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(Officers and staff are listed on Page 2)

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Save the Date

ACRA's 20th Annual Conference



Loews Don Cesar Hotel | St. Pete Beach, Florida

September 17-20, 2014

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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Membership - Varna Boyd, *URS Corporation*

Newsletter - Duane Peter, *Versar*

Nominating - Teresita Majewski, *Statistical Research, Inc.*

Salary Survey/CRM Survey - Donn R. Grenda, *Statistical Research, Inc.*

Strategic Planning - Duane Peter, *Versar*

By-Laws and Policy Task Force - Mike Polk, *Sagebrush Consultants, L.L.C.*

Worker Health and Safety - Keith Seramur, *Seramur and Associates, PC*

THE PRESIDENT'S CORNER

By Wade Catts

Well, it's the end of the year. We had an extremely successful annual meeting in Washington, D.C. (which you can read about in this issue), end-of-the year deadlines and the holidays have passed, proposals were due, and clients requested submittals before they went on vacation. I hope you all will slow down for just a moment or two and check out your association newsletter.



As you will read in this *ACRA Edition*, our annual meeting in Washington, D.C., was a success, despite the government shutdown. On CRM Day, ACRA members visited nearly 55 congressional offices representing 18 states. We handed out our CRM industry flyers and asked for consideration of two specific issues: (1) ending the government shutdown because it is affecting our industry and (2) ensuring that the Historic Preservation Fund is adequately supported in whatever budget finally gets passed. Our conference committee and our government affairs consultants, Cultural Heritage Partners, PLLC, did an absolutely brilliant job in scheduling (and in some cases rescheduling) meetings with legislators, revising conference panels when federal agency panelists were unable to attend, and in planning, and then at the eleventh hour, relocating, a wonderful Congressional reception attended by congressmen and a number of our preservation partners on Capitol Hill. We owe all of those people who worked to make the conference a success our hearty thanks.

I want to thank Terry Majewski for all of her hard work and efforts for the association. As president, she worked tirelessly to promote ACRA to many of our allied CRM partners, and as your immediate past president she continues to do so. At our annual meeting, we had a number of board members rotate off the board, and several new people agreeing to take on committee chair positions. All of these folks deserve our recognition and thanks for their voluntary service to the association. ACRA is a strong and viable organization because of our board members, committee chairs, and committee members. Please feel free to contact me (wcatts@johnmilnerassociates.com), board members, and committee chairs if you

have ideas, concerns (or praise), or if you want to become involved and serve on a committee. See this newsletter's masthead for the names and affiliations of ACRA's leaders.

Growing our membership is an important mission for ACRA. As you are by now aware, since we have reported it in a number of Monthly Member Updates (MMUs) and issues of *ACRA Edition*, the CRM industry employs about 10,000 professionals in 1,300 firms nationwide. Our trade association represents a fraction of that number, and doing the math you can see that the average firm size is about 8 employees, which means that the majority of the firms making up our industry are small to medium sized. We need to recruit these firms to join ACRA, stressing the networking relationships that the organization fosters, and the fact that ACRA provides a strong national voice for the CRM industry. As members of ACRA, that outreach is something that each of you can do. My former department director, Dan Roberts, used to say that a great way to recruit firms to be members of ACRA was by word of mouth and personal contacts, and I would like to stress that this is a really important contribution that each ACRA member can make. Contact those firms in your area that are not members, let them know the benefits of joining



ACRA's 2012-2013 Board of Directors at the annual conference in Washington, D.C.

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the association, and follow up with them to see if you can be of any assistance. Let our new Membership Committee chair, Varna Boyd (varna_boyd@urscorp.com), know who you are contacting, so that she too can follow up with them.

We have been actively reaching out to prospective new members at regional and national conferences, most recently at the Council for Northeast Historical Archaeology/New Sweden History Conference and at the American Anthropological Association annual meeting. While we are not likely to recruit lots of members at every meeting, it is really important for ACRA to be seen and our name to become synonymous with the CRM industry, professionalism, and quality. With that in mind, please consider taking the portable ACRA display to your next local, state, or regional meeting. Our new Image and Branding Committee chair, Beth Burgess (tburgess@versar.com), will be happy to work with you to coordinate these efforts. ACRA will also be displaying at the 2014 Society for American Archaeology (SAA) meeting in Austin, both in the exhibit hall and at the jointly sponsored ACRA/SAA CRM Expo. Watch for updates on ACRA plans for the SAAs in upcoming issues of *ACRA Edition* and in the MMUs that come out on the 15th of every month.

ACRA is participating in the planning for the 2016 celebration of the 50th anniversary of the National Historic Preservation Act (NHPA). Earlier in November, we were asked to attend a meeting with representatives from the Advisory Council on Historic Preservation, the National Trust for Historic Preservation, the SAA, the Society for Historical Archaeology, the National Park Service, the Civil War Trust, the National Council on Public History, US/ICOMOS, the National Council of State Historic Preservation Officers, the National Association of Tribal Historic Preservation Officers, Cultural Heritage Partners, PLLC, and others. Planning for the commemoration of this landmark preservation legislation is still in its early stages, but having our association involved is a great step toward recognition that the CRM industry

contributes to public heritage. ACRA will need members willing to work on this commemoration, so if you are interested, please contact me.

In our summer *ACRA Edition* you may have read about another initiative, "Making Archaeology Public" (MAP), being spearheaded by Lynne Sebastian. This initiative is part of the retrospective theme chosen by the anniversary planners, and will showcase major archaeological accomplishments in each of the 50 states since the passage of the NHPA. Also part of the anniversary activities is the compilation of Section 106 success stories. Some of these are online now, and represent a broad and diverse array of stories, including the African Burial Ground in New York City, Nine Mile Canyon in Utah, Monford Point at Camp Lejeune in North Carolina, Spindletop Oil Field in Texas, Kalaeloa Heritage Park in Hawaii, and Ohkay Owingeh in New Mexico (see http://www.achp.gov/sec106_successes.html). I encourage ACRA members to help with this initiative and submit Section 106 success stories that you or your firm have been involved with, since we are the daily practitioners of Section 106 and know what successes we have had in the last five decades. It is important to remember that much of our work, and the foundations of our industry, stem from the National Historic Preservation Act, and we need to be cognizant of how what we do benefits the public and justifies the federal dollars expended on CRM.

