

2005 American Cultural Resources Association Salary Survey

About the survey

American Cultural Resources Association’s 2005 Salary Survey was completed by a total of 126 historic preservation, history, archaeology, architectural history, historical architecture, and landscape architecture companies. A full description of the survey sample is provided on the next page.

Survey invitations were e-mailed and mailed to current ACRA members, former ACRA members, and non-members in October 2005. Participants were given until late November to complete and return a questionnaire. All participants were entitled to receive a complimentary copy of the survey results; those who took advantage of this offer provided their contact information on the survey questionnaire. However, this information was used to distribute the results only, and was not taken into consideration in the calculation of the results.

Questions asked included those on companies’ type(s) of work, benefits provided, and wages paid to employees. Survey results are broken down by ACRA members versus non-members and by respondents’ type of work. In cases for which too little data were available to report survey results, a * is shown instead.

Readers with questions or comments will find contact information for American Cultural Resources Association at their web site, www.acra-crm.org.

Survey collection and results services were provided by Zweig White Information Services, LLC. Contact Zweig White at info@zweigwhite.com or (800) 466-6275.

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Survey sample

	percentage of respondents	number of respondents
ACRA membership		
Is your company a member of ACRA?		
Yes	57%	71
No	43%	54

Company type

Which of the following best describes your company's work?

Specialized CRM firm (only archaeology, history, historical architecture, etc.)	41%	41
Full-service CRM firm (archaeology, history, architectural history, preservation planning, etc.)	40%	40
CRM department in a non-CRM firm	17%	17
Provider of CRM services to other CRM firms (equipment, soil morphology, dating, palynology, remote sensing, ethnobotany, etc.)	3%	3

Company organization

Which of the following best describes your organization?

For-profit corporation (PC, C-Corp, S-Corp)	60%	71
For-profit sole proprietorship	18%	21
For-profit limited liability corporation (LLC)	16%	19
For-profit CRM department or profit center of a non-CRM firm	3%	4
For-profit partnership	3%	3

Location

In what state is your company headquartered?

California	16%	19	Kentucky	2%	2
Colorado	7%	8	Maryland	2%	2
Washington	7%	8	Montana	2%	2
Florida	5%	6	South Carolina	2%	2
New Jersey	5%	6	Virginia	2%	2
Missouri	4%	5	Connecticut	1%	1
Pennsylvania	4%	5	Idaho	1%	1
Texas	4%	5	Indiana	1%	1
Alabama	3%	3	Michigan	1%	1
Arizona	3%	3	Nevada	1%	1
Georgia	3%	3	New Hampshire	1%	1
New York	3%	3	New Mexico	1%	1
North Carolina	3%	3	North Dakota	1%	1
Ohio	3%	3	Oregon	1%	1
Utah	3%	3	Tennessee	1%	1
Arkansas	2%	2	Wisconsin	1%	1
Iowa	2%	2	Wyoming	1%	1
Kansas	2%	2			

Financial statistics

Participants were instructed to complete the following questions for the entire company, unless CRM is a department within a larger firm. In that case, the results are based on the CRM department only, not the company as a whole.

Income

Percentage of total gross annual income in CRM (means)

Overall	87.8%
ACRA members.	90.1%
Non-members	86.4%
Full-service CRM firm	91.4%
Specialized CRM firm	95.7%
CRM department in a non-CRM firm	58.9%
Provider of CRM services to other CRM firms	*

Overhead

Percentage of direct labor overhead (means)

Overall	51.9%
ACRA members.	57.7%
Non-members	44.4%
Full-service CRM firm	56.8%
Specialized CRM firm	48.9%
CRM department in a non-CRM firm	56.6%
Provider of CRM services to other CRM firms	*

Percentage of general and administrative overhead (means)

Overall	44.9%
ACRA members.	53.0%
Non-members	33.5%
Full-service CRM firm	54.8%
Specialized CRM firm	38.7%
CRM department in a non-CRM firm	42.7%
Provider of CRM services to other CRM firms	*

Profit

Percentage of normal fee/profit margin (means)

Overall	16.8%
ACRA members.	15.8%
Non-members	19.3%
Full-service CRM firm	17.0%
Specialized CRM firm	19.9%
CRM department in a non-CRM firm	9.6%
Provider of CRM services to other CRM firms	*

Contracts

Percentage of contracts (based on the dollar amount of contracts, not the number of contracts)

