Basin. These were not RBS projects but were coordinated by the National Park Service and the IASP out of Santa Fe.

Part III: The RBS and IASP Impacts on American Archaeology includes Chapters 10 through 16. These chapters discuss the scientific and social contributions of the RBS and IASP. This part closes with a discussion of the impact of the programs on American archaeology and the growth of cultural resource management.

Chapter 10 is “Contributions to Physical Anthropology by the Smithsonian Institution’s River Basin Surveys,” by Vanessa A. Mirro. This chapter reviews the impact of the RBS on the growth of American physical anthropology. The RBS resulted in amassing one of the largest collections of Native American remains, particularly from the Missouri River Basin.

Chapter 11, “Missouri Basin Projects and the Emergence of Historical Archaeology on the Great Plains” by William B. Lees, examines the influence of the RBS on the growth of historical archaeology. Again, the biggest impact came from projects in the Missouri River Basin and the investigation of fur trading posts.

Chapter 12 is entitled “Paleontological Significance of the Missouri River Basin Surveys” and authored by John W. Hoganson. The paleontological contributions are one of the underappreciated aspects of the RBS. Again, because of the number of construction projects, most of the paleontological contributions came from activities in the Missouri River Basin.

Chapter 13, “Women in the RBS/IASP Workplace,” by Ruthann Knudson, explores another underappreciated aspect of the RBS and IASP. When most people think of these programs, they picture field crews of young men. Yet, as this chapter demonstrates, women were also an integral aspect of the programs.

Chapter 14, by Gerard Baker-Yellow Wolf, is titled “The Missouri River: The Backbone to Survival.” Construction of the dams on the mainstem of the Missouri River impacted the five reservations along the river in the Dakotas as construction resulted in the last major taking of Indian lands. This chapter explores the impact on the lives of tribal members on the Fort Berthold Reservation.


Chapter 16 closes the book. “From the River Basin Surveys to Cultural Resource Management: Late Twentieth-Century Developments in American Archaeology” by Francis P. McManamon, summarizes the impact of the RBS and IASP on the growth of American archaeology and the development of cultural resource management. As McManamon eloquently argues, the end of the IASP in 1975 followed on the heels of four major events in American archaeology that occurred in 1974: William Lipe’s article on conservation archaeology, the Airlie House seminar, the Denver cultural resource management conference, and the publication of 36 CFR Part 800.
**Between Mimbres and Hohokam: Exploring the Archaeology and History of Southeastern Arizona and Southwestern New Mexico**

edited by Henry D. Wallace
Archaeology Southwest, 2014
$55.00 (hardback)
Order through Archaeology Southwest

This book is an outgrowth of an Amerind Foundation seminar on the archaeology and history of an area largely absent from archaeological reports and history books, southeastern Arizona and southwestern New Mexico. It is a fascinating region that challenges current archaeological thought. Archaeological culture areas such as Hohokam, Mimbres, San Simon, Dragoon, Salado, and Casas Grandes overlap in the region but do not define it. The archaeologists and historians who produced this volume referred to the area of interest as a “land between,” both culturally and geographically.

The volume is organized with general background studies preceding individual area summaries and specific topics, with the final word going to Darrell Creel. A geographical overview with a strong focus on historic irrigation systems and an interesting modeling exercise that puts the region in context relative to the Hohokam of the Phoenix Basin is provided by William Doolittle, and a historical overview with some very little-known information is presented by Allan McIntire. The early agricultural and hunter-gatherer portions of the cultural sequence are covered by Jonathan Mabry and Michelle Stevens in a chapter that offers an overview that should be required reading for anyone interested in the origins of settled life in the western United States and northern Mexico.

Area summaries in the book cover the upper and lower San Pedro Valley, the San Bernardino Valley and surrounding areas, the Safford Basin and Aravaipa Valley, and southwestern New Mexico, with Stephen Lekson, W. Bruce Masse, Jeffrey Altschul, Jeffery Clark, John Douglas, and Anna Neuzil as lead authors and an equally impressive list of coauthors. Focused topics include the extensive agricultural systems in the Safford Valley covered by James Neely, and a new perspective on the origins and structure of Hohokam society and how it relates to the Land Between by Henry Wallace. Thomas Sheridan provides a new interpretation of the Protohistoric and early Historic periods in the region.

This is a unique book in today’s world where book content is commonly abbreviated and most data are no longer published (except in hard-to-find technical reports or buried field records). The contributions are rich in data and include a wealth of information on the San Pedro Valley. Site maps, excavation results, even an updated listing of Hohokam ballcourts—data not commonly published in such a volume. This mirrors the published work of one of the most famous archaeologists to have worked in the region, Charles Di Peso. Although this book comes long after the seminar from which it derived, happily the reader will find updated information that brings the volume up to date.

Several research themes run through the volume and will be of interest to those who might not ordinarily target a book on this portion of the Southwest. These include the remarkable work on migration and its impacts by Jeffery Clark, Kyle Woodson, and their colleagues, the aforementioned difficulties with culture definition, and a focus on ritual transformation, most clearly elucidated in Wallace’s work on the Hohokam and Creel’s consideration of how it might relate to the Mimbres region.