With this issue of the newsletter we have a new editor, President-elect Duane Peter (dpeter@versar.com). Our newsletter is as good as the copy that goes in it, and for that we need your help. Please contact Duane with updates on your firm's awards, new hires, or other announcements, or to submit articles on topics that would be suitable for our membership.

I am looking forward to my term as president of ACRA, and will work to serve you to the best of my ability. Please feel free to contact me at any time with issues or concerns. I can be reached at my office (610) 436-9000 and by email (wcatts@johnmilnerassociates.com).

GOVERNMENT AFFAIRS UPDATE

*By Ian Burrow, Chair, Government Relations Committee, and
Marion Werkheiser, Cultural Heritage Partners, PLLC*

Many, many thanks to everyone who came to Washington, and helped make ACRA's conference and CRM Day successful!

Also this month, staff from ACRA's Government Affairs Consultants Cultural Heritage Partners, PLLC (CHP) are working hard to prepare for the Gas and Preservation Partnership's (GAPP) kickoff [Summit](#) on March 21, 2014, at the Fairmont Hotel in Pittsburgh, Pennsylvania, the heart of the Marcellus Shale region. Marion Werkheiser talked about GAPP's efforts at ACRA's conference. GAPP is looking for support from ACRA members with four Working Groups that will help GAPP follow through on its agenda and fulfill its objectives. Please send an email to workinggroups@gasand-preservation.org if you want to get involved (and many thanks to those of you who have already contacted Marion)!

Finally, CHP and the SRI Foundation are leading an effort to find support for a study on the National Environmental Policy Act (NEPA) in response to a request from the House Subcommittee on Public Lands and Environmental Regulation that the GAO collect information and statistics from federal departments and agencies regarding the costs and burdens of NEPA on development and industry. The SRI Foundation and CHP are preparing to conduct a national study that will gather the perspectives of non-federal-government NEPA participants. The study will be submitted to Congress, and will serve a critical role in shaping the NEPA reform discussion and any resulting changes to the NEPA process, including changes to the law, regulations, and administrative procedures. We are



Marion Werkheiser and Ian Burrow "role playing" during the "Legislative Opportunities on the Hill" conference session that prepared CRM Day participants for visits with their legislators.

reaching out to prospective partners in state and local governments, industry, and environmental advocacy organizations to assist with the national study. Please [contact Alex Hewett at CHP](#) if your organization is interested in participating.

Is there a legislative or legal issue that you want ACRA to know about? Please contact [Marion Werkheiser](#) or [Ian Burrow](#). Thanks!

ANNUAL CONFERENCE HIGHLIGHTS

By Chad Moffett, ACRA Conference Committee Chair



Cover of the 2013 conference program.

in St. Pete Beach, Florida, September 18–20, 2014. Do you have an idea or would you like to become involved? Contact Chad Moffett at crm@meadhunt.com or (916) 893-5877.

The conference was held at the Hyatt Regency on Capitol Hill, located just steps from the Capitol building. Despite the government shut down, CRM Day and the reception were a huge success, and the conference sessions were extremely well attended. Social events—including an evening tour of the monuments and memorials of Washington, D.C.—were enjoyable and provided excellent opportunities for networking.

Executive Director Taylor Dubord, Association Coordinator Nick Bollinger, and Association Manager Ally Lancaster deserve thanks from the ACRA membership. Putting on a conference of this scale is no easy task, and their planning efforts really showed. Thanks are also in order to our speakers, ACRA partners, and sponsors, who were integral to the success of the conference.

Finally, ACRA's Annual Conferences are always a great time to network with fellow CRM professionals, and this year, to make sure you never have to worry about that

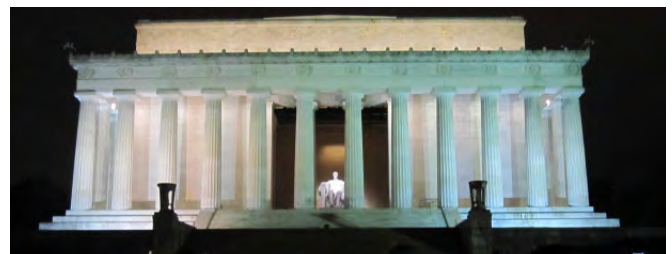
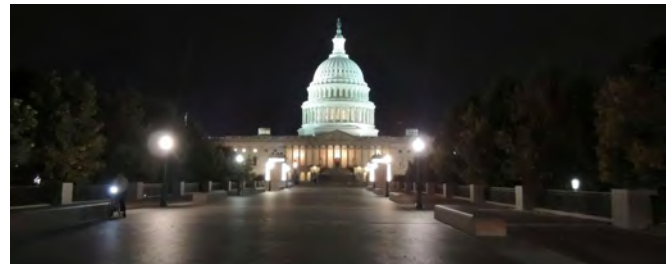
"The annual ACRA conference is my only yearly must-go. It has made a huge difference to my business."

"ACRA's Annual Conference is the #1 networking event for CRM owners and managers. This is where you find your teaming partners."

How is ACRA working for you?

ACRA members consistently say that the annual conference is one of the most important member benefits and offers the best gathering place for the CRM industry. This year was another success by providing attendees with ample networking and learning opportunities.

Just under 100 representatives of member firms and guests attended ACRA's 19th Annual Conference held in Washington, D.C., October 9–12, 2013. The conference was packed with an educational workshop, CRM Day and reception, great sessions, and plenty of social events. If you did not attend, you missed out and should plan to attend next year



The evening tour of monuments, memorials, and key landmarks in Washington, D.C., was memorable despite the inclement weather!

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"I-should-have-gotten-a-business-card" moment again, we are providing our members with a list of conference attendees. Members [click here to download the 2013 Registration list](#).



Interactive conference session.

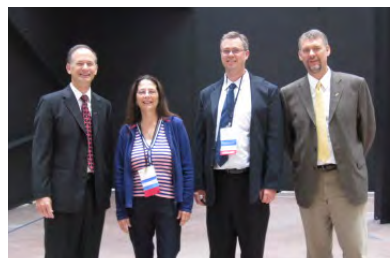
"Networking with colleagues is the #1 reason I come."

"ACRA's annual meeting is one of the best ways of networking among firms in the CRM industry that I know. My company's hard-earned dollars are well spent when we have our staff attend this meeting. It is clear from the awards, the Hill visits, and the conference program that ACRA and the business of CRM are vibrant and important."