Cost-plus	0-25%	26-50%	51-75%	76-100%
Overall	40%	7%	18%	35%
ACRA members	39%	4%	18%	39%
Non-members.	43%	12%	18%	27%
Full-service CRM firm	41%	5%	20%	34%
Specialized CRM firm	42%	5%	17%	36%
CRM department in a non-CRM firm.	25%	17%	17%	41%
Provider of CRM services to other CRM firms . . . *	*	*	*	*
Lump-sum	0-25%	26-50%	51-75%	76-100%
Overall	35%	15%	7%	43%
ACRA members	40%	14%	4%	42%
Non-members.	27%	18%	12%	43%
Full-service CRM firm	34%	17%	5%	44%
Specialized CRM firm	36%	14%	6%	44%
CRM department in a non-CRM firm.	41%	17%	17%	25%
Provider of CRM services to other CRM firms . . . *	*	*	*	*

Employee breakdown

What percentage of your regular employees are...?

Permanent, full-time salaried employees

Overall	46%
ACRA members	44%
Non-members	51%
Full-service CRM firm	39%
Specialized CRM firm	52%
CRM department in a non-CRM firm	58%
Provider of CRM services to other CRM firms	*

Permanent, full-time hourly employees

Overall	25%
ACRA members	34%
Non-members	12%
Full-service CRM firm	31%
Specialized CRM firm	22%
CRM department in a non-CRM firm	20%
Provider of CRM services to other CRM firms	*

Permanent, part-time employees

Overall	9%
ACRA members	8%
Non-members	9%
Full-service CRM firm	10%
Specialized CRM firm	10%
CRM department in a non-CRM firm	3%
Provider of CRM services to other CRM firms	*

Temporary employees

Overall	20%
ACRA members	14%
Non-members	28%
Full-service CRM firm	20%
Specialized CRM firm	16%
CRM department in a non-CRM firm	19%
Provider of CRM services to other CRM firms	*

Employee breakdown *(continued)*

Number of employees

In 2004, how many individual employees (whether they worked for 1 hour or 2,080 hours) did your company have on payroll? (*means*)

Overall	33
ACRA members	46
Non-members	13
Full-service CRM firm	33
Specialized CRM firm	12
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

Employee hours

In 2004, how many total hours of labor of all employees did your company expend (assuming one full-time employee = 2,080 hours per year)? (*means*)

Overall	94,965
ACRA members	126,161
Non-members	39,680
Full-service CRM firm.	40,023
Specialized CRM firm	105,682
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

What is the highest education level attained by your company's professional and management staff?

Education	High-school diploma	Associate's degree	4-year bachelor's degree	5-year professional degree	Master's degree or MBA	Ph.D.
Overall	4%	1%	24%	3%	55%	13%
ACRA members	5%	2%	30%	2%	48%	13%
Non-members	4%	1%	15%	3%	63%	14%
Full-service CRM firm	4%	2%	32%	2%	49%	11%
Specialized CRM firm	5%	0%	14%	3%	59%	19%
CRM department in a non-CRM firm	6%	2%	34%	6%	46%	6%
Provider of CRM services to other CRM firms	*	*	*	*	*	*

Benefits

How many days of paid time off do employees receive per year?

Days (means)	Vacation	Holidays	Sick	Personal	Other
Overall	13	6	5	2	1
ACRA members	14	7	5	3	1
Non-members	8	4	4	1	1
Full-service CRM firm	14	8	6	3	1
Specialized CRM firm	10	5	3	2	1
CRM department in a non-CRM firm	10	8	6	2	0
Provider of CRM services to other CRM firms	*	*	*	*	*

What percentage of the premium does your company pay for the following?

Health insurance	0%	1-25%	26-50%	51-75%	76-99%	100%
Overall	35%	8%	15%	11%	10%	21%
ACRA members	17%	9%	17%	19%	15%	23%
Non-members	64%	6%	12%	0%	0%	18%
Full-service CRM firm	26%	8%	24%	11%	13%	18%
Specialized CRM firm	50%	5%	3%	14%	3%	25%
CRM department in a non-CRM firm	9%	18%	18%	28%	9%	18%
Provider of CRM services to other CRM firms	*	*	*	*	*	*
Life insurance	0%	1-25%	26-50%	51-75%	76-99%	100%
Overall	67%	3%	2%	0%	2%	26%
ACRA members	50%	6%	4%	0%	2%	38%
Non-members	91%	0%	0%	0%	0%	9%
Full-service CRM firm	58%	5%	5%	0%	0%	32%
Specialized CRM firm	80%	3%	0%	0%	0%	17%
CRM department in a non-CRM firm	45%	0%	0%	0%	10%	45%
Provider of CRM services to other CRM firms	*	*	*	*	*	*
Disability insurance	0%	1-25%	26-50%	51-75%	76-99%	100%
Overall	68%	2%	2%	0%	6%	22%
ACRA members	58%	4%	2%	0%	8%	28%
Non-members	85%	3%	0%	0%	0%	12%
Full-service CRM firm	66%	5%	5%	0%	3%	21%
Specialized CRM firm	78%	0%	0%	0%	0%	22%
CRM department in a non-CRM firm	46%	0%	0%	0%	27%	27%
Provider of CRM services to other CRM firms	*	*	*	*	*	*