The 591-page volume includes 166 figures, many in color, and four appendixes with detailed data on excavations in the lower San Pedro Valley and on an updated ballcourt dataset. It is recommended for researchers interested in the region it covers, with interests in the cultures involved, and in the research themes it details. It should be required reading for archaeologists in the Hohokam and Mimbres areas.

If you are interested in obtaining the items mentioned in this column, be sure to check for promotional offers available through the publishers, particularly in the “book rooms” at major disciplinary conferences (e.g., the Society for American Archaeology and the Society for Historical Archaeology).

Please consider submitting information on your new publication for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum size 300 dpi) and not be embedded in the text file.
Evaluating a Cooperative Approach to the Management of Digital Archaeological Records (ECAMDAR)

Project # 13-711

Background:
There is currently no system at the DoD Service or Command levels for preserving and disseminating digital data generated by archaeological work on military installations. Records of archaeological investigations increasingly are created and stored in digital form only. Archaeological curation repositories are not able to act as digital archives. Digital files are vulnerable to corruption, hardware failure, and format obsolescence if not properly maintained, preserved, and migrated. Without suitable management and preservation of digital data, the results of expensive archaeological work may be lost altogether, wasting money and leaving installations unable to factor significant archaeological resources into their activities, developments, and training plans.

Objective:
The purpose of the ECAMDAR project was to evaluate The Digital Archaeological Record (tDAR) as a potential repository for the DoD’s digital archeological records. tDAR is an international digital archive for records related to archaeological investigations and other cultural resource management projects. tDAR’s use, development, and maintenance are governed by the Center for Digital Antiquity (Digital Antiquity), a formally designated center that is part of Arizona State University. The project was designed to test tDAR’s ability to manage DoD data in a manner that is secure, cost-effective, and of benefit to the military mission. The results were positive, so guidance for DoD-wide implementation was developed and included in the project report.

Summary of Approach:
The study used collections from the Maryland Archaeological Conservation Laboratory (MAC Lab) at Jefferson Patterson Park and Museum (JPPM), and the Regional Archaeological Curation Facility (RACF) at Fort Lee. Together, the MAC Lab and RACF curate collections from 25 DoD installations. Existing digital data from these installations was submitted to Digital Antiquity where curators checked files, migrated them to current digital format standards as needed, drafted metadata pages, redacted location data, and uploaded the files to tDAR. The results were then reviewed by installation cultural resource managers and revised as needed. Installations provided feedback by filling out a survey compiled by the MAC Lab and tDAR.

Benefit:
The ECAMDAR project finds that tDAR is a secure, cost-effective repository for the DoD’s digital archaeological data. tDAR preserves digital files in perpetuity for a one-time fee, and makes them accessible via the Internet. This fulfills the preservation and accessibility mandates in 36 CFR Part 79, Curation of Federally Owned and Administered Archaeological Collections. Depending on content and installation security preferences, files can be designated as “confidential,” or they can be available to all registered users. tDAR allows DoD cultural resource managers immediate access to their archaeological data, increasing efficiency, especially during periods of staff vacancy and turnover. When the mission calls for development that may impact sites, contractors can access archaeological data as well. Most importantly, tDAR fulfills a need that is not currently being met, and it does so in a manner that will save the DoD money. Without preservation and management, digital files will be lost and the public interest in their creation, organization, and future use will be forfeited. Partnering with a specialized non-profit digital repository is the most cost effective method of preventing information loss.

Accomplishments:
Digital files (6,958 files/17.8GB) from 23 installations in Maryland and Virginia were added to tDAR where they are protected in perpetuity as irreplaceable records of archaeological sites and are accessible in accordance with 36 CFR Part 79 and DoD regulations. This has been done without compromising military security. The process demonstrated that tDAR could be adopted as a partner for the whole DoD because it is flexible enough to handle files from many different installations. An economic analysis found that tDAR is the best option available to provide this specialized service. Recommendations and guidelines are included in the ECAMDAR project report to facilitate implementation of tDAR usage across the DoD.

Contact Information:
Sara Rivers Cofield
Curator of Federal Collections
Maryland Archaeological Conservation Laboratory, Jefferson Patterson Park and Museum
10515 Mackall Road
St. Leonard, MD 20685
Phone: 410-586-8589
Fax: 410-586-3643
E-mail: sara.rivers-cofield@maryland.gov
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**ACRA Edition Submission Instructions**

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

**2015 ACRA Partnership and Sponsorship Program**

One focus of the Strategic Planning Initiative has been redesigning ACRA’s Partnership and Sponsorship programs so that there is a clear distinction between the two programs and clear benefits for each.

If you are interested in becoming a partner or sponsor and have ideas regarding how the programs could benefit both your firm and ACRA, please contact Marion Werkheiser at marion@culturalheritagepartners.com.

ACRA Edition is a quarterly publication of the American Cultural Resources Association. This publication’s purpose is to provide members with the latest information on the association’s activities and to provide up-to-date information on business issues and federal and state legislative activities. All comments are welcome.

If you have comments on this issue or submissions for a future issue, please contact:

Duane Peter
Editor and ACRA President
dpeter@versar.com