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Marion F. Werkheiser, Attorney at Law, Cultural Heritage Partners, PLLC, led the ACRA's Legislative Opportunities on the Hill session.



Statistical Research, Inc. contingent waiting for an appointment on CRM Day (from left: Donn Grenda, Terry Majewski, Michael Heilen, and Robby Heckman).

Conference events and member reviews

Every year ACRA asks its members to review the conference. This information is used to know what worked well and how we can improve the event so it remains an outstanding membership benefit.

Below are descriptions of selected events by members of the Conference Committee or presenter along with what your colleagues, partners, and clients said about this year's conference from member reviews. Enjoy, and we look forward to seeing you at our 2014 conference!

"CRM Day - what a blast, and what a wonderful way to spend time in Washington."

"The Congressional Reception at the Hill Center. The two congressional members who spoke (Cummings and Holt) were absolutely fantastic. The reception also enhanced ACRA's visibility."

CRM Day Congressional Reception & Public-Sector Awards Ceremony

By Ian Burrow, Hunter Research & ACRA Vice President for Government Relations



Rep. Elijah Cummings (D-MD) speaking at CRM Day reception

On Thursday, ACRA's first-ever Congressional Reception was a memorably great success. Late on the rainy afternoon of October 10, about 50 conference attendees and invited guests converged on the Hill Center just off Capitol Hill for food, drinks, conversation, and some inspirational speeches. The government shutdown meant that our original venue in the Rayburn House building was not available, but this 1850s former naval hospital proved an excellent last-minute substitute.

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The reception offered an excellent atmosphere for conversation.

Our Congressional sponsor, Rep. Elijah Cummings of Baltimore (in whose District ACRA HQ is located), gave us a powerful and inspiring oration about the importance of historic preservation, citing his own childhood experience in Baltimore of growing up near the home of

Thurgood Marshall. Rep. Rush Holt of New Jersey, Co-Chair of the House Preservation Caucus, was presented with the Board of Directors Award in recognition of his work in historic preservation, and gave a short address supportive of CRM. Despite the terrible weather, the shutdown, and the venue change, we also had guests from the National Trust, the Advisory Council on Historic Preservation, the National Register, and other organizations and agencies attending. The atmosphere was friendly and informal, and we were pleased to welcome these colleagues and highlight ACRA as a distinctive and maturing voice in the world of historic preservation in the United States.

Awards Committee Chair Al Tonetti introduced the recipients of ACRA's Public Service & Private Sector Awards. The Private Sector Award was presented to Burns & McDonnell



Rep. Rush Holt (D-NJ) receiving the ACRA Board of Directors Award from ACRA Vice President for Government Relations Ian Burrow and then President-elect (now President) Wade Catts.

and Central Maine Power, New Gloucester, Maine, for the Maine Power Reliability Program. The Public Service Award was presented to Geo-Marine, Inc., of Plano, Texas (now part of Versar) for their annual Plano Archaeology Fair—a stunningly successful public archaeology event, which is the product of much hard volunteer work behind the scenes. Congrats! (See elsewhere

in this issue for more information on the awards presented at the conference.)

“The timing of the sessions allowed maximum follow up and networking immediately following the sessions.”

“Meetings with legislators was a highlight, and I’m really happy it was able to happen despite the shutdown. Great job to the group who worked so hard to schedule those meetings!!”

Developing Effective Strategies for Cultural Resources Compliance and Energy Development

By Jon Berkin, Minneapolis office of Natural Resources Group, LLC

On Friday, this session focused on the unique challenges of working with clients in the energy sector on unregulated projects, including midstream pipeline projects and shale gas development on private lands. Jon Berkin of Natural Resources Group, LLC, presented an overview of the regulatory issues associated with these types of projects. The oil and gas industry consists of upstream, midstream, and downstream sectors. Only a limited segment of the industry is regulated by a lead federal agency that takes full responsibility for compliance with Section 106 of the National Historic Preservation Act (NHPA). This includes interstate natural gas transmission pipelines, natural gas storage projects, and liquid natural gas facilities that are regulated by the Federal Energy Regulatory Commission as well as projects that are located on public lands. Most of the remaining projects are only subjected to limited, or in some cases, no regulation. Moreover, the recent discovery of abundant domestic oil and gas reserves has resulted in a significant increase in the development of midstream projects. Consequently, developing an effective and responsible compliance strategy for these narrowly regulated and unregulated projects represents a unique challenge.

Cinder Miller of Gray & Pape, Inc. presented a case study that illustrates the practical challenges of working on midstream energy projects. The absence of a clear lead federal

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agency results in multiple and often conflicting interpretations of the law between agencies. Therefore, the burden for developing a workable compliance strategy often falls on the consultant. This requires a great deal of professional judgment, especially in the case of projects that are largely unregulated. There are, in effect, no standards for these projects. This often results in a variety of issues, especially regarding the definition of the scope of the surveys and the reporting of the results. The consultant must strive to balance the interests and needs of the client, the regulatory requirements, and their own professional and ethical standards when working on these projects.

Marion Werkheiser, counsel to the Gas and Preservation Partnership (GAPP), then led participants in an interactive discussion of potential approaches to the management and protection of cultural resources for narrowly regulated and unregulated energy projects. GAPP is an innovative not-for-profit organization whose mission is to work collaboratively and pragmatically with both the energy industry and the preservation community to identify and manage historic and cultural resources while encouraging efficient exploration and development of energy reserves. This dialogue helped inform GAPP's model voluntary practices that are developed in cooperation with major shale gas producers, including Southwestern Energy and Shell. GAPP will be holding a conference in Pittsburgh in March of 2014 to develop pragmatic approaches to balancing energy development and the management and protection of cultural and historic resources.

"I loved the Hill visits, even in the rain in the shutdown."

"The conference is perhaps the most important professional conference of the year to connect with other industry leaders. Also, CRM day was challenging and exciting and is a must-do event to promote our industry to our congressional representatives."

"Planners did a good job of leaving some unprogrammed time at lunch to allow extended conversations and catching up on business communications."

"The ACRA conference is always a great time to meet with and engage our peers in the CRM industry, regardless of the program."



Networking at the Partners and Awards Reception on Friday evening.



Sessions were well attended and educational.