Benefits *(continued)*

Does your company offer a retirement or profit-sharing plan?

Retirement plans	yes	no
Overall	56%	44%
ACRA members	70%	30%
Non-members.	33%	67%
Full-service CRM firm	58%	42%
Specialized CRM firm	47%	53%
CRM department in a non-CRM firm.	82%	18%
Provider of CRM services to other CRM firms	*	*

Does your company offer workers' compensation coverage?

Workers' compensation	yes	no
Overall	79%	21%
ACRA members	91%	9%
Non-members.	61%	39%
Full-service CRM firm	92%	8%
Specialized CRM firm	64%	36%
CRM department in a non-CRM firm.	91%	9%
Provider of CRM services to other CRM firms	*	*

Does your company support and pay for employees' professional development? (for example, professional registration, professional association memberships, continuing education, etc.)

Professional development	yes	no
Overall	82%	18%
ACRA members	94%	6%
Non-members.	61%	39%
Full-service CRM firm	87%	13%
Specialized CRM firm	81%	19%
CRM department in a non-CRM firm.	73%	27%
Provider of CRM services to other CRM firms	*	*

Fees

**What are the hourly loaded billout fees you pay other companies for the following consultants?
(fill in the hourly rates for consultants your company has used within the past two years)**

Archaeologists (*means*)

Overall.	\$62
ACRA members	\$63
Non-members	\$57
Full-service CRM firm	\$61
Specialized CRM firm	\$64
CRM department in a non-CRM firm.	\$62
Provider of CRM services to other CRM firms	*

Historians (*means*)

Overall.	\$58
ACRA members	\$60
Non-members	\$54
Full-service CRM firm	\$55
Specialized CRM firm	\$58
CRM department in a non-CRM firm.	\$68
Provider of CRM services to other CRM firms	*

Architectural Historians (*means*)

Overall.	\$61
ACRA members	\$64
Non-members	\$54
Full-service CRM firm	\$61
Specialized CRM firm	\$62
CRM department in a non-CRM firm.	\$60
Provider of CRM services to other CRM firms	*

Geomorphologists (*means*)

Overall.	\$81
ACRA members	\$72
Non-members	\$112
Full-service CRM firm	\$89
Specialized CRM firm	\$68
CRM department in a non-CRM firm.	\$70
Provider of CRM services to other CRM firms	*

Photographers (*means*)

Overall.	\$64
ACRA members	\$70
Non-members	\$35
Full-service CRM firm	\$81
Specialized CRM firm	\$49
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

Fees (continued)

Paleobotanists (means)

Overall	\$55
ACRA members	\$44
Non-members	\$88
Full-service CRM firm	\$59
Specialized CRM firm	\$48
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

Zooarchaeologists (means)

Overall	\$46
ACRA members	\$38
Non-members	\$67
Full-service CRM firm	\$52
Specialized CRM firm	\$44
CRM department in a non-CRM firm.	\$35
Provider of CRM services to other CRM firms	*

Ethnobotanists (means)

Overall	\$42
ACRA members	\$38
Non-members	\$60
Full-service CRM firm	\$43
Specialized CRM firm	\$56
CRM department in a non-CRM firm.	\$28
Provider of CRM services to other CRM firms	*

Computer Specialists (means)

Overall	\$57
ACRA members	\$54
Non-members	\$63
Full-service CRM firm	\$54
Specialized CRM firm	\$60
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

Historic Preservation Planners (means)

Overall	\$65
ACRA members	\$77
Non-members	\$45
Full-service CRM firm	\$65
Specialized CRM firm	\$55
CRM department in a non-CRM firm.	\$70
Provider of CRM services to other CRM firms	*