STATE OF THE INDUSTRY: THE BUSINESS OF CRM

On Saturday, a session focused on providing the results of two very important surveys that ACRA commissioned, which provide critical information for characterizing the CRM industry. ACRA's Salary and Membership Survey was again conducted by Vernon Research Group in 2013, and it provides important longitudinal data about the business of CRM, not only for the industry but also for others who need to understand the nature and impact of our industry. Also in 2013, ACRA's Government Relations Committee and Cultural Heritage Partners conducted a directed survey that provided industry metrics that were used to prepare a handout explaining the industry to legislators. Watch for more details on the results of these surveys in a future issue of *ACRA Edition* and elsewhere.

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The CRM Day reception provided time to catch up with colleagues.

Managing Historic Federal Buildings

By Kay Simpson, Cultural Resource Analysts, Inc.

Cultural Resource Analysts, Inc. (CRA) provided an overview on behalf of the Department of Veterans Affairs (VA) and National Cemetery Administration's (NCA) proactive cultural resource management initiatives by highlighting the tiered approach to resource identification and evaluation of the key property types. This session presented case studies to illustrate the different approaches, including a nationwide National Register Multiple Property Listing for Second Generation Veterans Hospitals constructed to serve veterans of World War I, a multi-faceted Confederate Historic Resource Study providing historical documentation and management recommendations for Confederate cemeteries, and studies in Florida and Ohio designed to streamline the Section 106 review process for planned projects. While the VA representative could not attend the conference, watch for an upcoming issue of *ACRA Edition* where NCA Senior Historian Sara Amy Leach will share her perspective on the Confederate cemeteries project with ACRA.



Social Media and Web Sites

By Sjoerd van der Linde, CommonSites

On Saturday, Dr. Sjoerd van der Linde presented some of the social media solutions that CommonSites has developed, and together with session moderator Hope Luhman, discussed some of the practical lessons learned in designing Web sites, making appropriate use of social media, and developing new open-source software. CommonSites' Really Simple Reporting system (RSR) was developed in order to stimulate global information sharing about ethical and transparent heritage projects. For more information on this conference session, see *Share Progress, Gain Support: Webtools and Social Media in CRM*, by Sjoerd van der Linde, elsewhere in this issue.

Thanks for all the great feedback on the conference, and we look forward to seeing you at ACRA's 20th Annual Conference in St. Pete Beach, Florida, in 2014.



Happy representatives of ACRA-member firms.

2013 ACRA AWARDS

By Al Tonetti, Chair, Awards Committee

In addition to two Board of Directors Awards presented at its 19th Annual Conference (one at the CRM Day Reception and another at a Congressional office; see elsewhere in this issue), ACRA presented five awards recognizing private and public sector clients of ACRA-member firms for CRM accomplishments and commitments exceeding those required by federal and state laws and regulations. ACRA also presented an award to an ACRA member firm for their long-term and ongoing public service commitment. The members of the 2013 ACRA Awards Committee were Charissa Durst (Hardlines Design, Inc.), Heidi Roberts (HRA, Inc., Conservation Archaeology), Sarah Herr (Desert Archaeology, Inc.), and Al Tonetti (ASC Group, Inc.).



From left: Elissa Levin (CMP), Mark Goodwin and Ed Beene (Burns & McDonnell), and Kathy Wheeler and Ellen Marlatt (IAC).

Industry Private Sector Award: Burns & McDonnell, and Central Maine Power, for Central Maine Power's Maine Power Reliability Program, nominated by Independent Archaeological Consulting, LLC

Since 2008, Burns & McDonnell has been the project and construction manager for Central Maine Power's (CMP) Maine Power Reliability Program (MPRP). The MPRP consists of 437.5 miles of new 345-kV and 115-kV transmission line, 147 miles of rebuilt 115-kV transmission line, five new substations, and six substation upgrades affecting approximately 80 small towns from southern to mid-coast and central Maine. Independent Archaeological Consultants (IAC) worked as the CRM consultant for the project's Euroamerican (Post-Contact) archaeological investigations, addressing dozens of historical-period archaeological sites along 19 transmission corridor segments. These sites included several small-scale industrial sites and many early to mid-nineteenth-century farm complexes. Twenty-three (23) of these sites were determined eligible for listing in the National Register of Historic Places (NRHP).

One of the many challenges for a project of this size was how best to avoid and protect these sites from unintended damage during construction. Burns & McDonnell and CMP demonstrated an ongoing commitment to protecting multiple resources over a large rural area. CMP was fully supportive

of all reasonable solutions to protect these resources. The site protection procedures established by Burns & McDonnell cultivated a growing awareness and respect for the importance of cultural resources among construction contractors and subcontractors.

One of the key elements in the procedures was established as soon as the archaeologists had identified an NRHP-eligible site. Burns & McDonnell developed a Memorandum of Agreement (MOA) among CMP, the U.S. Army Corps of Engineers, the Advisory Council on Historic Preservation, and Maine's State Historic Preservation Office in anticipation of potential ground-disturbing activities. Mitigation plans established clear procedures for intrusive activities in and around eligible sites. Central to the MOA was the creation of the "No Entry Area" (NEA), establishing a generous perimeter around each site. The NEA was marked in the field with flagging and "Sensitive Area, No Access" signage. Burns & McDonnell included slides clarifying the importance of the NEA in each of their safety and environmental training sessions, held at least twice a week for new contractors on the MPRP. Participants were educated on the importance of safeguarding cultural resources identified during the Section 106 process.

A site-inspection process was established before and after certain activities, and yearly inspections for five years

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once construction is complete. Going above and beyond these regular inspections, Burns & McDonnell involved archaeologists in the planning process for corridor clearing, pole placement, buffer plantings required for screening, and guy wire and guard rail locations. Early in the project, Burns & McDonnell and IAC found that minor, unintended intrusions occurred with unacceptable frequency. As a preventive measure, Burns & McDonnell increased the inspection interval, creating an enhanced NEA Inspection Protocol that went beyond the requirements of the MOA. These bi-weekly inspections are ongoing and continue until all construction is complete. Since the bi-weekly inspections began, significantly fewer instances of NEA encroachment by MPRP-related activities occurred.

In a clearly proactive effort to protect the most vulnerable sites, Burns & McDonnell and CMP approved the placement of screening barriers (boulders, gates, or plantings) in specific locations where the sites were more susceptible to looting or intrusion. These areas are generally along adjacent roads or access road edges where vehicles or intruders on foot may easily access a site.

While the MPRP started with standard protocols, what sets Burns & McDonnell apart as an exemplary project and construction manager is the company's commitment to remaining vigilant to any sort of unanticipated intrusion or potential threat to the cultural resources. Having received the full support of CMP, the two firms have been strong partners in taking seriously the responsibility of protecting the historic properties. Lessons learned from the MPRP will endure long after the project is complete.

Industry Public Sector Award: Delaware Department of Transportation US Route 301 Project, nominated by John Milner Associates, Inc.

The US Route 301 Project is a new 17-mile, four-lane highway in New Castle County, Delaware, costing approximately \$800 million. It enters the state from Maryland about eight miles south of the Chesapeake and Delaware Canal, heading north to intersect with Interstate 95. The project is designated a "megaproject" by the Federal Highway Administration (FHWA). An MOA governs the archaeological investigations. The Delaware Department of Transportation (DelDOT) retained nine

cultural resources firms for the project, almost all of which are ACRA member firms. The hiring of multiple firms allowed for an accelerated fieldwork schedule, provided DelDOT with a broad range of historical and archaeological expertise not usually found in one consulting firm, and increased the economic benefit of the state and federal dollars spent on CRM, estimated at \$12 million.



From left: Keith Seramur (Seramur and Associates, PC), Ian Burrow (Hunter Research, Inc.), Jeanne Ward (Applied Archaeology and History Associates, Inc.), David Clarke (DelDOT), Kerri Barile (Dovetail Cultural Resource Group), Wade Catts (John Milner Associates, Inc.), and Brian Crane (Versar).

Early in the compliance process, DelDOT examined seven route alternatives, each with its own CRM investigations. From the beginning, the archaeology program took a holistic approach to identifying archaeological sites, including a GIS-based predictive model, detailed background research, and intensive archaeological testing. This level of intensive research and field testing is innovative for work in Delaware, termed "front loading." In consultation with the SHPO and FHWA, DelDOT also initiated a series of alternative mitigation projects intended to gain additional information or insights into

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regional history and archaeology, artifact types, a synthesis of geophysical studies, and development of historic contexts.

Approximately 50 of the project-related studies were made publicly available on DeIDOT's website, including technical historical and archaeological reports, papers presented at professional conferences, media articles, and other cultural resources records. As part of the US Route 301 project, DeIDOT organized sessions at national and regional professional conferences. Interested public and school groups were invited to tour some sites during field investigations, and a blog page keeps the public abreast of ongoing data recovery investigations. In 2015, DeIDOT plans to sponsor a US Route 301 session at a national meeting and make the CRM findings available to a broader audience by publishing a public-oriented volume about the historical development of the US Route 301 corridor.

DeIDOT made a commitment on the US Route 301 Project to "do it right," and has gone above and beyond the requirements of a Section 106 undertaking. The methodological approach confirmed that "front loading" saved the FHWA time and money. The application of alternative mitigation measures rather than standard archaeological data recovery, the preparation of syntheses and historical contexts, engaging the public through various media outlets, and the use of multiple CRM firms demonstrates DeIDOT's accomplishments and commitments beyond those required to comply with federal and state historic preservation laws.

Industry Public Sector Award: National Aeronautics and Space Administration's (NASA) John F. Kennedy Space Center (KSC), nominated by New South Associates, Inc., and Archaeological Consultants, Inc.

Historical documentation at the National Aeronautics and Space Administration's (NASA) John F. Kennedy Space Center (KSC) in Brevard County, Florida, demonstrated that federal agencies with a large and complex set of historic properties can proactively navigate compliance with federal historic preservation mandates. Over the last 15 years or so, the KSC CRM office has completed extensive historic resource

surveys, public history outreach efforts, and nearly 30 HABS/HAER documentation reports, many completed well ahead of any federal undertaking triggering Section 106 compliance. In a move that is somewhat unusual for federal agencies, all of NASA KSC's historic resource survey reports and mitigation documents have been made publicly available through the CRM office's website.



From left: Joan Deming (Archaeological Consultants, Inc.), then-ACRA President Terry Majewski, Joe Joseph (New South Associates, Inc.), and ACRA Awards Committee Chair Al Tonetti.

NASA KSC's public history outreach efforts have extended beyond the center's history of Space flight to include working with the North Brevard Heritage Foundation to salvage the historic Clifton Schoolhouse for restoration and preservation. The achievements made by the KSC CRM office are especially remarkable given that the CRM officers at the facility are not CRM professionals, yet they have consistently supported and produced high-quality work that has earned accolades from NASA headquarters in Washington, D.C., and from the Florida SHPO. The depth and breadth of their work at NASA KSC has gone above and beyond simply complying with historic preservation laws, and has ensured that the agency's distinguished history of space exploration is preserved as it moves forward with plans for spaceflight in the twenty-first century.

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Industry Public Sector Award: Management Plan for Historic Bridges in Minnesota, Minnesota Department of Transportation, nominated by Mead & Hunt, Inc.

The Management Plan for Historic Bridges in Minnesota is the guiding document for the Minnesota Department of Transportation's (MnDOT's) efforts to rehabilitate and preserve historic bridges. Completed by Mead & Hunt, Inc., and HNTB, Inc., in June 2006, the plan provides state and local bridge owners with technical information and guidance to manage and preserve historic bridges.



MnDOT Cultural Resources Unit Supervisor Kristen Zschomier accepts the award on behalf of MnDOT.

Minnesota has more than 200 historically significant highway bridges. MnDOT owns 15 percent of these, while counties and cities own the remaining 85 percent. MnDOT's innovative approach to historic bridge management using the team method is established in the plan. This method effectively brings historic preservation and bridge engineering into a dialogue to address difficult bridge issues, such as load capacity, widening, railing replacement, and structural deterioration.

On behalf of MnDOT, Mead & Hunt introduced and used the team approach to prepare plans for 22 state-owned bridges. Each plan presents practical recommendations for how an individual bridge can be kept in use for the next 20 years. The recommended treatments and associated costs provide vital information for the state or local government bridge owner, who can then make informed management decisions. The plans provide an essential model for local bridge owners grappling with similar issues.

Industry Public Sector Award: Archaeological Investigations at Boundary, Washington, and Forest City and Bridgewater, Maine, Land Ports of Entry Supporting the ARRA LPOE Modernization, nominated by Geo-Marine, Inc.