Fees (continued)**Urban Planners (means)**

Overall	\$68
ACRA members	\$68
Non-members	*
Full-service CRM firm	*
Specialized CRM firm	*
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

GIS Specialists (means)

Overall	\$70
ACRA members	\$68
Non-members	\$76
Full-service CRM firm	\$62
Specialized CRM firm	\$75
CRM department in a non-CRM firm.	*
Provider of CRM services to other CRM firms	*

Editors (means)

Overall	\$41
ACRA members	\$40
Non-members	\$52
Full-service CRM firm	\$38
Specialized CRM firm	\$43
CRM department in a non-CRM firm.	\$58
Provider of CRM services to other CRM firms	*

Graphic Artists (means)

Overall	\$48
ACRA members	\$49
Non-members	\$45
Full-service CRM firm	\$40
Specialized CRM firm	\$51
CRM department in a non-CRM firm.	\$61
Provider of CRM services to other CRM firms	*

Compensation

What are the hourly salaries or wages your company pays to the employees listed below? (salaries or wages, not billout rates; do not include additional fees, or direct labor or general and administrative overhead expenses)

“Number of principals” or “Number of employees” shows the total number of individuals represented, across the entire company and for all respondents. “Base pay” shows the average hourly wages paid to these individuals.

Business Owner/Principal	Number of principals	Base pay and income from business
Overall	87	\$40.28
ACRA members	64	\$42.74
Non-members	23	\$35.95
Full-service CRM firm	50	\$45.00
Specialized CRM firm	33	\$35.23
CRM department in a non-CRM firm	4	\$45.05
Provider of CRM services to other CRM firms	*	*
Regional Manager	Number of employees	Base pay
Overall	39	\$30.86
ACRA members	36	\$32.07
Non-members	3	\$25.62
Full-service CRM firm	25	\$29.99
Specialized CRM firm	3	\$28.50
CRM department in a non-CRM firm	11	\$34.22
Provider of CRM services to other CRM firms	*	*
Project Manager	Number of employees	Base pay
Overall	89	\$28.36
ACRA members	80	\$27.93
Non-members	9	\$29.91
Full-service CRM firm	57	\$25.13
Specialized CRM firm	11	\$34.05
CRM department in a non-CRM firm	21	\$32.55
Provider of CRM services to other CRM firms	*	*
Principal Investigator	Number of employees	Base pay
Overall	75	\$32.06
ACRA members	70	\$27.48
Non-members	5	\$50.37
Full-service CRM firm	52	\$28.97
Specialized CRM firm	11	\$42.63
CRM department in a non-CRM firm	12	\$33.46
Provider of CRM services to other CRM firms	*	*

Compensation (continued)

Project Manager/Principal Investigator	Number of employees	Base pay
Overall	109	\$34.56
ACRA members	98	\$29.47
Non-members	11	\$44.18
Full-service CRM firm	37	\$36.21
Specialized CRM firm	58	\$34.14
CRM department in a non-CRM firm	14	\$28.59
Provider of CRM services to other CRM firms	*	*

Laboratory Director	Number of employees	Base pay
Overall	30	\$23.22
ACRA members	27	\$18.91
Non-members	3	\$54.84
Full-service CRM firm	16	\$25.64
Specialized CRM firm	8	\$20.20
CRM department in a non-CRM firm	6	\$20.04
Provider of CRM services to other CRM firms	*	*

Graphic Arts Director	Number of employees	Base pay
Overall	16	\$22.35
ACRA members	13	\$22.18
Non-members	3	\$23.20
Full-service CRM firm	8	\$21.41
Specialized CRM firm	5	\$26.42
CRM department in a non-CRM firm	3	\$19.50
Provider of CRM services to other CRM firms	*	*

IT Manager	Number of employees	Base pay
Overall	13	\$27.07
ACRA members	13	\$27.07
Non-members	*	*
Full-service CRM firm	10	\$24.88
Specialized CRM firm	*	*
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*

Senior Archaeologist	Number of employees	Base pay
Overall	99	\$24.22
ACRA members	87	\$23.56
Non-members	12	\$26.53
Full-service CRM firm	67	\$23.16
Specialized CRM firm	9	\$25.38
CRM department in a non-CRM firm	23	\$27.23
Provider of CRM services to other CRM firms	*	*

Compensation (continued)

Archaeologist	Number of employees	Base pay
Overall	111	\$18.06
ACRA members	98	\$17.10
Non-members	13	\$21.06
Full-service CRM firm	69	\$16.74
Specialized CRM firm	15	\$20.83
CRM department in a non-CRM firm	27	\$18.09
Provider of CRM services to other CRM firms	*	*
Senior Researcher	Number of employees	Base pay
Overall	21	\$21.23
ACRA members	20	\$20.88
Non-members	*	*
Full-service CRM firm	12	\$21.26
Specialized CRM firm	2	\$21.50
CRM department in a non-CRM firm	7	\$20.96
Provider of CRM services to other CRM firms	*	*
Archaeological Technician III	Number of employees	Base pay
Overall	83	\$15.00
ACRA members	72	\$14.43
Non-members	11	\$17.08
Full-service CRM firm	58	\$14.21
Specialized CRM firm	15	\$16.70
CRM department in a non-CRM firm	10	\$16.63
Provider of CRM services to other CRM firms	*	*
Archaeological Technician II	Number of employees	Base pay
Overall	136	\$13.70
ACRA members	123	\$13.54
Non-members	13	\$14.30
Full-service CRM firm	106	\$12.08
Specialized CRM firm	23	\$16.59
CRM department in a non-CRM firm	7	\$14.83
Provider of CRM services to other CRM firms	*	*
Archaeological Technician I	Number of employees	Base pay
Overall	150	\$12.27
ACRA members	128	\$11.61
Non-members	22	\$13.90
Full-service CRM firm	67	\$10.85
Specialized CRM firm	49	\$14.68
CRM department in a non-CRM firm	34	\$12.81
Provider of CRM services to other CRM firms	*	*

Compensation (continued)

Historian/Architectural Historian	Number of employees	Base pay
Overall	51	\$25.90
ACRA members	48	\$24.92
Non-members	3	\$33.38
Full-service CRM firm	35	\$25.34
Specialized CRM firm	5	\$32.13
CRM department in a non-CRM firm	11	\$22.15
Provider of CRM services to other CRM firms	*	*

Historical Research Assistant	Number of employees	Base pay
Overall	14	\$16.39
ACRA members	13	\$16.39
Non-members	*	*
Full-service CRM firm	10	\$16.04
Specialized CRM firm	2	\$17.23
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*

Laboratory Assistant	Number of employees	Base pay
Overall	57	\$13.34
ACRA members	51	\$13.39
Non-members	6	\$12.89
Full-service CRM firm	41	\$12.71
Specialized CRM firm	9	\$15.14
CRM department in a non-CRM firm	7	\$14.28
Provider of CRM services to other CRM firms	*	*

Other technician	Number of employees	Base pay
Overall	9	\$14.96
ACRA members	8	\$14.50
Non-members	*	*
Full-service CRM firm	8	\$14.50
Specialized CRM firm	*	*
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*

Graphic Artist	Number of employees	Base pay
Overall	24	\$17.47
ACRA members	19	\$18.45
Non-members	5	\$14.72
Full-service CRM firm	12	\$16.11
Specialized CRM firm	8	\$19.75
CRM department in a non-CRM firm	4	\$17.42
Provider of CRM services to other CRM firms	*	*

Compensation (continued)

Editor	Number of employees	Base pay
Overall	20	\$21.31
ACRA members	17	\$20.91
Non-members	3	\$23.22
Full-service CRM firm	16	\$20.21
Specialized CRM firm	2	\$30.10
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*
Production Assistant	Number of employees	Base pay
Overall	17	\$13.12
ACRA members	17	\$13.12
Non-members	*	*
Full-service CRM firm	15	\$12.71
Specialized CRM firm	*	*
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*
Geographic Information System Analyst	Number of employees	Base pay
Overall	24	\$19.75
ACRA members	22	\$19.83
Non-members	2	\$19.20
Full-service CRM firm	17	\$18.95
Specialized CRM firm	2	\$17.92
CRM department in a non-CRM firm	5	\$26.40
Provider of CRM services to other CRM firms	*	*
IT Technician	Number of employees	Base pay
Overall	7	\$17.17
ACRA members	6	\$16.47
Non-members	*	*
Full-service CRM firm	6	\$16.47
Specialized CRM firm	*	*
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*
Intern	Number of employees	Base pay
Overall	15	\$9.17
ACRA members	15	\$9.17
Non-members	*	*
Full-service CRM firm	10	\$9.27
Specialized CRM firm	4	\$8.00
CRM department in a non-CRM firm	*	*
Provider of CRM services to other CRM firms	*	*