In 2010, U.S. Customs and Border Protection (CBP) undertook three large-scale archaeological testing and data recovery projects as part of the modernization and expansion of the CBP Land Port of Entry (LPOE) facilities. Boundary, Washington, Bridgewater, Maine, and Forest City, Maine, LPOEs are part of a larger, ongoing project to upgrade and improve CBP-owned LPOEs at the border. Prior to the modernization of the three LPOEs, CBP conducted archaeological surveys that resulted in the discovery of sites. At Boundary, Washington, a late-nineteenth- and early-twentieth-century town-site was identified. In Bridgewater, both an early Native American encampment and the remains of an early-nineteenth-century mill hamlet were identified, and at Forest City, a Native American encampment was discovered.

As good stewards of our nation's heritage, CBP took a very proactive approach to the management of the archaeological resources that would be impacted by the LPOE modernizations. Testing and mitigation was conducted at each of the sites. A large component of the mitigation phase involved public outreach. There was a very interested local community at all three LPOEs. At Bridgewater and Forest City LPOEs, some residents lived only yards away from the archaeological investigations, and CBP made every effort to keep them

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From left: ACRA Awards Committee Chair Al Tonetti; Ruth Zolock, Field Operations Facilities Program Management Office, U.S. Customs and Border Protection; and then-ACRA President Terry Majewski.

informed and involved in the CRM process. Residents were allowed to visit the archaeological sites during investigations and interact with the archaeologists. At the conclusion of fieldwork, an open house was conducted at each location. The event was advertised in the local and surrounding communities, and consisted of a presentation about the results of the archaeological investigations. Brochures summarizing the archaeological investigations were made available to the public, and following the open house were distributed to the local historical societies. In Forest City, there was an open house, and some artifacts were cast and donated to the Woodie Wheaton Land Trust for permanent display. At Boundary, Washington, a permanent kiosk was designed that outlined the history of Boundary and the archaeological investigations. The kiosk sits adjacent to the newly constructed LPOE facility overlooking the original Boundary town-site, which CBP made arrangements to protect and monitor through the development of a site preservation plan.

In addition, CBP shared the knowledge gained through the archaeological investigations with the larger

archaeological community through presentations at a number of professional conferences. The Boundary, Washington, results were presented at the Northwest Anthropological Conference, and the Forest City results were presented at the Society for American Archaeology annual meeting. The three LPOE projects also were used as case studies in a presentation at the 33rd Annual Conference of the International Association for Impact Assessments.

Through these archaeological investigations, CBP has preserved an important portion of Washington's and Maine's cultural heritage while carrying out a project to modernize the LPOEs. In addition to conducting quality research, CBP demonstrated an ongoing commitment to give back to the public by sharing the knowledge that was gained through the archaeological investigations. CBP went above and beyond typical public outreach commitments by using a multifaceted approach to reach a diverse audience. CBP's commitment continues even after the completion of the projects through development of a cultural resources stewardship website.

Public Service Award: Geo-Marine, Inc., Annual Plano Archaeology Fair, nominated by Geo-Marine, Inc.

The Geo-Marine Cultural Resources Group (Plano, Texas) (now Versar) has worked with the Plano Conservancy for Historic Preservation and the City of Plano for 10 years to provide an educational event for the youth of Plano and the surrounding metroplex. Developed in 2002, the Archaeology Fair celebrated its tenth anniversary on October 20, 2012. The Archaeology Fair is an event that offers budding "junior archaeologists" an opportunity to participate in a mock excavation while learning proper excavation techniques and basic archaeological concepts from professionally trained archaeologists. Children also participate in Archaeology Land, where they are provided an activity workbook and learn interesting facts about the prehistoric inhabitants of north-central Texas and their lifestyle. At each activity station, children participate in a hands-on activity such as corn grinding, pottery design replication, rock painting, basket weaving, bracelet making,

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and making corn husk dolls. Demonstrations by flintknappers and atlatl throwers provide insight into the technologies of prehistoric people. Performances by the Bear Claw Singers, a Native American drummer and singer group who have shared their talents with the Archaeology Fair for the past five years, are a highlight. The fair has grown in popularity and has become an event that families look forward to each year.



From left: ACRA Awards Committee Chair Al Tonetti, then-ACRA President Terry Majewski, and Duane Peter, Bonnie Peter, and Michelle Wurtz Penton accepting the award on behalf of Versar.

Geo-Marine personnel are responsible for planning and implementing the event. This includes preparation of all the supplies for the Archaeology Land activities. Weekends and evenings are spent in the lab making clay tiles for the pictograph activity, cutting cordage, washing rocks, and designing paper for the rock wall. Numerous hours are spent ensuring that all of the field equipment is in working order and that signage is

produced and distributed for the upcoming event. Weekends are donated to construct mock excavation units. Reservations begin a month in advance, and volunteers from various local high schools, universities, and archaeological groups are solicited. The day prior to the event, the staff is busy loading pickup trucks and U-Haul trailers full of equipment and supplies. The day of the fair, activities begin long before sunrise. Attendance at the fair has ranged from 300 to 630 children and adults. Among the attendees are several groups from various organizations, local Boy Scout, Girl Scout, and Cub Scout troops, Big Brothers and Big Sisters, and various school clubs and/or classes, and home-school organizations.

Advertising for the fair is accomplished by an extensive marketing campaign. Each year a poster is designed for the upcoming fair that typically features images from the past year. The poster is distributed throughout downtown business storefronts, all of the surrounding libraries and recreational facilities, and in schools. An elaborate e-mail campaign is conducted. All of the surrounding 3rd- and 4th- grade teachers of public and private schools, home-school networks, local Boy Scout and Girl Scout troops, past fair attendees, local neighborhood associations, and churches are notified of the event.

The success of the fair is made possible by Geo-Marine's cultural resources family. Staff often solicits the help of family members during this event. In each of the last five years, the National Honor Society at Plano Senior High has provided 40–50 volunteers. Local universities and the Tarrant County Archaeological Society have also assisted by providing additional staff trained in archaeological techniques. Thousands of volunteer hours have been devoted to the fair, with over 500 hours donated for the preparation and execution of the 2012 event alone. Over the years, Geo-Marine's cultural resources family has received numerous handwritten thank you notes from children and email messages from parents all showing gratitude for the work that has gone into the event.

ACRA PRESENTS VIRGINIA SENATOR WITH A BOARD OF DIRECTORS AWARD



Senator Kane receiving his Board of Directors Award at his office on Capitol Hill. Left to right: Cinder Miller (Gray & Pape, Inc.); Michael Heilien (Statistical Research, Inc.); ACRA Incoming President Wade Catts (John Milner Associates, Inc.), ACRA Outgoing President Terry Majewski (Statistical Research, Inc.); Senator Tim Kane, D-VA; Tabitha Burgess (Versar); Mackenzie Rohn Caldwell (Versar); Kevin Pape (Gray & Pape); Michelle Wurtz Penton (Versar); and ACRA President-Elect Duane Peter (Versar).

At a special ceremony during this year's ACRA conference, Senator Tim Kane (D-VA) of Virginia was presented with a Board of Directors Award, the highest honor we give each year. The award honors Senator Kane's commitment to preserving historical and cultural resources throughout his career as Mayor of Richmond, as Governor of the Commonwealth, and now as a freshman Senator. ACRA is especially grateful to Senator Kane for his leadership on expanding the historic tax credit to make the renovation of historic schools more feasible, and his sponsorship of the American Battlefields Protection Program (ABPP) Amendments Act. As Senator Kane was unable to attend the ACRA's Congressional Reception at the Hill Center, several ACRA member firms with Virginia offices met with the senator earlier in the day to present him with the award. We are pleased that this is the beginning of his Senate career and look forward to working with him on issues that are important to the cultural resources industry in the future.

SHARE PROGRESS, GAIN SUPPORT: WEBTOOLS AND SOCIAL MEDIA IN CRM

By Sjoerd van der Linde, CommonSites

In a time of decreased financial opportunities and increased demands for demonstrating the public value of our work, good Web design and social media are becoming increasingly important for CRM companies. Staying current with new developments in social media and information technology is, however, no easy task. The Social Media and Web Design session at this year's ACRA conference featured Sjoerd van der Linde of CommonSites, a Dutch-based non-profit organization that aims to assist the heritage field by providing innovative solutions that help streamline communication, knowledge sharing, and project visibility. Session moderator Hope Luhman (The Louis Berger Group, Inc.) also shared her expertise on these topics.



www.commonsites.net

The session focused on some of the solutions that CommonSites has developed and on the practical lessons learned in designing Web sites, making appropriate use of social media, and developing new open-source software. CommonSites' Really Simple Reporting system (RSR) was developed in order to stimulate global information sharing about ethical and transparent heritage projects. RSR makes it easy to share real-time updates from the field using text messages, photos, or videos, and has turned out to be an effective way for practitioners to keep donors, developers, specialists, and interested audiences informed of daily progress.



A crowdfunding function, which can be used to help attract alternative resources to help build local capacity and fund community engagement projects tied to research agendas, has been built into RSR. Crowdfunding, however, isn't simply about sticking one's hand out in a digital sense. The most successful projects on the CommonSites platform are those that provide their supporters with a constant stream of easily digestible pieces of information and serve some benefit to local communities wherever they are located. It is also important to realize that crowdfunding takes time and investment, and that its main value is engaging people and creating support, and less about making a financial profit.

Reaching out effectively to your funders, partners, and the general public is successful only if accompanied by a dedicated communications strategy. Such strategies start with a good vision and mission statement. Only when these are linked to practical business targets does putting effort into using social media and building Web sites make sense. This is

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because your logo, Web site, and social media all need to be built on *content* through the motto of “form follows function,” not on what technical solutions might be readily available. A good communications strategy starts with thinking about what you want to achieve, what your message is, who your audience is, and how to effectively reach them. The answers to these questions will inspire the functional design for your Web site and the manner in which you engage different audiences through a variety of social media.

During the session, we discussed some pointers for good Web design and the effective use of social media. Summarizing all these goes beyond the scope of this session summary, but devising a good strategy and measuring the success of this online strategy is a key step in effective social media use. What you need is quality in terms of fulfilling your objectives or the needs of your audience, not quantity in terms of

“likes.” A good start would be to prepare for mobile access and consider Google Analytics and Search Engine Optimization (SEO) as a means of tracking and increasing your visitors’ online behavior.

The presenter invites anyone with questions to contact him at:

Sjoerd van der Linde
www.CommonSites.net
sjoerd@commonsites.net
@SjoerddvL



CommonSites

NEWS AND PERSPECTIVES FROM THE CENTER FOR DIGITAL ANTIQUITY

By Francis P. McManamon, Executive Director, Digital Antiquity

At the beginning of October, I attended the ACRA annual conference in Washington, D.C., on behalf of the Center for Digital Antiquity, which maintains tDAR (the Digital Archaeological Record). We were one of the vendors at the conference. Despite the U.S. Government shutdown, the conference was informative, well-organized, and useful in a variety of ways. There were important discussions about coordinating actions to meet the demands on effective CRM by energy development undertakings, dealing with copyright and intellectual property issues, and a variety of other matters.

One topic that came up in discussions with representatives of several CRM firms was what could be done to ensure continuing access to and preservation of the legacy of their firms and the products of their professional careers. This is not a new topic at ACRA meetings, and it is likely to continue to be of interest. The challenge of preserving and making accessible decades of archaeological research results is faced by CRM firms whose leadership (in many cases the founders of the firms) will retire soon.

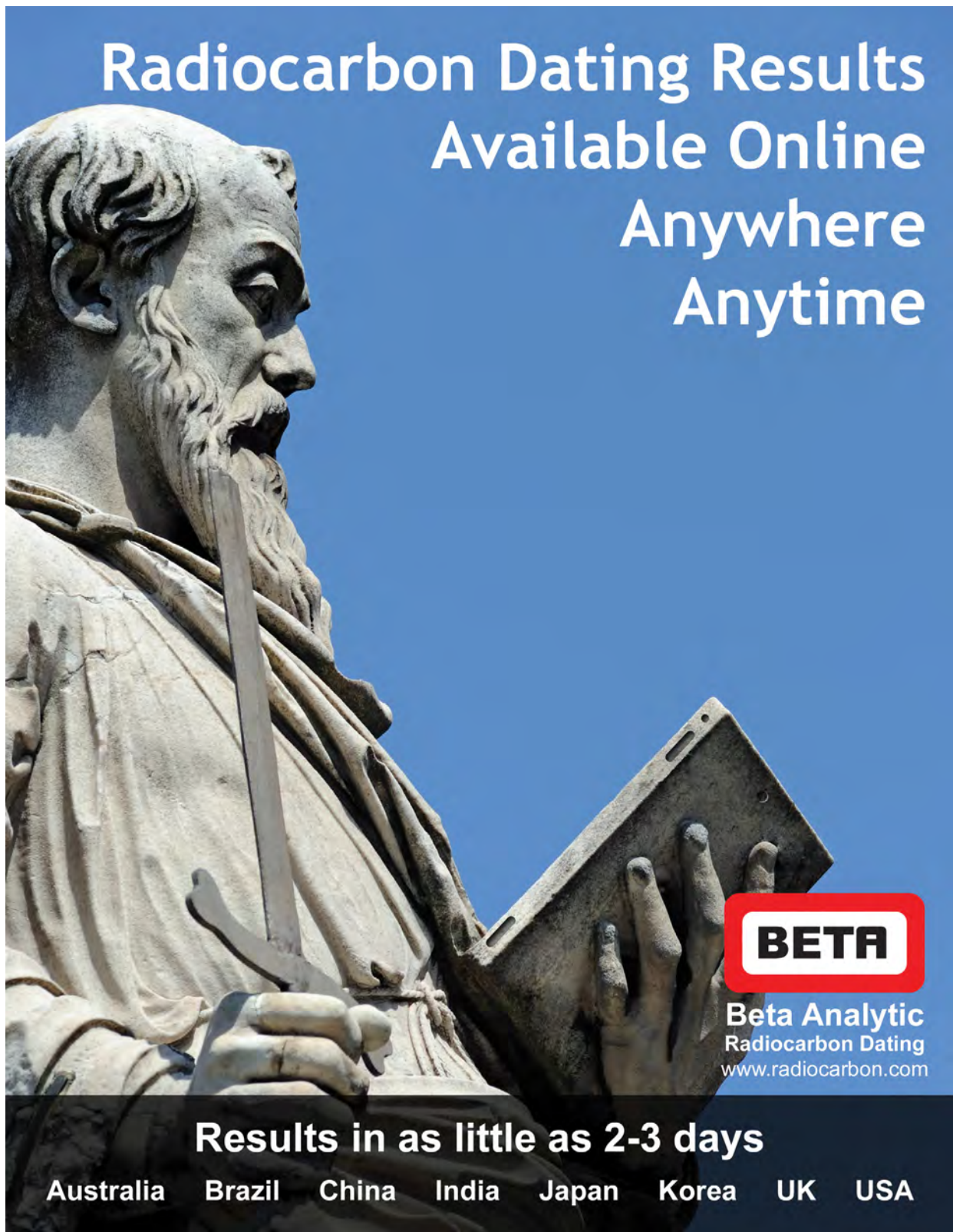
This situation also affects archaeologists whose professional careers have been in public agencies that fund archaeological investigations or manage archaeological resources. These agencies have legal obligations to ensure the accessibility and preservation of data and information about the archaeological resources they manage or that their actions have affected; however, these obligations are not always effectively or fully met.

Access and preservation of archaeological reports, data, images, and many other kinds of information are the primary goals of the Center for Digital Antiquity. Through tDAR we are able to assist firms, agencies, individuals, and a variety of organizations to preserve for future access and use the archaeological legacy of a generation of archaeologists and organizations who have built CRM as an essential part of the discipline.

Some of these legacies already have been contributed to tDAR; see, for example, the following tDAR collections and projects:

- [The Central Arizona Project](#) by the Phoenix Area Office of the Bureau of Reclamation
- [PaleoResearch Institute](#) created by Linda Scott Cummings and the staff of the PaleoResearch Institute
- [The Archaeology of Albany \(New York\)](#) created by the staff of Hartgen Archeological Associates
- [Brockington and Associates](#) created by the staff of Brockington and Associates, highlights their data recovery reports from Georgia and South Carolina
- [Casa Grande Ruins Compound A and Casa Grande Great House Preservation](#) digital archive by Casa Grande Ruins National Monument, Arizona
- [Cape Cod Archaeology](#) by Cape Cod National Seashore, Massachusetts
- [The Dolores Archaeology Program](#) created by Tim Kohler and his students at Washington State University with the assistance of the Bureau of Reclamation
- [Mohawk Valley \(NY\) Archaeology](#) created by Dean Snow and his students at Pennsylvania State University

At Digital Antiquity, we encourage more CRM firms and agency offices to build CRM legacy collections in tDAR and are glad to work with those that may be interested in doing so. For more information on Digital Antiquity, contact Francis P. McManamon, Ph.D., RPA, Executive Director, P.O. Box 872402, Tempe, AZ 85287-2402, info@digitalantiquity.org.

A large, detailed stone statue of a bearded man, likely a philosopher or scholar, is shown in profile. He has a long, flowing beard and is wearing a draped garment. He is holding a large, rectangular tablet or book in his left hand and a quill pen in his right hand. The background is a clear blue sky.

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ACRA EDITION ANNOUNCEMENTS AND UPDATES

DO YOU HAVE SOMETHING FOR THE BOOK CORNER?

The Book Corner column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. Please consider submitting information on your new publication to the *ACRA Edition* editor for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum resolution 300 dpi) and not be embedded in the text file.

We at PaleoResearch Institute are preparing our 2014 calendar that we distribute (free) to archaeologists and client firms. If you are interested in receiving a copy (or multiple copies), please send an email to info@paleoresearch.com with your name and snail mail information. We are updating our list from last year, which we will use as our mailing list for this year. If you have any changes in your mailing address or contact information, please contact Jenny (info@paleoresearch.com). If you received a calendar last year and do not want to receive a calendar this year, please also email us.

2013–2014 ACRA Partnership Program

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

[Click here](#) to become an ACRA Partner!

For a printable copy of the registration form, [click here](#).

If you are interested in becoming a partner, upgrading your current partnership, or if you have any questions, please contact [Taylor Dubord](#) at ACRA Headquarters.

ACRA Consultants Database

Please take a moment to look at your Consultants Database listing on the ACRA website to make sure it is updated with the most current information. If you would like to change or add any information, please email [Nick](#).

2014 ACRA Edition Schedule

ISSUE	DEADLINE	RELEASE
Winter	January 24	February/March
Spring	April 18	May/June
Summer	July 18	August/September
Fall	October 3*	November/December

*To allow time for submissions following the annual conference

ACRA Edition Submission Instructions

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

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

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

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